

**EXAMINING THE FINANCES AND OPERATIONS OF  
THE UNITED STATES POSTAL SERVICE DURING  
COVID-19 AND UPCOMING ELECTIONS**

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**HEARING**

BEFORE THE

COMMITTEE ON  
HOMELAND SECURITY AND  
GOVERNMENTAL AFFAIRS  
UNITED STATES SENATE  
ONE HUNDRED SIXTEENTH CONGRESS

SECOND SESSION

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# **EXAMINING THE FINANCES AND OPERATIONS OF THE UNITED STATES POSTAL SERVICE DURING COVID-19 AND UPCOMING ELECTIONS**

**FRIDAY, AUGUST 21, 2020**

U.S. SENATE,  
COMMITTEE ON HOMELAND SECURITY  
AND GOVERNMENTAL AFFAIRS,  
*Washington, DC.*

The Committee met, pursuant to notice, at 9 o'clock a.m., via video conference, Hon. Ron Johnson, Chairman of the Committee, presiding.

Present: Senators Johnson, Portman, Paul, Lankford, Romney, Scott, Enzi, Hawley, Peters, Carper, Hassan, Sinema, and Rosen.

## **OPENING STATEMENT OF CHAIRMAN JOHNSON<sup>1</sup>**

Chairman JOHNSON. Good morning. This hearing will come to order. I want to start by thanking Postmaster General DeJoy first, for making himself available in such short notice, and second, for taking on the very thankless task of trying to maintain the United States Postal Service (USPS) as a financially viable entity.

Unfortunately, he has found out, over the last few weeks, that not only is it a thankless task, but he has already been subjected to character assassinations, as Democrats have put him in the crosshairs of another hyperbolic false narrative, perpetrated to gain political advantage.

I hope we can stick to the facts in this hearing today. One fact that needs to be highlighted, one part of the false narrative, is that the Postmaster General is not appointed by President Trump. The bipartisan postal Board of Governors engaged a professional search firm that identified Louis DeJoy as an outstanding candidate with the necessary background and skill set to tackle the enormous challenges facing the postal system. The bipartisan Governors then unanimously—again, let me repeat that—they unanimously approved his appointment as Postmaster General. Mr. DeJoy reports to the Board, not the President.

Another false narrative is that a failure to provide funding to the Postal Service will undermine the election. The Postal Service currently has \$15.1 billion in cash on hand, following a better-than-expected financial performance during the pandemic. Due to a surge in package delivery, rather than being down, the Postal Serv-

<sup>1</sup>The prepared statement of Senator Johnson appears in the Appendix on page 43.

ice's revenue is actually \$1.5 billion higher this year than during the same period last year.

That said, the long-term financial reality of the postal system is bleak, and it has been bleak for years. The main reason is that First-Class mail volume has declined dramatically with the advent of the Internet. Because the postal system is constrained by a host of legislative requirements, it does not have the flexibility a private sector entity would have to deal with the dramatic reduction in the demand for its products.

In a perfect world, the postal system would have funded its long-term pension retiree health care liability as they were incurred. Because they did not, those unfunded liabilities now total \$120 billion. Unfortunately, the 2006 postal reform bill did not ensure long-term financial viability, and in its attempt to address the unfunded liability problem it depleted the postal system of cash and arbitrarily turned long-term liabilities into short-term liabilities on its balance sheet.

Subsequent attempts at reform have largely proposed a taxpayer bailout. The cost of these proposals is generally understated, based on the Congressional Budget Office (CBOs) 10-year scoring requirement, which misleadingly characterizes a \$48.8 billion bailout as only costing \$10.7 billion over 10 years. These proposals also lack the full range of structural reforms that will be required to ensure the long-term viability of the system.

For years, the Government Accountability Office (GAO) and inspector general reports have recommended reform that, at best, have only been partially implemented. One of the most costly inefficiencies that have been repeatedly highlighted in these reports is the out of control use and payment of overtime. To its credit, this is a reform that Postmaster DeJoy began implementing shortly after his appointment. According to an inspector general report issued the day Postmaster DeJoy was sworn in, the post office spent \$4 billion in fiscal year 2019 in mail processing and delivery overtime and penalty overtime costs. Those overtime costs represent 45 percent of the postal system's \$8.8 billion loss for last year.

Postmaster DeJoy's commendable attempt to reduce those excess costs are now being cynically used to create this false political narrative. According to Democrats, the Postmaster is trying to sabotage the postal system to disenfranchise voters in the upcoming election. Notices that were sent before he was sworn in, meant to inform election officials to factor in normal postal capabilities in setting their ballot deadlines, are being used as evidence of this conspiracy theory, and a willing media is once again happily playing along.

On average, the postal system delivered 2.6 billion pieces of non-package mail per week in 2019. Because of Coronavirus Disease (COVID-19), the postal system's first class weekly volume was down 17 percent this year to date. Even if every voter used in mail-in balloting that would be approximately 150 million pieces of mail, or less than 6 percent of weekly volume. As long as election officials factor in normal postal delivery capabilities, and in light of the 17 percent decline in weekly volume, the postal system has more than enough excess capacity to handle mail-in balloting.

So again, I want to thank Postmaster General DeJoy for his appearance today, for his service, and I look forward to your testimony. Senator Peters.

#### **OPENING STATEMENT OF SENATOR PETERS<sup>1</sup>**

Senator PETERS. Thank you, Mr. Chairman. Mr. DeJoy, I certainly appreciate you joining us here today. As you can imagine, we have a lot of questions for you.

We are in the middle of an unprecedented pandemic. We are experiencing one of the nation's worst health and economic crises. Now we are facing a mail crisis, and we are just months away from an election where we expect record numbers of Americans to vote by mail.

For many communities in Michigan and across the country the Postal Service has always been a lifeline, especially for the communities where private carriers simply do not deliver. Whether folks are receiving important medications, financial documents, critical home supplies, or simply trying to stay in touch with their loved ones, the Postal Service has always delivered. But Mr. DeJoy, I do not think you have. You have not delivered in this brief tenure so far.

For more than two centuries, Americans have been able to count on the Postal Service, but in less than 2 months as Postmaster General you have undermined one of our nation's most trusted institutions and wreaked havoc on families, on veterans, seniors, rural communities, and on people all across our country.

The operational changes you implemented, without consulting with your customers or the public, have caused significant delays, delays that have hurt people across the Nation, delays that come at a time when people depend on reliable service, now more than ever.

In July, I started hearing reports about how severely your changes were slowing down the mail. I asked you for answers. But it was not until I launched an investigation that you admitted that you had directed these changes yourself. And despite multiple requests, it took more than 1 month to respond directly, and I am still not satisfied with those explanations.

You have brushed off these delays, calling them inevitable, a side effect of your vision for the Postal Service. Let me tell you about the people who are forced to bear the brunt of your decisions. Beth, from Ada, Michigan, works for a company that produces educational materials for health care workers. Beth's company started seeing serious delivery problems and switched to overnight shipping, which has almost doubled their shipping costs. Between these delays and the pandemic they have had to lay off multiple employees to help absorb these costs.

Mary from Redford said her daughter has been getting her epilepsy medication through the mail, usually in 3 to 4 days. But because of changes you ordered, her latest refill shipped on July 20th, and it took 9 days to be delivered. When Mary's daughter realized the medication was not going to arrive on time, she tried to ration

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<sup>1</sup> The prepared statement of Senator Peters appear in the Appendix on page 45.

what few pills that she had left. As a result, she suffered seizures and was transported to a hospital.

These are just a few of my constituents who shared their stories as part of my investigation. I have received more than 7,500 reports of delays from people across Michigan and across the country, in just 2 weeks. They have written to me about skipping doses of their medication, and their small businesses losing customers or having to lay off employees, all because of changes that you directed.

Mr. Chairman, I move to enter into the hearing record an update on what my investigation is finding.<sup>1</sup>

Chairman JOHNSON. Without objection.

Senator PETERS. Mr. DeJoy, your decisions have cost Americans their health, their time, their livelihoods, and their peace of mind. I believe you owe them an apology for the harm you have caused, and you owe all of us some very clear answers today.

The country is anxious about whether the damage you have inflicted so far can be quickly reversed, and what other plans you have in store that could further disrupt reliability and timely delivery from the Postal Service. If you plan to continue pursuing these kinds of changes, I think my colleagues and many of our constituents will continue to question whether you are the right person to lead this indispensable institution. Thank you.

Chairman JOHNSON. It is the tradition of this Committee to swear in witnesses, so, Mr. DeJoy, if you will raise your right hand.

Do you swear that the testimony you will give before this Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. DEJOY. I do.

Chairman JOHNSON. Thank you.

Mr. Louis DeJoy has served as the Postmaster General since June 2020. Prior to his unanimous selection and appointment by the bipartisan Postal Service Board of Governors, he spent more than 35 years developing and managing a successful nationwide logistics company, as Chairman and Chief Executive Officer (CEO) of New Breed Logistics.

Beginning in 2014, Mr. DeJoy served as the CEO of XPO Logistics' supply chain business in the Americas. After his retirement in 2015, he joined the company's board of directors where he served until 2018. Mr. DeJoy.

#### **TESTIMONY OF LOUIS DeJOY,<sup>2</sup> POSTMASTER GENERAL AND CHIEF EXECUTIVE OFFICER, UNITED STATES POSTAL SERVICE**

Mr. DEJOY. Good morning Chairman, Ranking Member Peters, and Members of the Committee. Thank you, Chairman Johnson, for calling this hearing. I am proud to be with you today on behalf of the 630,000 dedicated women and men of the United States Postal Service.

On June 15th, I became America's 75th Postmaster General. I did so because I believe the Postal Service plays a tremendously

<sup>1</sup> The information referenced by Senator Peters appear in the Appendix on page 66.

<sup>2</sup> The prepared statement of Mr. DeJoy appears in the Appendix on page 47.

positive role in the lives of the American public and the life of the Nation. I also welcomed the opportunity to lead this organization, because I believe there is an opportunity for the Postal Service to better serve the American public and also to operate in a financially sustainable manner.

Congress established the Postal Service to fulfill a public service mission to provide prompt, reliable, and universal postal services to the American public, in an efficient and financially sustainable fashion. Our ability to fulfill that mandate in the coming years is at fundamental risk. Changes must be made to ensure our sustainability for the years and decades ahead.

Our business model, established by the Congress, requires us to pay our bills through our own efforts. I view it as my personal obligation to put the organization in a position to fulfill that mandate. With action from the Congress and our regulator, and significant effort by the Postal Service, we can achieve this goal.

This year, the Postal Service will likely report a loss of more than \$9 billion. Without change, our losses will only increase in the years to come. It is vital that Congress enact reform legislation that addresses our unaffordable retirement payments. Most importantly, Congress must allow the Postal Service to integrate our retiree health benefits program with Medicare, which is a common-sense practice followed by all businesses that still offer retiree health care.

It also must rationalize our pension funding payments. Legislative actions have been discussed and debated for years but no action has been taken. I urge the Congress to expeditiously enact these reforms. I also urge the Congress to enact legislation that would provide the Postal Service with financial relief to account for the impacts of the COVID-19 pandemic on our financial condition.

The Postal Regulatory Commission (PRC) began a mandated review of our pricing system 4 years ago. It has been 3 years since the Commission concluded that our current system is not working. We urgently require the PRC to do its job and establish a more rational regulatory system for our mail products. Had the Congress and PRC fulfilled their obligations to the American public concerning the Postal Service, I am certain that much of our \$80 billion in cumulative losses since 2007 could have been avoided, and that our operational and financial performance would not now be in such jeopardy.

The Postal Service must also do its part. We must adapt to the realities of our marketplace, generate more revenue, and control our costs. I believe we can chart a path for our business that accomplishes these goals.

In my 67 days as Postmaster General, I have also had the chance to observe the many hidden strengths of the organization and appreciate our critical mission of service to the American public. Despite our deep, longstanding financial problems, there is an incredibly strong base to build upon and a tremendous desire of the public for the Postal Service to succeed.

As we head into the election season, I want to assure this Committee and the American public that the Postal Service is fully capable and committed to delivering the nation's election mail se-

curely and on time. This sacred duty is my No. 1 priority between now and Election Day.

Mr. Chairman, women and men of the Postal Service have demonstrated extraordinary commitment for our mission throughout the COVID-19 pandemic. In every community in America, we continue to work to keep our employees and customers safe as we fulfill our essential role delivering medications, benefit checks, and financial statements the public depends upon.

Since the beginning of the pandemic there has been a public outpouring of support for postal employees as they perform their essential service throughout the Nation. This is a well-deserved testament to their dedication.

Mr. Chairman, Ranking Member Peters, I look forward to working with you and this Committee and our stakeholders to restore the financial health of the United States Postal Service and to improve the way we serve the American public. This concludes my remarks and I welcome any questions that you and the Committee may have.

Chairman JOHNSON. Well thank you for that opening statement, Mr. Postmaster General. I just want to kind of go through and give you a chance to respond to some of these false narratives.

First of all, let's talk about that election notice that was sent out by, I believe, the Postal Service's general counsel, one notice before you became Postmaster General, one notice, I think, after you assumed your duties. Talk about what that notice was about, and, from my standpoint, how important it was that the Postal Service does inform election officials of what your basic capabilities are so they can factor that into their deadlines.

Mr. DEJOY. Yes, sir. Thank you for the opportunity to speak about this. First I would like to emphasize that there has been no changes in any policies with regard to election mail for the 2020 election. As you stated, this letter was sent out before my arrival, simply to help educate State election boards, and eventually the American people. There was a plan put together to eventually make this a broader statement so the American people had awareness on how to successfully vote.

A very similar letter was sent in the 2016 election by the former Deputy Postmaster General. We recognized that during this pandemic, when I arrived there was great concern about the increase in volume, so we further emphasized the interaction. We had over 50,000 contacts before my arrival with State election boards to help them understand the mail processing procedures of the Postal Service.

Since my arrival, we have established and expanded a task force, we have put up a website, or we are putting up a website within a day, and we are diligently working to assure the American public, and to ensure a successful election.

Chairman JOHNSON. In my opening statement I remarked that 150 million pieces, or ballots, would represent about 6 percent of weekly volume. I think in your written testimony you said, in terms of what is actually expected in terms of mail-in ballots, about 2 percent. Can you just talk about and assure the American public and this Committee that the postal system has more than enough

capacity to handle the number of ballots? It is really a matter of election officials understanding what delivery capabilities are?

Mr. DEJOY. Yes, sir. We deliver 433 million pieces of mail a day, so 150 million ballots, 160 million ballots over the course of a week is a very small amount. We have adequate capacity. Plus mail volume is down, as you said, 13 or 14 percent this year.

Plus, as I identified earlier in the week, we will have additional resources on standby. I mean, if everyone complies with the mail process that we have been identifying, there will be absolutely no issue, and there is slack in the system and additional processes that we will deploy in and around the election that will carry a good part of any deviations to get through.

The Postal Service stands ready. Our board of directors stand ready, with the expansion of the task force that I identified earlier in the week. Yesterday we made the decision to establish a bipartisan board committee to stand over the Postal—to interact with us as we move forward. We are very comfortable that we will achieve this mission, sir.

Chairman JOHNSON. Something else that I think has been blown way out of proportion is the retirement of some of the blue boxes. Can you speak to how that is just a normal procedure that we have literally—because, First-Class mail is down over the decades. The volume has been almost cut in half, I think. I do not have the numbers right off the top of my head.

But any time you have a business where your volume is declining that dramatically you will take out different capacities. So can you address the issue of the normal retirement, what the history of that has been, of not only the blue boxes but also some of your sorting machines?

Mr. DEJOY. Yes, sir. Thank you for the opportunity to speak about that. Today there are about 140,000 collection boxes out in the United States. Over the last 10 years, it average about 3,500 a year. 35,000 of them have been removed. It is a data-driven method. I have not reviewed it, but every year they look at utilization of post boxes, they look at where they place new post boxes, they look at where communities grow. So 35,000 over 10 years.

Since my arrival we removed 700 collection boxes. I had no idea that that was a process. When I found out about it, we socialized it here, amongst the leadership team, and looked at the excitement it was creating. I decided to stop it, and we will pick it up after the election.

But this is a normal process that has been around 50 years, and over the last 10 years we have pulled back about 35,000.

On the machines, we are speaking about, again, mail volume is dropping. This is a process that I was unaware about, but it has been around. It has been around for a couple of years now. We evaluate our machine capacity. These machines run about 35 percent utilization. The mail volume is dropping very rapidly, especially during the COVID crisis, and package volume is growing and when I spoke with the team, when this, too, got a lot of airplay, we really are moving these machines out to make room to process packages. We have hundreds of these machines everywhere, and still not any kind of drain on capacity.

I repeat, for both the collection boxes and this machine close-down, I was made aware when everybody else was made aware. It was not a critical issue within the Postal Service. This has been going on in every election year, in every year, for that matter.

Chairman JOHNSON. So this is not some devious plot on your part. One final question here—I am just going to go a little over time. I think it is important you describe the operational changes you are making to try and start curbing in some of these excess costs. Four billion of overtime and overtime penalties, about making sure that the system adheres to its time deadlines and what effect that has on mail delivery.

Mr. DEJOY. Yes. Thank you, Senator. When I was awarded to the position, I spent the first 3 weeks, even before I joined really studying the organization, trying to get an understanding of, what was driving this, how decisions were made and what the network looked like, and how the mail moved through the process. I spent hundreds and hundreds of hours before I arrived, and then when I got here, working with the management team.

The first big change I embarked upon is how do I get the organization, the management team, the structure, to align with what, in my analysis, I felt that we had 600,000 people reporting to one person and other executives doing accessorial types of activities. Important but not integrated into the operational activity.

So I worked with the management team, both collectively and individually, to look at our functional lines, and we together reorganized the organization to move forward on process improvements, improving service, and garnering new business, new revenue and costs. So that was the one big change I worked on when I got here.

The other change, the day I was sworn in I received a report from the Office of Inspector General (OIG) that spoke about the things that you were talking about—late deliveries, late dispatch, extra trips, and all the time and costs associated around this that approximated \$4 billion. We were facing—I had \$13 billion in cash and \$12.5 billion of payments to make in the next 9 months, and no help in sight. We had no help in sight. So I needed to look at a positive impact on cost savings that improved the business.

The transportation schedule. I will tell you, we run about 35,000 to 40,000 trips a day, and 12 percent of those trips were late, and we were running another 5,000 trips a day in extra trips. Federal Express (FedEx), United Parcel Service (UPS), everybody runs their trucks on time. Right? That is what glues the whole network together—our collection process to our delivery process. If that is not running on schedule—and that was not my, Louis DeJoy's schedule, that was the Postal Service's schedule that was connected to all the delivery points, the 161 million delivery points that we deliver to each day, that had to be on time. To get our carriers out on time, to make the deliveries on time so they can get back during the day instead of the night, and that was the transportation network was the glue that keeps everything together, and I worked with the team. We had many operating people involved with the team. We had all the area vice presidents involved with this change.



I submitted in my report this chart<sup>1</sup> here, which shows that we went from 88 percent on-time to 97 percent on-time delivery. All that mail that was sitting on docks got advanced, and our late trips dropped from 3,500 a day to 600 a day. Within a week, we made that change.

Unfortunately, our production processing within the plants was not fully aligned with this established schedule, so we had some delays in the mail. Our recovery process in this should have been a few days and it has amounted to be a few weeks.

But the change that I made was run to our schedule, run to our transportation schedule. I believe we will get at least \$1 billion of savings out of that going forward, and this is the key connectivity to improving our service. Once we get all the mail on those trucks, then 97 or 98 percent of the mail that we move around the country will be getting to its destination point on time. That was not the case. It was significant, substantially less than that prior to my arrival.

Those are the two changes, Committee, that I have made since I have been here.

Chairman JOHNSON. Thank you Mr. Postmaster General. I think you should be commended for this type of initiative, not condemned. Senator PETERS.

Senator PETERS. Thank you, Mr. Chairman, and Mr. DeJoy, again, thank you for being here today.

I just want to start off, before asking some questions, just making it very clear that the men and women who work at the Postal Service, who check in every day to do their jobs, do it with professionalism, with integrity, and a passion to move the mail as quickly and as efficiently as possible. But I think the postal workers, the mail handlers, the letter carriers, they are doing a great job. They are clearly essential workers each and every day.

But as we have been going through this issue, and I have talked to many of those folks across my State, they have grown increasingly frustrated with some of the recent policies that have come in place, which they say is nothing that they have seen in the past, and they believe the mail has been piling up in ways that it should not, and it needs to be addressed. But these are management changes. These are policy changes. It is not the men and women who are on the front line doing this work every day.

So Postmaster General DeJoy, you have already heard me in my opening comments talking about the fact that I have received over 7,500 complaints from folks all across Michigan, but really across the country. Folks have sent in their concerns to me. Earlier in my opening statement I shared some stories of hardships from folks, both Beth and Mary, their challenges in Michigan.

I think I heard this in the last answer. You acknowledge that some of the changes that were put in place have delayed the mail, and with a delay in mail people can sometimes be hurt. Is that true?

Mr. DEJOY. Senator, first of all I do recognize the quality capability of the American postal worker. That is one of the reasons

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<sup>1</sup> The chart referenced by Mr. DeJoy appears in the Appendix on page 56.

that I am here is to help, as well as to the Postal Service's key role in serving the American public.

Yes, sir, I do recognize that some of these—there have been two changes. The organizational change I do not believe has any impact on what we have done. The transportation change, getting in compliance with our schedule—

Senator PETERS. Mr. DeJoy, let me just jump in. I do not want to cut you off but I will get into those issues, because I want you to elaborate a little bit further. But there have been delays. You will recognize that. It is clear what we are seeing. The mail has been delayed, and I have spent over a month asking you to provide some documentation, in my oversight function here on this Committee. How you made these decisions, what kind of analysis, what sort of data was put in place, and how that information impacted some of the changes you have. Your staff has repeatedly not answered those questions, and so certainly that lack of transparency, I think, is unacceptable.

What I have uncovered, though, from what little data is made public by the Postal Service is on-time mail delivery. I have my chart<sup>1</sup> as well here too, which is from the Eastern Division. This is what you give to your business customers. If you look at this line here—it is probably hard to see, but there is a red line, which you can see, dipping dramatically. There is a flat line along the top of the chart and then it drops. Around July 11th you start seeing the drop. July 18th it falls dramatically. So that is a pretty big drop in on-time mail delivery that we are seeing.

I have asked, three times, since July 17th, for records relating to these service changes, and what I am hearing from our letter carriers and postal workers and what I am seeing in the chart that you actually post on your website of a significant drop of mail deliveries, and yet I do not get an answer. Will you commit to giving me these documents which have to be readily available to the Postal Service, by this Sunday? Can we get those documents to get a sense of what went into these decisions and what you are seeing in terms of mail delivery?

Mr. DEJOY. I will meet with our staff and get what documents with regard to this change. But the change, Senator, was to adhere to the transportation schedule. That was the change.

Senator PETERS. Obviously you have all that documented. I would love to see the documents as to how that was done, the data supporting that.

Mr. DEJOY. If I can add this, too, and certainly there was a slow-down in the mail when our production did not meet the schedule. But also, Senator, our employees are experiencing the COVID pandemic also, and we have a significant issue in employee availability in many parts of the country that are also leading to delays in delivery in mail.

Senator PETERS. Let me turn to your recent announcement that you made this week, that you are suspending some of the changes that you had made over the last month. I believe the statement is fairly vague and it raises some additional questions. So I want to

<sup>1</sup> The chart referenced by Senator Peters appear in the Appendix on page 65.

just be clear. These will be yes or no, just so we know exactly what was intended by that.

Are you suspending your policy eliminating extra trips? Yes or no.

Mr. DEJOY. No. First of all, the policy was not to eliminate extra trips. It was to mitigate extra trips.

Senator PETERS. OK. So no to that. We are being told that you are limiting overtime, and this could possibly add to backlogs. Are you limiting overtime or is that being suspended right now and people will work overtime, if necessary, to move the mail out efficiently every single day?

Mr. DEJOY. Senator, we never eliminated overtime.

Senator PETERS. It has been curtailed significantly, is what I understand.

Mr. DEJOY. It has not been curtailed by me or the leadership team.

Senator PETERS. Curtailed significantly. It's gone down. It has been limited. Will you commit to—

Mr. DEJOY. Senator, since I have been here we have spent \$700 million on overtime. Overtime runs in the 13 percent rate before I got here and it runs at a 13 percent rate now. I did not suspend overtime.

Senator PETERS. So if you have a policy and you can submit that to me I would appreciate it.

Will you commit that there will be no post office closures or suspensions before November 3rd?

Mr. DEJOY. I confirm post office closures was not a directive I gave. That was around before I got it. There was a process to that. When I found out about it, and it had the reaction that we did, I have suspended that until after the election.

Senator PETERS. We have heard about the sorters. You addressed that earlier. Will you be bringing back any mail sorting machines that have been removed since you have become Postmaster General? Will any of those come back?

Mr. DEJOY. There is no intention to do that. They are not needed, sir.

Senator PETERS. So you will not bring back any processors?

Mr. DEJOY. They are not needed, sir.

Senator PETERS. OK. I have questions about independence and transparency. Prior to implementing the changes that you put forth in the postal system, did you discuss those changes or their potential impact on the November election with the President or anyone at the White House? And I remind you, you are under oath.

Mr. DEJOY. I have never spoken to the President about the Postal Service other than to congratulating me when I accepted the position.

Senator PETERS. Did you speak to or discuss any of these changes with Secretary Steven Mnuchin?

Mr. DEJOY. During the discussion in negotiating the note I told him I am working on a plan, but I never discussed the changes that I made. I just said I am working on a plan to improve service and gain cost efficiencies. But no grave detail of him—that was about it.

Senator PETERS. Prior to implementing the changes, did you discuss these changes or their impact on the election with any Trump campaign officials?

Mr. DEJOY. No, sir. Sir, these changes, and our total analysis here and going forward—and remember, I am one new person in the organization, with the whole structure around me, an operating structure, an executive team around me that are involved in these decisions, OK? But moving forward with trying to have any negative impact on the election is an outrageous claim.

Senator PETERS. Just one final one, Mr. Chairman. Did you ever discuss of this with Mark Meadows, any of these changes of what you are doing?

Mr. DEJOY. No.

Senator PETERS. You have never had discussions since you—

Mr. DEJOY. I have not discussed anything with Mark Meadows. I have not spoken to Mark Meadows up until maybe last week, was the first time I spoke with him in a while.

Senator PETERS. So finally, you will give us your word today, under oath, that you have not taken any action whatsoever in your capacity as Postmaster General, for any political reason or at the suggestion of any administration officials?

Mr. DEJOY. Sir, I will tell you my first election mail meeting, I instructed the organization, the whole team around us and out in the field, that whatever efforts we would have, double them. I was greatly concerned about all the political noise that we were hearing, and we have had—I have had weekly reviews on this since before this—all the excitement came out. We are very committed. The board is committed. The postal workers are committed. The union leadership is committed to having a successful election, and the insinuation is, quite frankly, outrageous.

Senator PETERS. Just one final thing, Mr. Chairman, is as we get into the election now there has been concern that I am hearing from State and local governments about First-Class mail. Do I have your word that you are not going to mandate that States send out any ballots using the more expensive First-Class mail, and will you continue the processes and procedures to allow election mail to move as expeditiously as possible and treat it like first class?

Mr. DEJOY. Yes, sir. We will deploy processes and procedures that advance any election mail, in some cases ahead of First-Class mail.

Senator PETERS. You will not charge local governments for the First-Class mail? They can continue the process that they have done in the past?

Mr. DEJOY. I do not get to charge anybody, but no, we are not going to change any rates.

Senator PETERS. Great. Thank you for the time. Thank you for the indulgence, Mr. Chairman, for the extra time. I appreciate it.

Chairman JOHNSON. Thanks, Senator Peters. We did allow 7-minute rounds. Both Senator Peters and I went a little over. We are going to adhere to the 7 minutes to other Members. The order of questioning will be Senator Portman, Carper, Lankford, Hassan, Scott, Rosen, and then Sinema. Senator Portman.

### OPENING STATEMENT OF SENATOR PORTMAN

Senator PORTMAN. Thank you, Chairman, and thank you and to Senator Peters for holding the hearing. It is very important. It is timely. Obviously, all of us want to see our Postal Service work and work well. And let me just give a shout-out to David Janus, who is our letter carrier, and to all the letter carriers and all the postal workers, because I do think, particularly during this pandemic, they are more appreciated than ever. And so the men and women who you lead, Mr. DeJoy, please pass along to them our thanks.

I like having this hearing now, because I think there has been a lot of misinformation out there, and I like getting to the facts. One of the facts I have learned this morning is that you started 67 days ago. And much of what we have been talking about, in the media at least, including the blue boxes and sorting machines, that happened before you got there and it was part of a plan. I knew the former Postmaster General. He came up through the ranks. He was not a political person at all. Anyway, that is helpful to know, that that is what is going on.

It also helpful to know that you were appointed by the postal Board of Governors, and that that is a bipartisan group. In fact, we confirmed those people, and it was a unanimous selection, and I guess it is based on your being a logistics expert. And just hearing you this morning I can tell you have a passion for the logistics side of thing.

I also know that the long-term financial picture for the post office, Postal Service, is not pretty. By the way, that has been true for a long time. And that is not really something that a Postmaster General can do much about. It requires legislation. Senator Collins and Senator Feinstein have a bill, as an example right now, that provides for some reforms and some additional funding. Everybody knows it is in trouble. Everybody knows we have to deal with this issue. And so although I am going to ask you some tough questions, and others will, really, a lot of this comes back on to Congress and not doing its job, in terms of the longer-term financial picture.

But the immediate issue is to be sure that these elections work well. I appreciate the fact that you said this morning that that is going to be your top priority between now and the election.

Every one of us on this panel, I hope, want to be sure that we have the ability to have an election that is well run, where people have their votes counted, and many are going to be using the Postal Service. Let me start, Mr. DeJoy, by just asking you a general question. Do you support absentee voting, and do you support voting by mail, generally?

Mr. DEJOY. I am going to vote by mail. I voted by mail for a number of years. The Postal Service will deliver every ballot and process every ballot in time, that it receives.

Senator PORTMAN. I appreciate that. So you do support voting by mail?

Mr. DEJOY. I do. I think the American public should be able to vote by mail, and the Postal Service will support it. So I guess that is yes.

Senator PORTMAN. Yes. The States are going to decide this, not the Congress or not the post office, and many States are going to do it. In Ohio we have had absentee voting for a couple of decades

that is no fault, meaning that you do not have to give a reason, and it works quite well.

I vote every year by absentee, because I do not know where the heck I am going to be, in Washington or in Ohio, based on our schedule. So it has worked well and, we also are going to have, in Ohio, a lot of other ways for people to vote. We are going to be sure that it is easy to vote in Ohio, and it is hard to cheat in Ohio, and I think that is the important thing.

There has been a lot of news coverage about the Postal Service sending letters to 46 States, including Ohio and D.C., to let them know they cannot guarantee all ballots cast by mail will arrive on time. Is this due to a lack of funding, which is what many are saying, or is it due to State laws on voting and the time it takes to turn around receiving and delivering the ballots?

Mr. DEJOY. Senator, this was not a change from anything that we have done in previous years. It was just more detailed and more emphasis put on it, partly because of the expected rise in vote by mail and also the pandemic. And what the team set out to do is make the election boards, and then eventually the American public, pretty simply, what our processes were. Therefore, to guarantee that if you follow these processes—there was no extra herculean efforts on our part to get your ballot in, which therefore mitigated the risk of it potentially not getting there. So mailing—

Senator PORTMAN. I think that is important to note, that this is something that has been a problem for years, including previous elections. You sent out warnings in previous elections. And look, I think the post office has got to coordinate better with State election systems. I think State elections systems have to coordinate better with the post office.

I mean, in Ohio, as an example, the timeframe between when you can cast your ballot and when it is postmarked—and you can get a ballot as late as Saturday before the election—and, to get that to the post office and back to you and then date-stamped before Monday is very hard to do, logistically. I think that is one of the things that your letter pointed out was to these State system, be sure and leave adequate time. Is that accurate?

Mr. DEJOY. Yes, sir. First of all, it was not my letter. It was a letter from our general counsel. But yes, to point out all the different variations that we could experience and how fast we could process it. But yes, there are times, we get the ballots—ballots were sent out the day before the election. It is almost impossible for us to—for the voter to vote—for the ballot to get to the voter, for the voter to vote, and for it to get back in time for the election.

So this was a very well-thought-out effort to safeguard the election, not to get in the way of—safeguard the processing of ballots, not to get in the way of it.

Senator PORTMAN. What advice would you give voters? This is an opportunity for you to speak to the voters of Ohio and the country. Would you advise them to wait until the last minute or would you advise them to at least the week?

Mr. DEJOY. The general word around here is vote early. Vote early.

Senator PORTMAN. Yes. I think that is really important to tell people, because, again, under Ohio's law and a lot of other laws the

timeframe is really close. If you request an absentee ballot you have to be sure that it can be delivered in time.

I am concerned about the delays that we have seen, in Ohio and elsewhere. We have a number of veterans who have contacted us and said they were not able to get their medication, and there are just some heartbreaking stories. One is a 70-year-old, served in Vietnam, has chronic obstructive pulmonary disease (COPD), has trouble breathing. The inhaler refill was mailed through the Postal Service. Due to delays he ran out of it while waiting for it to arrive. And then his insurance said, "You know what? We are not going to pay for another refill to be filled because it has already been shipped through the Postal Service." He cannot afford to pay for another emergency refill personally.

Let me ask you about that, particularly the veterans' medications that are shipped through the mail. Are you focused on that issue, and what can we do to correct that problem?

Mr. DEJOY. Senator, first of all we are working here feverishly to get the system running at stability and also to get more—hire more workers to handle the delivery process. And we all feel bad about, what the dip in our service has been.

We serve 161 million people. We still deliver at 99.5 percent of the time. We have significant efforts to continue to improve on that process, and everybody is working here feverishly to get that right.

Senator PORTMAN. I hope you will, and let's ensure these medications are delivered in time and be sure that when the production does not meet the transportation schedule, as you said earlier, that there are some efforts made to align those two. Because it is a lifeline for people, all over the country, particularly in our rural areas. I thank you for your service and for the answers you have given today.

Chairman JOHNSON. Thanks, Senator Portman. Again, I want to just remind our Committee Members, please keep your questioning as well as factoring in the answers, trying to keep them within the 7 minutes.

Senator Carper. Is Senator Carper there?

We will move on to Senator Lankford.

Senator PETERS. Mr. Chairman, I think Senator Carper is there. I think he is trying to be able to queue it all up right now.

Chairman JOHNSON. Senator Carper, can you unmute?

Senator CARPER. I am unmuted.

Chairman JOHNSON. OK. There we go. We do not want to be on TV again.

#### **OPENING STATEMENT OF SENATOR CARPER**

Senator CARPER. Thanks so much for scheduling this hearing. I urged you to do this 3 weeks ago. You agreed to do it and I am grateful that you have. To the Postmaster General, thank you for finally returning my call. I called you for like 3 weeks, trying to get you to return my call after you had taken office. Thank you for finally returning our call and talking with us last week.

You might be wondering, Mr. DeJoy, why there are some questions and skepticism here. In my own office, we get a constituent services report every week. We are seeing a steady increase in concerns, complaints about the Postal Service. And it is not just my

office. It is Senate offices and House offices all over the country. Frankly, they coincided with the time that you took office.

Even this morning I just got a message from Joe Manchin, Senator from West Virginia, who had been, earlier this week, in the Charleston mail distribution center, talking about how all this equipment, the sorting equipment, has been taken out. They serve five States from out of that place. And so it is not just little Delaware. It is all over the country. Maybe it is just a coincidence. I am not so sure.

But here is why we are skeptical. We have a President who does not want to have vote by mail. We have a President who would like to suppress the vote. We have a President who would like to see the Postal Service not do well. I worked for almost 20 years on this Committee, to try to make sure we have a vibrant, active, meaningful Postal Service. You come from Greensboro, North Carolina.

Mr. DEJOY. Yes.

Senator CARPER. Just south of where I grew up, in Danville, Virginia. We had voter suppression in this country almost from the get-go, even though our first Postmaster General, Benjamin Franklin, said, "No, we are not going to do that. We are going to let everybody have freedom and the right to choose their own votes." It has not been that way. Women did not get to vote. Blacks did not get to vote. We still have voter suppression. The last congressional election they had in North Carolina, you know what happened? Half the people voted for Democratic candidates for Congress. Do you know how many Democrats were selected out of 13 House seats? Three. I mean, we have seen poll taxes, we have seen literacy tests, all of this stuff.

When I see what is going on with the President who wants to degrade the Postal Service, wants to get rid of vote by mail, we should not be surprised that we are alarmed when we see the kind of degraded service that we are seeing across the country. It was not that long ago we had overnight mail service in a metropolitan area. It was not that long ago we had, from coast to coast, mail delivered within 3 days, and we do not have that anymore. So if people seem skeptical, they have a right to be skeptical.

After the public uproar that we have seen here in my State and other States about the delays and failure to deliver the mail, you committed to freeze additional operational changes until after the election. Good. But we are going to need more information than that, especially given reports that came out last night showing that you and your team are actually considering more extreme changes than those we have seen so far, including changes that will slow down the mail even furthermore, post office and plant closings, massive service reductions to Alaska, Hawaii, and Puerto Rico, making mail more expensive to the U.S. citizens living there, price changes that would nearly double the cost of voting by mail, dramatic price hikes on packages that will disproportionately impact small businesses and rural communities that rely on the Postal Service, while erasing your competitive advantage with FedEx and UPS.

We need to be worried about this, and I am. I do not ask a lot of yes-or-no questions. I am going to ask you a couple today, and I ask you to just give me a simple yes or no answer. You will have



an opportunity in responses for the record to expand on those, but I am going to ask you for yes or no answers.

Yes or no, are you considering the dramatic service changes that I just outlined, which we just learned about in the last 48 hours? Are you considering those dramatic service changes? Just yes or no.

Mr. DEJOY. Senator, there is a dramatic——

Senator CARPER. I am asking for a yes or no answer.

Mr. DEJOY. We are considering——

Senator CARPER. Distinctly yes or no.

Mr. DEJOY [continuing]. We are considering dramatic changes to improve the service to the American people. Yes.

Senator CARPER. Yes or no, will you restore the mail collection and processing capacity that the Postal Service has lost in recent weeks during your tenure?

Mr. DEJOY. Senator, as I said, I did not direct that. I stopped it. It is insignificant. It is not material to anything that we do, and we are sticking with where we are at right now.

Senator CARPER. Recently, the President was caught red-handed when he admitted to not wanting the Postal Service to have additional resources, because the Postal Service would use these resources to enable election mail. And when asked about providing necessary relief, the President stated, “If we don’t make a deal”—that is a deal with the Congress—“that means they do not get the money,” they being the Postal Service. “That means they do not get universal mail-in voting. They just can’t have it.” No wonder we are somewhat skeptical and dubious.

My understanding is you have had more than a passing acquaintance with this President. My understanding is you have been a huge supporter, financially, of the President. My understanding is when we were going to have a convention in Charlotte, North Carolina, you were heavily involved in leading the raising of money for that convention. No wonder we are a little bit skeptical about this, when we have a President talking down the Postal Service and talking down vote by mail.

Another yes or no, and you can expand on the record on this. Will you remain——

Mr. DEJOY. Senator——

[Simultaneous discussion.]

Senator CARPER [continuing]. And make certain——

Mr. DEJOY [continuing]. Political matters——

Senator CARPER [continuing]. Decisions that support the American people first? Will you? Services that support the American people having fast, efficient, and affordable mail service, especially with regard to mail-in ballots? Will you remain independent from this administration? Will you remain independent?

Mr. DEJOY. Yes, I will remain independent.

Senator CARPER. Thank you very much. Mr. DeJoy, during our call earlier this week you said you support additional cash assistance for the Postal Service. So do we. The Postal Service has roughly \$15 billion of cash on hand, and a \$10 billion line of credit that came with very troubling conditions, dictated by the administration. The Postal Service has had massive declines in First-Class mail. We know that. It averaged 15 to 20 percent below last year’s First-Class mail volume. The Postal Service package volume is

higher, though, that has sustained it through the pandemic. My guess is those volumes will come down somewhat after the pandemic.

All this is to say the Postal Service's \$15 billion in cash balance could quickly disappear, and I believe Congress needs to approve the Board of Governors' \$15 billion request from earlier this year to cover loss to COVID.

Last yes-or-no question. Do you support a Federal appropriation to the Postal Service to cover its COVID-related losses? Yes or no? Do you support a Federal appropriation to the Postal Service to cover its COVID-related losses?

Mr. DEJOY. Yes. COVID-related losses I do support.

Senator CARPER. Thank you very much.

Mr. Postmaster General, my family has had heavy military involvement throughout our lives. I am the last

Vietnam veteran serving in the U.S. Senate. My mother's youngest brother died in a kamikaze attack in 1944, on an aircraft carrier in the Western Pacific. He gave his life for this country. My grandmother is an American Gold Star Mother. My father is veteran. I am a veteran. We have generation after generation of Americans who have been willing to risk their lives, laid down their lives, so we will have the right to vote.

We have a lot of people who are sick and afraid of going out and voting this year because they do not want to stand in lines and come down with a virus that could take their lives. This is a serious matter. I just want to urge you to work with us, not be apart from us, to not return our calls. Work with us as we attack the needs to build the kind of Postal Service that we can all be proud of. Thanks very much.

Chairman JOHNSON. Senator Lankford.

#### **OPENING STATEMENT OF SENATOR LANKFORD**

Senator LANKFORD. Chairman, thank you. Mr. DeJoy, thank you for your service. From what I have heard so far today apparently the post office never had any issues, there was never any delays, there was never any mail that was late, there were never any financial problems, there was never any challenge to mail-in votings until 65 days ago, when you arrived, and then apparently all chaos has broken out in the post office in the last 2 months. But before that there seemed to be no complaint about the post office ever.

I do want to thank you for your service. I want to thank the men and women that are around the country that do a remarkable job every day. Those folks in the unions, those folks that are taking care of us and getting things out, getting medicine, taking care of First-Class mail, taking care of all those things. I appreciate your service. I appreciate the fact that you have stepped up to be able to help lead an organization that desperately needs some help, that Congress has, for two decades, pounded on postmasters on why they are not doing reforms and why we have not found more efficiencies.

You have stepped into this role and have taken, it looks like the work from the inspector general, the work from the Regulatory Commission, and have said let's start implementing some of these things. Now Congress seems to be shifting from beating up on post-

masters for not doing work to now beating up on you for actually doing the work. So I do want to say thanks for stepping up and taking the risk to actually take this on.

I do want to run through several questions. Some of them have not been addressed yet. There was a series of stories that came out and a trending on social media that you were locking up the post boxes in Burbank to prevent people from voting. Were you looking up the boxes in Burbank to keep people from voting?

Mr. DEJOY. Senator, the stories that I have heard of my ability and the places I am able to get to in the same day is just remarkable. So no, I am not locking up any—I would have nothing to do with collection boxes.

Senator LANKFORD. So you mentioned earlier that it has been 35,000 of the blue boxes that have been retired over the past 10 years. So apparently any blue boxes that have been retired over the past 10 years are your responsibility over the last 65 days. You had mentioned before about some of the blue boxes being retired. Are they still going to be retired between now and the election, or will they be retired in the future?

Mr. DEJOY. My commitment to the Committee and the leadership and the American people is we have stopped. The day I put the statement out we directed everybody to stop reducing postal hours, stop bringing back collection boxes, stop shutting down machines, and that was basically what we did. So from now on—

Senator LANKFORD. So you stopped the—

Mr. DEJOY. Yes.

Senator LANKFORD [continuing]. And you stopped that until the election. Will that pick back up after the election? Because one of the issues that you brought up before was about the sorting machines. Some of these sorting machines are older. Some of the sorting machines are not needed anymore. Will that just stop forever? What I am trying to figure out is are we still going to work on trying to build in efficiencies in the post office? This has been an issue for a long time, to try to get us back into balance.

Mr. DEJOY. Senator, thank you for the opportunity—right now the law, the legislation is that we deliver to 161 million addresses, 6 days a week. I am committed to that. I believe that is the strength of the Postal Service, and that we be self-sustaining. Those are the two pieces of legislation that I am working toward. We are not self-sustained. We have a \$10 billion shortfall, and over the next 10 years we will have a \$245 billion shortfall.

So we need to, and our management team and our board, there is a path that we are planning, OK, with the help of some legislation, with some cost impacts, with some new revenue strategies, that will help—and some pricing freedom from the PRC, we believe we have a plan to do that.

But one thing that is not in the plan is not doing anything after the election. It is an ambitious plan, because we have \$10 billion to bridge. Now the plan has not been finalized. We have hundreds of initiatives, like take the Alaska bypass plan discussion. That is an item on the table. That is an unfunded mandate. It costs us like \$500 million a year. What I asked for was all the unfunded mandates. That is a way for us to get healthy—pay something for the unfunded mandates. If we just throw \$25 billion at us this year

and we do not do anything, we will be back in 2 years. Then maybe we should change the legislation and not make us be self-sustaining.

But as a leadership team and a board, that is what our mission is, to be self-sustaining and deliver at a high level of precision, and I am committed to both. I am committed to both, and I think both can be done with a little help from the Congress and from the Postal Regulatory Commission.

Senator LANKFORD. Congress has been unwilling to be able to act on this for a very long time. It has been over a decade Congress has not discussed any kind of reforms in the post office. But it always seems to boil down to will that change distribution areas that may or may not be needed in a State that I live in, or will it change any other post office structure that I am familiar with? If it changes my area then I want to be able to block it. And so it has been a great challenge.

I have also heard from multiple folks saying the post office has now so severely cut that they cannot meet the capacity to actually get ballots out, and folks in rural areas, and folks in urban areas, will they be able to get ballots out? I have seen your letter. That was the same as the letter in 2016 the post office sent out, saying, "Hey, be advised, States. You need to send things out early." That is helpful. Thanks for actually doing that, and you should not be criticized for that. You should be encouraged to be able to do that.

But my question is, folks have challenged me and said there is not going to be enough capacity for elections. Will you have enough capacity again for Christmas and for Mother's Day? Because my understanding is Christmas and Mother's Day are the biggest capacity times for First-Class mail. Do you have capacity now for Christmas and Mother's Day?

Mr. DEJOY. Sir, thank you. Yes, we have capacity for Christmas and Mother's Day.

Senator LANKFORD. I actually went back and looked at last year. The week of December 16th the post office delivered 2.5 billion pieces of First-Class mail just that 1 week of December 16th of last year. That is a pretty remarkable feat, to get 2.5 billion pieces of First-Class mail delivered in one single week.

So you know right now you have enough capacity to be able to handle the elections without slowing it down?

Mr. DEJOY. Yes, sir, and it is more than that. Besides just the capacity, the intent, the extra activities that the whole organization is going through, between our postal union leaders, our board, the executive management team here, we are focused on, besides just having the capacity, to execute, to react to whatever conditions exist at that particular point in time, up to and including the pandemic, which likely will still be having some impacts.

So I think the American people can feel comfortable that the Postal Service will deliver on this election.

Senator LANKFORD. Thank you.

Chairman JOHNSON. Thank you, Senator Lankford. Senator Hassan.

### OPENING STATEMENT OF SENATOR HASSAN

Senator HASSAN. Thank you, Mr. Chair. Thank you, Ranking Member Peters, for having this hearing. Thank you, Mr. DeJoy, for your willingness to appear before our committee today. My time is short this morning, and because I have been told you will not be staying for a second round of questions I would appreciate brief responses.

Mr. DeJoy, I sent you a letter last week detailing stories from Granite Staters about delays in their mail, and I will note a huge spike in calls to my office since mid-July about the Postal Service and delays. For so many of our servicemembers, veterans, people who experience disabilities, and rural Americans, their local post office is their lifeline. I will note that the change in volume you are seeing does not change the need for timely delivery of the essential, necessary items that the American public relies on the post office for.

For example, one Manchester couple fills prescriptions through their Veterans Affairs (VA) benefits, and they wrote, "There has been a noticeable slowdown in mail delivery. Mail delays have caused me to ration my medication. I start cutting back on my dosage to half pills or skipping alternate days to make them last. Some of my pills are crucial. My cardiac and diabetic medications need to be on a strict protocol."

Will you ensure that any further changes that you make to postal operations do not delay access to medications and other necessities? Yes or no.

Mr. DEJOY. Yes. Yes, Senator, and I look forward to working with you on legislation to help this type of service not reach into the future.

Senator HASSAN. Thank you. Now I want to move to elections again. I am glad for some of the statements and actions you have taken. We all know how important voting by mail is usually, and this year even more so. Some States are starting to mail out general election ballots on September 4th, just 2 weeks from today.

You and the Postal Service general counsel have written letters, that we have talked about this morning, about your plans to deal with election mail. You wrote last week that the Postal Service will, "utilize additional resources and maximize our efforts during the 10 days prior to the election to ensure the processing and delivery of all election mail within our system."

Do the letters that you and general counsel have sent to Congress so far contain your full plan for ensuring the processing and delivery of all election mail, or do you have a more detailed operational plan for the additional resources and efforts you alluded to?

Mr. DEJOY. The letter that has been sent to the States from general counsel speaks about mail classifications and how that—

Senator HASSAN. Right. Mr. DeJoy, I am just wondering, do you have a detailed plan about how you are going to ensure the kind of delivery that Americans count on for voting by mail? Do you have a more detailed plan than what is in your letter? Yes or no.

Mr. DEJOY. There are detailed processes that we are going through, and there are going to be expanded plans to that. We just announced the expanded committee, election committee, within the operation, and our board has established one. But there are de-

tailed plans that we go through in every election, and with regard to——

Senator HASSAN. Again, could you share those with Congress, and could you share them by Sunday night so we can see what they are, please?

Mr. DEJOY. I do not think I will have the complete plan by Sunday night. We are just putting these committees together. But we can try and—well, today is Friday. I have to check and we will get back to you.

Senator HASSAN. All right. I would appreciate them by Sunday night, if possible, by the end of the next week, as I know that September 4th some of the ballots are going to start going out.

Last year the Postal Service inspector general interviewed managers in postal facilities across the country about handling elections. The inspector general found that facilities typically process political mail as First-Class mail, delivering more than 95 percent of election mail with 1 to 3 days for the 2018 midterms. Yes or no, will you commit to the goal of delivering at least 95 percent of election mail within 1 to 3 days this year, the same as the Postal Service did in 2018?

Mr. DEJOY. Yes, ma'am.

Senator HASSAN. Thank you. Now I want to move on to the issue of the decommissioning of sorting machines. At the Manchester processing and distribution facility in my State, four sorting machines have been taken out of service. Three of them are just sitting there, and I am told that one of them has been dismantled and sold to a company in Pennsylvania for scrap metal.

The Manchester facility only has one other machine that can do the work of the machine that has been sold for scrap. If that machine fails, like it did yesterday when I was talking to postal workers in my State, sorting stops and mail is delayed until the machine can be fixed. Although you have suspended the removal of sorting machines, the removed machines in Manchester have yet to be brought back in service or replaced, and you have said today that it is not necessary to do that and there are not any plans to do that. In fact, I understand that the Director of Maintenance Operations, Kevin Couch, sent an email on Tuesday directing local maintenance managers not to reconnect machines. Yes or no, is that true?

Mr. DEJOY. I have no idea about that, ma'am. That is—maintenance operations are still—they are maintenance operations within the districts. This whole process was new to me last week. I am sure there is logic behind what it is. I can find out about that, and I would be happy to get——

Senator HASSAN. OK. So you have already said, though, today, that it is not necessary. But look, when we have only one machine that can do a certain kind of sorting in our largest distribution center in the State of New Hampshire, and it breaks, and everything has to stop until it gets fixed again, that is not efficient, that delays delivery, and what I would like to get from you is a plan to make sure that you will commit to making sure that postal workers can deliver every piece of mail that comes into the distribution center on the same day it gets in there, which has been the practice in the past.

By refusing to restart or replace these machines you are really sabotaging the Postal Service's ability to sort mail efficiently, and you are undermining postal workers' commitment to that every-day delivery. So would you commit to having your team look into this and get back to me in writing about what the plan is to get at least some of these decommissioned machines back up and running?

Mr. DEJOY. Yes. First, Senator, I do not agree with the premise, but I will comply with your request.

Senator HASSAN. Thank you, and it would be helpful to get a response by the end of the week.

Finally I will just, because I see that I am running out of time, I will ask a question for the record, because there are growing concerns that postal workers are being retaliated against when they speak to their Members of Congress or to the press about some of the shortages that they are seeing, or some of the delays they are seeing, some of the sabotage and undermining of timely delivering that they are seeing. I want to make sure that postal workers who are speaking to protect the interests of the American public that they serve with such diligence are not retaliated against for doing so. Can I have your commitment today that they will not be retaliated against for doing so?

Mr. DEJOY. Yes, ma'am.

Senator HASSAN. Thank you, and thank you, Mr. Chair.

Chairman JOHNSON. Senator Scott.

#### **OPENING STATEMENT OF SENATOR SCOTT**

Senator SCOTT. Thank you, Chairman Johnson, for holding this hearing today. Thank you, Postmaster General DeJoy, for being here. In Florida we have had vote by mail for a long time, and it has worked really well, and I think the post office in Florida has done a great job of making sure it has worked. I have had three elections and everyone—they have worked hard to make it happen.

Mr. DeJoy, can you just talk about why you are uniquely qualified and what background you bring to being Postmaster General, and why you were picked by the board of the Postal Service?

Mr. DEJOY. Thank you, Senator. There are two things you could look at, the two big actions that I have taken. I mean, the board will have to speak for their evaluation of me, but I do have—I have done—I think one of the things they like is my experience with large programs, large logistical transformations. I have done, back in the 1990s, over \$3 billion transformation of the postal network regarding mail transport equipment. I have done big projects for Boeing, big projects for Disney, big transformational projects for Verizon.

So that particular, type of experience, I think, impressed them, and my commitment to public service, I think, impressed them, my engagement in community and the Nation.

When you look at the steps—I did not come in here with a team. I did not bring any consultants. I work with the existing management team to create an organization that would look to move forward and give us self-help and drive improvements in our service, drive costs out of the system, and grow revenues. And that is something that I have done all my life.

I built a big business from nothing. There are some accusations that this is not a business, but when you have to deliver service, and you have to be sustainable, the operating model needs to cover its costs. There is no other answer to that than that, and we need to take actions to do that. I have great experience at that.

And part of, I think, why they liked me was I have a plan. I have a plan for the success of the Postal Service. I believe the 6-day-a-week delivery is an important aspect, a strength in us. Now our pieces for delivery are down under three now, from a few years ago, six or seven. Our goal is to get that back up. If you look on a chart and look at what our reach is on a daily basis, it is impressive. And we need to drive our costs out of—and this is well known—we need to drive our costs out of the network, get more efficient within our network, and get more pieces into our carriers' hands, and that is the success, along with, legislative help, that will be the future success for the Postal Service as we face a new economy.

Senator SCOTT. So Mr. DeJoy, in your business life, did you have to perform for your customer? Did you have to be on time, and were you able to do that?

Mr. DEJOY. Sir, our contracts had 99.98 percent performance metrics on everything we did. Yes, and I think there is—I think that the attitude and the energy is here in the desires here at the Postal Service to do that. I just think that we have not had the alignment and the expectation of that, and that is something that I bring to the table.

Senator SCOTT. I mean, are you personally committed to doing everything you can to make sure they delivered on time and people get it, whether it is their medicine or their ballot, that they get it as quickly as they can, with realistic expectations?

Mr. DEJOY. Yes, sir, I am.

Senator SCOTT. So how does it make you feel when you have people out here that make these unsubstantiated claims that you personally have a goal to slow down the mail so ballots do not get to election offices on time, that you want to suppress the vote, that, you personally are interested in damaging the ability of the post office to do their job?

Mr. DEJOY. Sir, that does not deter me at all. I am unbelievably proud and humble by the number of positive comments I get from employees and management team and the people from around America on my initiatives. It is really a farce to believe that we can sit here and do nothing.

Senator SCOTT. Do you feel like you need a massive Federal bailout to be able to deliver the mail on Election Day?

Mr. DEJOY. No, I do not need a massive—I do not need anything to deliver mail on Election Night. We do need legislative reform. We do need the freedom from the change in the PRC regulation. And we do need to be reimbursed for our costs. When you look at, during the COVID, during the pandemic, we still deliver to 99 percent of the American homes, with no revenue. The American postal worker was out there. This organization continued to perform, and it is why we have such high ratings. Our revenues were down. Other organizations would have stopped going to some of these rural areas and so forth. We continued to do what we are supposed to do, at a significant cost impact. I am one to try and get to a sus-



tainable model, but in this case I believe we deserve some compensation for it.

Senator SCOTT. One thing I think a lot of us would like to be able to do, if we are going to provide more funding to the post office, that I would like to work with you and others to find out what are the things that we ought to do to make the changes necessary to make sure that you can do your job in the future. So I appreciate any information you could provide that would allow us to do that.

I just want to thank you for your commitment. I want to thank all the people that work at the post office. They work hard. But I appreciate your background, your commitment to excellence, and I hope you can do the same thing over time at the post office.

Thank you, Chairman Johnson.

Chairman JOHNSON. Thank you, Senator Scott. Senator Rosen.

#### **OPENING STATEMENT OF SENATOR ROSEN**

Senator ROSEN. Thank you, Chairman Johnson, for holding this meeting here today, and thank you, Mr. DeJoy, for making yourself available.

Before I ask some further questions I want to ask the Postmaster General, I would like to ask you this. We need transparency in the changes you have been making and in everything that you have discussed here today. Will you commit to providing this Committee with any and all transcripts or minutes of all closed, nonpublic Board of Governor meetings from this year, by this Sunday? Can you commit to that, sir?

Mr. DEJOY. No.

Senator ROSEN. You will not commit to provide minutes——

Mr. DEJOY. I do not have the authority to do some of those things, and that is something that I would need to discuss with counsel and the board's counsel. So I cannot commit to that.

Senator ROSEN. We will be discussing that with you, but let us move on. We have limited time.

Before I go with the rest of my questions I do want to thank the dedicated postal workers across this Nation, particularly here in my State of Nevada. I spoke with many of them yesterday, the majority of them veterans, veterans and their families. They have done years of dedicated service to this country, to this Nation, and they are very concerned.

So, Mr. DeJoy, earlier this year you acknowledged you made operational changes to the Postal Service. You removed mail-sorting machines. You have had reduction, elimination of overtime and late trips. In Las Vegas, where we are expecting mail volume to ramp up soon, our postal workers, the ones I spoke with yesterday, are reporting the removal of a sorting machine from our general mail facility, which is actually right down the street from my house.

As a former programmer and systems analyst, I have a real strong appreciation for the data, so I want to talk about the data that you used to create these policies, and what you may or may not have analyzed before you have made these changes.

During the pandemic, health officials have directed older Americans to stay at home for their own safety. That means for our seniors in Nevada and across the country, Postal Service is the only

way they are going to receive their critical items—life-saving prescriptions, household supplies, social security checks. For veterans, my colleagues have already mentioned this, it is a lifeline. Eighty percent of veterans' prescriptions are filled by the United States Postal Service. I have 225,000 veterans in Nevada, many of them relying on this for their timely delivery of life-saving medication.

In small towns across Nevada, from Gabbs, which has a population of 269 people, to Shurz, a Tribal community with 658 people, some of my larger rural communities, it is all they get is the Postal Service.

So please, could you answer yes or no, effort of time. Before developing and implementing policy changes since assuming your role this year, did you conduct any specific analysis on how your changes would impact seniors? Yes or no, sir.

Mr. DEJOY. So, ma'am, the policy changes that I—

Senator ROSEN. Yes or no, sir.

Mr. DEJOY [continuing]. The policy changes that I embarked upon were not the ones that you identify in your—

Senator ROSEN. So you did not do any analysis to see how seniors would be impacted. OK, let us move on. Did you do an analysis to see how veterans might be impacted, knowing that so many of, actually, our postal workers are veterans. We employ so many veterans—that they are getting their medication, and they rely on 80 percent. Did you do a specific analysis to see how veterans would be impacted?

Mr. DEJOY. The only change that I made, ma'am, was that the trucks leave on time. Theoretically, everyone should have gotten their mail faster.

Senator ROSEN. So can you look me in the eye, and all the Nevada veterans in the eye, all the Nevada seniors in the eye, and tell us that you will not continue the policies in the future that you know that will harm my seniors, my veterans here in Nevada, and all of our seniors and veterans across this nation? Can you look us in the eye and commit to being sure that they have on-time delivery?

Mr. DEJOY. I am working toward on-time delivery, ma'am. Yes, I can commit to that.

Senator ROSEN. Thank you. And so did you do any analysis about the fees, if mail is late, the late fees that people would get when they paid their rent or their car payment or their utility bill, if the mail is slowed down, and the impact that the charges and those fees would have on working families? Is there any analysis about the impact of late delivery by you on that, sir? Yes or no, please.

Mr. DEJOY. The analysis that we did was that if we moved the mail on schedule that all late deliveries would have been improved. That is the analysis.

Senator ROSEN. Obviously that is not the case, so we need to continue this.

Mr. DEJOY. For a variety of reasons.

Senator ROSEN. Our deployed servicemembers routinely cast their ballots by mail. Did you specifically analyze how your policy changes would impact our service men and women across this country and across the globe, how your changes would impact them, sir?

Mr. DEJOY. Senator, the analysis that we did would show that we would improve service to every constituent.

Senator ROSEN. So that is great. So can you provide me, by this Sunday, if I understand you correctly, you have an analysis that will show that this should have improved it, although we are finding out through thousands and thousands of contacts to our office, to our connections, that it has not been the case. So this is, frankly, unacceptable, and I would like to see the analysis that this was based on, to our offices by this Sunday. Can you commit to that, sir?

Mr. DEJOY. No, ma'am.

Senator ROSEN. Can you commit to providing it to us at all, sir?

Mr. DEJOY. I will get back to you on that. I would——

Senator ROSEN. You cannot commit to providing the American people the analysis that you used to base your decisions about their very important medications, their social security checks, and all the other things? You will not commit to the American people to be transparent?

Mr. DEJOY. Senator, I will go back and get the truck schedule, the analysis that designed the truck schedule, that I directed——

Senator ROSEN. Can you commit to transparency, sir? That is all I am asking.

Mr. DEJOY. We are very transparent, yes.

Senator ROSEN. Then that means you would provide us your analysis. If you are transparent, then ergo that means you will provide us the data that you used to base these important decisions that impact people's lives. I want you to look in the camera. There are millions of people watching who are impacted every day by what you do. And please understand that.

And so I want you to commit to the American people to transparency, and provide us with the data that has been used to create these decisions.

Mr. DEJOY. Ma'am, I do not accept the premise, and I will provide you with the transportation schedule that I directed the organization to adhere to. Yes, I will do that.

Senator ROSEN. We appreciate that. I look forward to seeing that and I look forward to having future discussions with you. Thank you. My time is up.

Chairman JOHNSON. Is Senator Paul available?

Senator PAUL. Yes. Do you have me?

Chairman JOHNSON. Senator Paul, yes, we can hear you.

#### **OPENING STATEMENT OF SENATOR PAUL**

Senator PAUL. All right. Thank you, Mr. DeJoy, for your testimony, and thank you for taking what sounds like an often thankless job full of partisan rancor, and thanks for bringing your business acumen to something that really probably, from my opinion, is almost an impossible problem, short of legislative reform, and even with legislative reform, I see it as almost an impossibility how we would actually balance the annual operating losses where you are not running a loss every year. Eight to nine billion dollars a year is an enormous loss.

I have been of the opinion, basically, we should not give you any more money unless it is attached to reform. That is the only lever-

age we have. When the post office becomes desperate for money we should attach things they do not want to necessarily do. Less employees—we started that a few years ago and we have to do more of it. If the mail keeps dropping you have to have less employees. That is where your legacy costs are too. Over time you will catch up on that, but we have to go to less employees over time.

We also need to look at the easiest way to continue to personalize service to each person individually at their house. We could do it less frequently. Frankly, people who live 20 miles down a shell road, if we told them they were going to get it twice a week versus six times a week, I think we would actually live with this.

I grew up in a town of 13,000 people. I still live in a small town. I really think people could live with that. But people should be told of the problem of continuing to run massive deficits, not just in the post office but throughout government. We should not pass money out like it is candy. We should send it attached to specific reforms.

Could you list some of the legal impediments you have? You are a businessman. If you came in as a venture capitalist, and a venture capitalist group took over the post office and named you CEO, what would you do that you are unable to do because it is a government entity now? What are the governmental or legal restraints that prevent you from actually fixing the \$8 billion to \$9 billion annual loss that the post office has?

Mr. DEJOY. Thank you, Senator, for the opportunity to address that. I am a little bit more optimistic than you, in terms of our ability to at least get to a close point of break even. No. 1, the legislative reform that I would ask is what I said in my written testimony and opening speech, or opening remarks, on integration of Medicaid and pension reform. I would like to be kind of liberated on pricing from the—it is a very competitive market out there now. I would like more pricing freedom. That would help us. I would like some of our unfunded mandates addressed.

And then within the organization, I would be able, without as much fanfare, to do a simple thing like, say, adhere to our schedules, right? If we adhere to our schedules that will improve performance. In transition, there would be an issue, and we are seeing that recover right now. And once we get mail and packages moving at 97 percent—with trucks that are moving at 97 percent on time, and with driving costs out of the system by doing that, that is what I would do in my own business. In my own business I would craft new business revenue-generating ideas, which we have here, that will drive billions of dollars of contribution to the cost to serve the American people.

So we are in the beginning of having a plan. I am an optimist about trying to pull this off.

Senator PAUL. I want to ask you your opinion on going from 6 days to 5 days, because that is really the job of Congress. But that is estimated to save \$1 billion, \$1.5 billion. I think at the very least you have to do that. That could be a one-sentence bill that saves \$1.5 billion over there and puts us on a better footing. I think you could go further, and instead of assessing people more of a postal charge if they live 20 miles down a dirt road, simply just have less frequent delivery. I think that alone would be tolerable and they would still have personal service but it would be less frequent. I

think you could make up for a large amount of your shortfall if you went actually below 5 days for some very rural areas.

It has been tested, or it has been said that some of your competitors use the post office for the last-mile delivery and that we do not charge them an adequate amount. They are sort of using the post office to subsidize last-mile delivery. Is that a problem? Do we charge your competitors enough when they get a package shipped to an area and then they use the post office for the last mile? Is that competitively bid? Do you think that is a problem? Should we do anything to fix that?

Mr. DEJOY. Senator, if I may, when I first came here, when I first got this assignment, that was an obvious thing to me, cut back to 5 days or 4 days, whatever. As I have worked through the process and researched, and studied the organization, I think the 6-day delivery, the connection that the postal letter carrier has with the American people, that gives us this highly trusted brand, and where the economy is going in the future, I think that is probably our biggest strength to capitalize on.

You talk about \$1.5 billion to take a day away. I am sitting here on a transportation schedule change that could get us \$2 billion or \$3 billion, right, and improve service, and improve the connection to the American people. So there are lots of—

Senator PAUL. I will believe that when I see it. I do not doubt you but I do doubt the government and the post office history.

What about the last-mile delivery by your competitors? Are we getting a market rate from them?

Mr. DEJOY. We are studying it. I do not believe, my general view—I have kind of been here 60 days and I have looked at that—there are—we make broad-based deals across the whole country that deal with average rates. There are areas that we could push them up, and we are studying that. I do not believe that, on the surface. It is reasonable business gaps that may exist, is how I describe it.

Senator PAUL. All right. Thanks for trying to fix sort of perhaps an unfixable problem, and hang in there, and just the partisan barbs, hopefully they will be portrayed for what they are, barbs that really are not trying to fix anything but they are just doing electoral politics by way of attacking you. So I apologize for that, from our colleagues across the aisle, and wish you the best. Thanks.

Mr. DEJOY. Thank you.

Chairman JOHNSON. Thank you, Senator Paul. Senator Romney, are you there?

#### **OPENING STATEMENT OF SENATOR ROMNEY**

Senator ROMNEY. Yes, I am. Can you hear me, Mr. Chairman?

Chairman JOHNSON. Loud and clear. Go ahead.

Senator ROMNEY. Good thank. Look, I want to begin by expressing my appreciation to the thousands upon thousands of letter carriers. I want to note, as well, that the postal workers have made our vote-by-mail system in Utah a reliable and a very successful system, I think, for the entire nation.

Mr. DeJoy, assuming as I do that you have been truthful in your testimony today, I can imagine how frustrating it is to be accused

of political motives in your management responsibility. At the same time, of course, you can surely understand that there have been pretty good reasons for people to think that you or your colleagues are purposely acting to suppress voting, or that you are purposely prevent ballots from being counted.

Any surprise at such concerns has to be tempered by the fact that the President has made repeated claims that mail-in voting will be fraudulent, and that he does not want to give more money to the post office, because without more money you cannot have universal mail-in voting.

But putting that aside, let me note that a great deal has been made of the fact that you contributed to President Trump's campaign. I would note that you also generously contributed to my campaign. Some people would say that you have contributed to both sides. [Laughter.]

Let me note that like others today I state the obvious when I say that reliable, valid voting is essential to democracy here, and, of course, to other places around the world. And particularly with COVID still raging, the mail is essential to our voting system, and therefore to democracy.

Do you have a high degree of confidence that virtually all the ballots that would be mailed, let us say, 7 days before an election, would actually be able to be received and counted? If people vote within 7 days of an election, are they highly confident—are you highly confident that those ballots would then be received?

Mr. DEJOY. Extremely, highly confident. We will scour every plant, each night leading up to Election Day. We are very confident.

Senator ROMNEY. I very much appreciate that. That is a commitment. I hope the American people, as they see news reports of this hearing and of others that are going to come in the House, will underscore the fact that if they get their ballots in at least 7 days before an election, and probably even closer to the election than that, but that the person who is running the post office is saying he is highly confident those ballots will be received by the various clerks in a timely way. That is key to us.

On a separate topic, you mentioned that there are delays in the system, and that is, of course, to be expected. Are there greater delays in certain areas than others? So, for instance, are delays greater in rural areas than they are in the rest of the country?

Mr. DEJOY. Senator, I think more urban areas, and the intimidation of the coronavirus, which scares our—employee availability average has dropped across the Nation, about 4 percent. But when you can go into some of these, what I would say, hot spots—Philadelphia, Detroit—they are as much as 20, 25 percent. And we have routes, like Philadelphia has 750 routes, and we have days where we are short 200 carriers. And this can go on for a while.

That is not the only contribution but when the American people see 2, 3 days that they have not seen their carrier, that is an issue. I would say I think there is at least 20 of those around, in descending level of consequence around the country.

Senator ROMNEY. Yes. Thank you. I will just end by saying, like a number of my colleagues who have already expressed this point, I would very much look forward to seeing—and I am not talking

about by Sunday; I just mean at some point—seeing a plan developed by someone of your expertise in logistics for how we can get the post office to be more economically managed, but, at the same time, maintain a level of service which is essential for a functioning economy. And that is a real challenge, but as someone who has done what you have done throughout your career, I expect you to be up to the task. And like Senator Paul, I am anxious for there to be a recognition on the part of Congress that for us to demand certain service levels may require us to make legislative changes.

So please feel welcome in our Committee, or in the House, for letting us know what we need to do to make sure that you can do the job that we have asked you to do. Thank you, Mr. DeJoy. I appreciate your service.

Mr. DEJOY. Thank you, sir.

Chairman JOHNSON. Thanks, Senator Romney. Senator Enzi.

#### **OPENING STATEMENT OF SENATOR ENZI**

Senator ENZI. Thank you. I really appreciate you, Chairman Johnson, holding this hearing, and I especially appreciate the Postmaster General coming to this hearing, knowing what kind of target he will be. It has to be really difficult only being in office 60 days and being expected to solve all of the problems of the Postal Service. It has been in a crisis for many years.

Senator Collins used to head this Committee when it was not called Homeland Security. It was Government Affairs, and she has worked on the post office all of that time, and has a pretty good bill that she has worked on with Senator Feinstein that I hope people will take a look at. I am not sure that anything can be done in a bipartisan way, particularly if one of the participants, Susan Collins, is up for election, because that might help her in her campaign. But she has been dedicated to this. This is not a new idea that she had. It is something that she has been working on, and it has a lot of good ideas in it.

I really appreciate postal workers. In Wyoming, particularly, they are doing an outstanding job in spite of all of the difficulties of the pandemic. My father-in-law was a postal worker, and he was before the mail-sorting machines, and he was pleased that he was able to memorize all the ZIP codes in the Sheridan area, and handled the sorting. Of course, now local mail is not postmarked locally. These are problems that—I did not realize that you personally deliver everything, that you personally fix the sorting machines. That was all news to me.

And detailed analysis, how much detailed analysis can you do in 60 days, particularly, as I suspect, that maybe people are not wanting to share information with you? I hope that those postal workers out there that are dedicated will actually do something to help out on it.

Of course, you have been accused of picking on veterans and picking on seniors, and I have to admit that I have felt picked on, not by you but by the Postal Service recently.

I was glad to hear your explanation that you are having some difficulty with people to deliver the mail in light of the pandemic. I do not think a lot of people understand that. I did not understand that. I know that we had a package that we were expecting, that

was being traced, and we paid extra to have it traced, and we know it sat in the D.C. post office for 11 days before it was delivered to us. There have been days that our mail was not picked up, so I am glad to know the reason behind that, and to find out—this is the big surprise—it was not you. I thought you caused all of that.

Mail-sorting machines. In Wyoming, I do not think we sort any mail in Wyoming anymore. All those got moved to other centers, and I thought it was being done pretty efficiently in Wyoming. What I also learned was that when you move a sorting center, under the union requirements, if the people do not want to move they do not have to move and they still get paid. That is not going to save any money. I have asked for the analysis on some of these changes that have drastically affected Wyoming, and which, of course, were not done under you. It was done under previous administrations. I know that they want to save money, but they have to do some analysis that will actually save money.

You used to be able to put money in a collection box—but an envelope in a collection box for local delivery, and they got it the next day. Now you put in my community for local delivery, it goes to Denver first, gets sorted and comes back to Gillette, sometimes postmarked in Denver. That is not good management. As an accountant, I know that postmarks make a difference. So I am concerned about that.

I have a lot of concerns, and I am only pointing these out because I know that you have only had 60 days to work on them, and your plate was already full. But I am trying to fill it a little bit more. Again, I appreciate that you are willing to take on this—I guess you would have to call it an adventure, not a job, because it would be too tough as a job. But I know you have made some sacrifices to get to this. I hope that you will take a look at the urban areas. We have been picked on in the rural areas for a long time, but we have some really efficient people out there that are dealing with long distances and doing it very well.

But when I go to my post office in D.C., I find that there is only one person working at the counter, and if the person that comes up to the counter needs a box to mail it in, the boxes are not out where people can actually get them, so the person behind the counter has to leave and go get a box. And when they bring the box back it still has to be sealed and addressed, and they do not move them over to the side to see if they can wait on the next customer. Everybody waits at social distancing.

I have been to the post office before during my lunch hour, and found that the postal workers decided that was their lunch hour as well. No business lets their employees sit down and eat in front of customers during their lunch hour.

Well, enough of my, I guess, trying to defend you here.

Mr. DEJOY. Senator, if I may, and thank you for the support. But if I may, the day I take the seat, as with any organization, the day you become the CEO you are responsible for everything that goes on around you, and I have big enough shoulders to deal with that.

But more important about what you said in the beginning, about legislation, not moving, we, the organization, needs to, and this board, we will move forward. We have to, because without legislation, without any assistance, we will run out of money. And 9



months, 12—we talk about a 633,000-person organization, and 9 months' worth of cash, and everybody thinks we are OK. That is outrageous thinking.

So we need to—we will—and that is kind of the difference. As I said in my opening remarks to the Board of Governors, we will do what we need to do to meet our operating objectives and get to self-sustaining manner. So thank you.

Senator ENZI. I appreciate your willingness to be here, and I hope that you will take a look at the Collins-Feinstein bill and give us some analysis on that. I recognize that you have to rely on the postmasters across the United States doing their job, to manage their own business. So thank you for taking this job.

Chairman JOHNSON. Thank you, Senator Enzi. Senator Hawley.

#### **OPENING STATEMENT OF SENATOR HAWLEY**

Senator HAWLEY. Thank you, Mr. Chairman. Thank you, Mr. DeJoy, for being here. Let me see if I can ask a few questions to get started that will maybe help clear out some of this misinformation that we have heard repeated over and over and over again in the media, and some of it echoed today.

Just to be clear, will USPS have enough cash on hand to support operating expenses through the November election?

Mr. DEJOY. Yes, sir.

Senator HAWLEY. Has the Postal Service seen an increase, actually, of total operating revenues in the most recently reported quarter relative to last year?

Mr. DEJOY. Yes, sir. Small but yes.

Senator HAWLEY. Has the Postal Service seen its overall cash on hand position increase since the start of the pandemic in March to a level of approximately \$15 billion? Is that right?

Mr. DEJOY. Somewhere between \$14 and \$15 billion, yes.

Senator HAWLEY. So if I have understood your testimony correctly today, what I have heard you say, and also what I have read, in your written testimony, your testimony to us is that the Postal Service has the wherewithal, it has the resources, it has what it needs in order to deliver the mail, safely and on time, through the November election, just to be clear about that. Is that right?

Mr. DEJOY. Yes, Senator. Two separate things here. To deliver on the election and cash to operate the business in the future are two separate things. But yes, we have plenty of cash to operate before the election.

Senator HAWLEY. And just on that second point, since you bring it up, what is your estimate of the amount of additional assistance that you require as you look forward to the future, past November and into the months and years to come?

Mr. DEJOY. The biggest thing we need is legislative reform, and the PRC to decide. But I estimated about \$10 billion. We estimate about \$10 billion cost on the COVID expense side. What I would like to see is the note that we have negotiated with Treasury used to get long-term financing to buy new vehicles.

Senator HAWLEY. Can I just ask you about that, since you bring up the note from Treasury? So the Coronavirus Aid, Relief, and Economic Security (CARES) Act authorized \$10 billion in borrowing authority. I understand that you reached—USPS and the

Treasury Department came to an agreement late last month, in principle, over what that would look like. Can you give us a sense of when this \$10 billion that was authorized—it is a loan—when this is likely to be made available to you, what you see its utility as? Just give us an update on where that stands.

Mr. DEJOY. So we have a terms of agreement, and all we would need to do is, when we request it, get a final document on it. But the terms have been agreed. I mean, the issue here with borrowing money is you need to know how you are going to pay it back, and, at this particular point we are evaluating that. But it is available to us pretty quickly.

Senator HAWLEY. What do you anticipate using it for in the near term, assuming that you do avail yourselves of it.

Mr. DEJOY. There are pretty specific limitations. I cannot use it for capital but I can use it to cover operating costs that are closely associated with COVID, and we can identify that pretty easily.

Senator HAWLEY. Now you said just a second ago, when you first introduced the topic of the loan, you said that you would like additional authority to perhaps use the loan toward vehicles, or as collateral for vehicles. Can you say more about that?

Mr. DEJOY. Yes. So as you probably know we have many 30-year-old vehicles and we are desperately in need of new vehicles. The loan is not for capital. I would like to see the term extended and used as a capital-type equipment loan to buy vehicles, and other types of modernization efforts that we have. But longer term than 5 years.

Senator HAWLEY. Very good. So that is part of the additional legislative reforms or authorizations you seek. Am I understanding you correctly?

Mr. DEJOY. Yes, sir, and—

Senator HAWLEY. Go ahead.

Mr. DEJOY [continuing]. They have already been passed in a committee a couple of years ago, what we are looking for.

Senator HAWLEY. Right. Understood.

Let's come back to some of the reforms that you have recently implemented. To what degree were any of the changes that you implemented over the summer a response to the OIG's recent findings?

Mr. DEJOY. I consider the OIG's recent findings—as we were doing our own analytics, I thought they were, for somebody new coming in, I thought they were a remarkable gift, in terms of just laying out—there are two things with that. The system was out of balance. The transportation system, 40,000 trucks a day were running—once you get below 90 percent you cannot depend on anything, right?

And then it was a cost gift. So both things, when I came in here, looking at where the organization was headed financially, and what was the thing we could balance around? Getting that transportation network aligned, which we will do, and saving, \$1 billion, \$1.5 billion, to \$2 billion, what we can reach for, was a Christmas present. I was elated.

Senator HAWLEY. Very good. Let me just ask you here—I see my time is almost expired but let me just ask you, in conclusion. I mean, as you probably know, my home State of Missouri we have

a very significant percentage of our population in rural areas. It is the part of the State that I am from, where I grew up. It is absolutely vital to me that any Postal Service reform going forward continue to preserve the network of rural delivery service, that it preserves the existing delivery and post office box services that are available throughout rural Missouri.

So can I just ask you, are you committed to protecting rural delivery and rural post offices for people like the folks I represent in Missouri, and around the country?

Mr. DEJOY. Sir, we have an unbelievable asset in our letter carriers reaching every American each day, and I commit to trying to strengthen that relationship across the country.

Senator HAWLEY. Very good. Thank you very much. Thank you, Mr. DeJoy. Thank you, Mr. Chairman.

Chairman JOHNSON. Thank you, Senator Hawley. Before I got to Senator Sinema, based on one of the questions and your response from Senator Hawley, you talked about the transportation system just being out of sync. In your written testimony, I just want to make sure that we are talking about the same thing here, you said your on-time trips went from 35,000 per day to 39,000 per day, which means a schedule time of 89 percent improved to 97 percent.

So is that what you are talking about, your trucks actually leaving on time to get on their routes, and has that been part of the disruption as well, is if the letters are not getting to those trucks in time they may be left behind for the next day's delivery. Can you just explain that and clarify it a little better?

Mr. DEJOY. Yes. So inside the plants there is a production schedule for mail that is set up to meet a dispatch schedule for trucks. That gets tied to a destination center for, let's just say, keep it simple, go right to the delivery units, where carriers go out in the morning and carriers then could come back at night. This whole thing is an aligned schedule in theory, on paper. There are lots of imbalances that we are finding as we went through this process.

But the thing to try and get everything aligned around is that transportation schedule. And now we have taken that up, and all that mail that was on that truck was also late mail. Right now we have advanced the mail. Some of the mail coming off of the processing lines. We found these imbalances and we did not as great a job as we should in recovering for it, but we will. I am seeing improvements right now.

Once that comes together, mail will be moving around the country at 97 percent, on time, and I am very excited and committed to trying to do that. And that, again, enables us to balance the front end and the delivery end of the system, and saves us all that money that you saw in the audit report, and it is in billions, not in millions.

Chairman JOHNSON. So as a former manufacturer I realize if you do not have a good process you do not have a good product. So you came in, you identified some real process breakdowns. In a very short period of time you made a pretty dramatic improvement in terms of on-time dispatch level, in terms of that transportation system. Now you obviously have COVID, which is affecting our entire economy, and obviously it affects the postal system as well.

So, basically what I am hearing out of your testimony is the delivery delays are primarily being caused by the issues related to COVID, but the changes you made, in terms of process, certainly in theory, if it had not already improved you already is certainly going to set you up for improvement and cost reductions and cost savings in the future.

Mr. DEJOY. Yes. So a substantial portion of our delays are related to COVID. I will not go as far as to not say that we had maybe a 4 or 5 percent hit on our service level for delay. All sorts of mail—marketing mail, everything—because it got stuck on a dock. We are drastically bringing that down. Once that is aligned we should have a smooth-running systems, at a much more high performance rate.

Chairman JOHNSON. OK. So some disruptions due to the change, but again, those changes are necessary to try and make cost savings and improvement in the future.

Mr. DEJOY. This is very doable, sir. FedEx and UPS do it.

Chairman JOHNSON. OK. Great. Senator Sinema.

#### **OPENING STATEMENT OF SENATOR SINEMA**

Senator SINEMA. Thank you, Chairman, for holding this important hearing, and I want to thank Postmaster General DeJoy for joining us today.

The U.S. Postal Service has always been a critical lifeline for communities across Arizona and the entire nation. During this pandemic it is even more true.

Over the past week, my office has heard from over 18,000 Arizonans about the importance of the Postal Service. Arizonans want to ensure the Postal Service will continue to deliver prescription drugs, assist small businesses, and support their right to vote. Arizona has led the way on safe and secure mail-in voting for years. The Postal Service must act to support our upcoming election, especially since we will see increases in vote by mail due to the pandemic.

But our hearing today should not just be about election mail. My constituents have also shared stories about prescriptions that took so long to arrive they worry whether the medication is spoiled. Others are concerned their small business will go under without reliable postal service or that rent checks and bill payments now take a week longer to reach their destination than just a few months ago.

So, Mr. DeJoy, I am pleased that you heeded a request from me and my colleagues to answer questions about the operational services the Postal Service is making. It is critical that you and your team demonstrate a commitment to protecting the ability of customers to get the service they rely on every day, and successfully communicating with Congress, stakeholders, and election officials is a big part of that effort.

So for my first question, in Arizona we expect 85 to 90 percent of the electorate to vote by mail this general election. That is approximately 2.4 million ballots moving through the postal network in Arizona in the weeks before the election. Given that significant volume, unexpected challenges will certainly arise and adjustments will need to be made.

I have been working closely with the Arizona Secretary of State's Office to ensure that they and other local election officials get their questions answered regarding mail issues so that we can have fair elections, and I am going to continue to share the full range of questions that my office receives with you and your team. Of course, their top concern is the timely delivery of ballots.

So will local postal managers be authorized to make decisions, and have postal employees make extra trips or late trips, work overtime, in order to deliver ballots to ensure that plants and post offices do not fall behind in processing election mail?

Mr. DEJOY. Yes, ma'am. Effective October 1st, we will have redundant resources and liberalization and aggressive efforts to make sure everything is moving and flowing timely.

Senator SINEMA. I appreciate that. Could you tell me what steps your office is taking to communicate this policy to postal managers, election officials, stakeholders, even to the public in Arizona, so everyone feels confident that citizens have fair access to voting by mail?

Mr. DEJOY. Yes, ma'am. In general, I think we started back in February. We have reached out. We have had over 50,000 contacts with elected officials around the country. As you know, we have sent a number of letters. We are making videos that will go online, with the union leadership and myself, to communicate out our commitment to this. We continue to work with the State boards. And our board, we decided to put together a bipartisan committee on the board to kind of oversee everything that we are going to be doing.

So we are emphasizing—and, in fact, I think in September we are going to send a letter to every American with what our process is, going out to every American citizen. I appreciate the question, and I feel good about what the whole organization, from the board of directors down to our letter carriers and plant personnel, we are very proud of what we are doing, and we are going to deliver for the American people.

Senator SINEMA. Thank you for that. I appreciate it.

Postal processing plants are the critical piece to ensure that everyday mail arrives in a timely fashion and that all the votes are counted. And so we want to make sure that those processing plant operations remain smooth and efficient.

Earlier this week, in your announcement, you said you would not close any postal processing facilities before the election. I do not think you specifically ruled out consolidations of processing plants. So my question is, is the Postal Service planning to modify or reduce capacity at any postal processing facilities before the election, and if so, what specific steps are you taking to ensure that the Postal Service can continue to meet service standards for both election and regular mail in the communities served by those facilities?

Mr. DEJOY. Senator, I promise you, we are not making any changes until after the election.

Senator SINEMA. I appreciate that. That was a very concise and direct answer. I love it.

As you know, I recently wrote to you regarding the Cherrybell processing plant in Tucson. It is very important to mail service in our community and throughout Arizona. If the Postal Service con-

siders consolidations or closures of processing facilities in the future, would you require new area mail processing (AMP) studies for any impacted facility, or other similar analysis, before moving forward with a consolidation or a closure?

Mr. DEJOY. Thank you, Senator. I am not totally familiar with it, but there is a whole process, a pretty detailed process that we need to go through before we close a facility. We will take that down. If that facility ever gets on that I will make sure we reach out to you in advance and let you know. But there is a whole public awareness process, a detailed analysis, as to how the mail is going to be processed. It is not an easy thing to do. But we have it marked down and we will keep you posted, if that ever gets on our list of interested locations.

Senator SINEMA. I appreciate that. Just for your awareness, the original AMP for Cherrybell was done in 2011, and as you are probably aware, we have had very significant population growth throughout Arizona since then. So we want to make sure that decisions are made with up-to-date data. So I will follow up with you soon about this topic, because this is very important for Arizona, and it is very important for Southern Arizona, in particular.

Mr. Chairman—oh, go ahead, Mr. DeJoy.

Mr. DEJOY. I just said I look forward to speaking to you about it.

Senator SINEMA. Thank you. I know my time is almost done. The last thing I will just say is when you next consider operational changes, I would ask you to take into account the negative customer experiences that folks have shared with us, like spoiled medicine or missing rent checks. We have been getting more complaints about service getting worse since some of these most recent changes.

We ask that you would take into account these negative customer experiences when making decision in the future, and my team is happy to share some of those direct experiences with you.

Mr. DEJOY. Thank you for your guidance, ma'am. I appreciate it.

Senator SINEMA. Thank you so much for being with us today. Mr. Chairman, thank you for this opportunity, and I yield back.

Chairman JOHNSON. Thank you, Senator Sinema.

Let me just again thank you, Mr. Postmaster General, for appearing here, on pretty short notice, and subjecting yourself to this hearing process.

Just to quick summarize a few things we heard today, obviously the postal system is every bit as affected by COVID as the rest of this Nation. It has been economically devastating. So I think for anybody to assume that service would maintain its high level of standards when we are in the midst of a pandemic I think is quite unrealistic.

As you have stated, I think the operational changes that you implemented are designed for long-term improvement, but they created some disruptions as well. But again, coming from a manufacturing background, I realize you have to have a good process. Things have to run on time, and you recognize that as well. So again, I am highly supportive of those efforts. I think they should be commended, not condemned.

As I stated, there is no doubt there have been some unusual delays—COVID, some of these operational changes—but as I check with our constituent service folks, what they are also finding is the high volume of calls concerning postal complaints. The vast majority seem very highly scripted, like this could be a very well-organized effort, which does not surprise me in the slightest.

There are fundraising emails from Senate candidates and the Democratic Senatorial Committee dating back as far as April, complaining about these postal issues. So I have no doubt the Democrats are ginning these issues and these problems up into something that it is not, a very false narrative, as I said, designed to extract a political advantage.

Mr. Postmaster General, I am just very sorry that you are on the targeting end of this political hit piece. I think it is very unfortunate, it is very tragic. As somebody else pointed out, this is part of the problem, why we have not had postal reform, is how people take advantage of it. Again, the expectation, I appreciated Senator Enzi's very common-sense statement of a number of different facts.

You have only been on the job 60 days. You have a great background. I truly appreciate your willingness to serve in this role. As you heard from the Committee, we truly appreciate the hard work of the men and women of the U.S. Postal Service doing a good job delivering our mail. But we need reforms moving forward.

So we might have an opportunity here. There may be another COVID relief package. It probably will include something for postal. So if there are going to be dollars allocated, what I am certainly asking you for is the information, the data, and the suggestions for true reforms. I think that is what has always been lacking, as I have been in this position, in terms of postal reform. It is always a taxpayer bailout absent of the types of reforms that we need to also make legislatively.

So I really look for your guidance. I look for your data. That is another real shortcoming from my dealing with the U.S. Postal Service here. We just do not get the data that I think we really need to enact effective legislation. I would like to actually enact effective legislation. That is going to require cooperation with you and the postal workers.

So again, thank you for your service. Thank you for stepping into this role. I apologize for the fact that you have become a target in a political hit job. It is very unfortunate. But with that, I need to—

Senator CARPER. Mr. Chairman?

Chairman JOHNSON. Yes. Certainly.

Senator CARPER. Would you yield to me for a minute or two, please?

Chairman JOHNSON. Absolutely.

Senator CARPER. Thank you, sir. Thank you so much.

As you may recall, Mr. Chairman, one of our colleagues, the late Tom Coburn, he and I worked for years on major changes in the Postal Service, real reforms, and we have done that. We have developed bipartisan and a consensus around that. And we can do that again.

Among things that we have heard here today, there is interest in Medicare integration. I think we ought to look at that. There is

an acknowledgment that there needs to be major investments in the fleet, the postal fleet. The average age of the fleet of postal vehicles, 27 years old. There are investments that need to be made for additional modern processing equipment in our distribution centers across the country.

I think there is the ability to come up with a bipartisan consensus on how to help the Postal Service not just get through a pandemic but be relevant and efficient and vibrant in the years to come.

The secret to a vibrant democracy is two C's: communicate and compromise. With all due respect to our Postmaster General, I am pretty good at bipartisan communication. I reached out to you when you were initially selected by the Postal Board of Governors. And then later on I tried to reach you again and again for weeks, and could not even get a call-back. I was not the only one.

You have to be willing to communicate. There are some people in the administration who do a great job at that. Bob Lighthizer, a trade representative, is one. Mnuchin, Secretary of Treasury, is one. I would urge you to emulate them.

This is a shared responsibility. It is not on the post office. It is not on the men and women who work for the Postal Service. It is not on the Board of Governors or on you as the Postmaster. It is on us as well. This is a shared responsibility. Our country is counting on us. We are counting on a democracy.

The last thing I will mention, I go back to Ben Franklin, the first Postmaster General. Remember what he said at the end of the Constitutional Convention, when they said, "What have you done here? What have you created?" And he said, "A republic, if we can keep it." And one of the keys to keeping it is, frankly, a vibrant Postal Service and the ability of people to vote—Democrat, Republican, or whatever—for people to cast their votes and know that they are going to be counted. That is critical.

We have a President, sadly, who wants to undermine and underfund the Postal Service, and undermine the ability to do vote by mail. That is just unacceptable. Hopefully we can do better than that, and I commit myself and some of my colleagues to try to do just that. We can always do that. In order to form a more perfect union, we can do better.

Senator PETERS. Mr. Chairman, if I could say a few comments just briefly.

Chairman JOHNSON. Senator Peters.

Senator PETERS. Thank you, Mr. Chairman. Postmaster DeJoy, I want to take an opportunity to thank you, as well, for appearing before us so willingly, and certainly on very short notice. But I also want to be very clear about what I have been hearing, and I think you have heard from my Members, and just to counter a little bit of what the Chairman said.

These are real concerns that I am hearing. These are not manufactured. These are people who are coming forward, talking about delays, talking about medicine that is not available for them, talking about how—I shared a story with an individual who, because of the lack of medicine, skipped doses and was actually hospitalized. Those are very real. When I hear those kinds of stories, we stand up. That is my job. It is the job of every Senator here to



stand up for our constituents, for the people back home who are being hurt, and make sure that their voice is heard.

That is what this is about. It is about making sure people's voices are heard. That is what this hearing is about. This is why we are standing up and making sure the Postal Service does what they have done, with incredible integrity and professionalism, for 245 years. We want to make sure that that standard continues going forward.

I fully appreciate that COVID has created significant problems for the Postal Service, but I will not show my chart again, but if you look at the chart,<sup>1</sup> the service was there through a lot of the pandemic. It has just been in the middle of July where you see it dropping off dramatically. COVID has been with us since March, but we have seen a dramatic drop since mid-July, which is the time when I got all of those communications, and my colleagues have been getting those communications. They are not manufactured. These are real people. So I just want to be clear about that.

Postmaster DeJoy, you answered some of our questions today and I thank you for that. But there are still many left that are unanswered, and I think we all look forward to seeing the documents that we have requested so we can do our oversight function, delivered to us in a timely fashion. I appreciate your willingness to do that.

I am going to continue with my investigation of the recent delays and Postal Service practices that have been put in place, and I urge you and your staff to be fully forthcoming with any additional requests. That kind of transparency is critically important in this job. I know you have a very hard job, and frankly I think you have made it harder on yourself because of the lack of transparency that we have seen here these last few weeks.

So in the coming weeks, Congress certainly must provide the Postal Service with the resources and the oversight that you need to reliably deliver mail for the American people, but not just through this election. We have to make sure we get through the election, we have to get through the pandemic, and we want to make sure we put the Postal Service on sound financial footing to last for another 245 years and beyond.

So thank you again, Mr. Chairman.

Mr. DEJOY. Thank you.

Chairman JOHNSON. Thank you, Senator Peters, and again, I am in no way, shape, or form denying that many of these complaints are absolutely genuine. We take these seriously and help our constituents, but there is also no doubt that a lot of this is being ginned up. Many of those complaints are highly scripted, and it is being done for political purpose. I mean, there is absolutely no doubt about that.

We have a new Postmaster General who has been in the office less than 70 days. From my standpoint I think the first thing he needed to do is get up—start the job, roll up his shirt sleeves, and get to work and try and figure out what he needs to do to reform the process.

<sup>1</sup> The chart referenced by Senator Peters appear in the Appendix on page 65.

I am looking forward to a totally transparent process here. I am looking to separate the fact from the fiction, and my problem is there is a lot of fiction, a lot of false narrative being ginned up by Democrats and the left right now.

I want the data as well. Mr. Postmaster General, I am sure you will work with us in the future, and that is what I am basically giving you the opportunity to do. There is a possibility for a postal reform bill, even in this next COVID relief package, if there is one. So let's work in good faith. Thank you again for your service. Thank the men and women of the United States Postal Service for their service as well.

The hearing record will remain open for 15 days, until September 3rd at 5 p.m., for the submission of statements and questions for the record.

This hearing is adjourned. [Whereupon, at 11:18 a.m., the hearing was adjourned.]

## A P P E N D I X

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**“Examining the Finances and Operations of the United States Postal Service During  
COVID-19 and Upcoming Elections.”  
Opening Statement of Chairman Ron Johnson  
August 21, 2020**

*As prepared for delivery:*

I want to start by thanking Postmaster General DeJoy first, for making himself available on such short notice, and second, for taking on the very thankless task of trying to maintain the United States Postal Service as a financially viable entity. Unfortunately, he has found out over the last few weeks, that not only is it a thankless task, but he has already been subjected to character assassination as Democrats have put him in the cross hairs of another hyperbolic false narrative perpetrated to gain political advantage.

I hope we can stick to the facts in this hearing today. One fact that needs to be highlighted to refute one part of the false narrative is that the Postmaster General was not appointed by President Trump. The bipartisan Postal Board of Governors engaged a professional search firm that identified Louis DeJoy as an outstanding candidate with the necessary background and skill set to tackle the enormous challenges facing the Postal System. The bipartisan Governors then unanimously approved his appointment as Postmaster General. Mr. DeJoy reports to the Board, not the President.

Another false narrative is that a failure to provide funding to the Postal Service will undermine the election. The Postal Service has \$15.1 billion in cash following a better than expected financial performance during the pandemic. Due to a surge in package delivery, USPS earned \$1.5 billion more during COVID-19 than during the same period last year.

That said, the long term financial reality of the Postal system is bleak, and it has been bleak for years. The main reason is that first class mail volume has declined dramatically with the advent of the internet. Because the Postal System is constrained by a host of legislative requirements, it does not have the flexibility a private sector entity would have to deal with the dramatic reduction in the demand for its products.

In a perfect world, the Postal System would have funded its long term pension and retiree health care liabilities as they were incurred. Because they didn't, those unfunded liabilities now total \$120 billion. Unfortunately, the 2006 Postal Reform Bill did not ensure long term financial viability and in its attempt to address the unfunded liability problem, it depleted the Postal System of cash and arbitrarily turned long term liabilities into short term liabilities on its balance sheet.

Subsequent attempts at reform have largely proposed a taxpayer bailout. The cost of these proposals is generally understated based on CBO's 10 year scoring requirement, which misleadingly characterize a \$48.3 billion bailout as only costing \$10.7 billion over ten years. These proposals always lack the full range of structural reforms that will be required to ensure the long term viability of the System.

For years, GAO and Inspector General's reports have recommended reforms that have at best, been only partially implemented. One of the most costly inefficiencies that has been repeatedly highlighted in these reports is the out of control use and payment of overtime. To his credit, this is the reform Postmaster DeJoy began implementing shortly after his appointment. According to an Inspector General report issued the day Postmaster DeJoy was sworn in, the Post Office spent \$4 billion in FY 2019 in mail processing and delivery overtime and penalty overtime costs. Those overtime costs represent 45% of the Postal System's \$8.8 billion loss for last year.

It is Postmaster DeJoy's commendable attempt to reduce those excess costs that are now being cynically used to create this false political narrative. According to Democrats, the postmaster is trying to sabotage the Post System to disenfranchise voters in the upcoming election. Notices that were sent before he was sworn in, meant to inform election officials to factor in normal postal capabilities in setting their ballot deadlines, are being used as evidence of this conspiracy theory. And a willing media is once again, happily playing along.

On average, the Postal System delivered 2.6 billion pieces of non-package mail per week in 2019. Because of COVID, the Postal System's first class weekly volume is down 17% this year to date. Even if every voter used mail-in balloting, that would be approximately 150 million pieces of mail, or less than 6% of weekly volume. As long as election officials factor in normal postal delivery capabilities, and in light of the 17% decline in weekly volume, the postal system has more than enough excess capacity to handle mail-in balloting.

Again, I want to thank Postmaster General for his appearance today, for his service, and I look forward to your testimony.

**Opening Statement**

Hearing Examining the Finances and Operations of the United States Postal Service During  
COVID-19 and Upcoming Elections  
August 21, 2020  
Ranking Member Gary Peters (D-MI)

Thank you, Mr. Chairman.

Mr. DeJoy, I appreciate you joining us today. As you can imagine, we have a lot of questions for you.

We are in the middle of an unprecedented pandemic. We are experiencing one of our nation's worst health and economic crises. Now we are facing a mail crisis, and we are just months away from an election where we expect record numbers of Americans to vote by mail.

For many communities in Michigan and across the country, the Postal Service has always been a lifeline. Especially for the communities private carriers won't deliver to.

Whether folks are receiving important medications, financial documents, critical home supplies, or simply trying to stay in touch with their loved ones, the Postal Service has always delivered. But Mr. DeJoy you have not.

For more than two centuries, Americans have been able to count on the Postal Service. But – in less than two months as Postmaster General – you have undermined one of our nation's most trusted institutions and wreaked havoc on families, veterans, seniors, rural communities and people across our country.

The operational changes you implemented, without consulting with your customers or the public, have caused significant delays. Delays that have hurt people across the nation. Delays that come at a time when people depend on reliable service now more than ever.

In July, I started hearing reports about how severely your changes were slowing down the mail.

I asked you for answers – but it wasn't until I launched an investigation that you admitted you had directed these changes yourself.

And despite multiple requests, it took you more than one month to respond to me directly. I'm still not satisfied with your explanation.

You have brushed off these delays, calling them an "inevitable" side effect of your vision for the Postal Service.

Let me tell you about the people who are forced to bear the brunt of your decisions.

Beth from Ada, Michigan works for a company that produces educational materials for health care workers.

Beth's company started seeing serious delivery problems and switched to overnight shipping, which has almost doubled their shipping costs. Between these delays and the pandemic, they have had to layoff multiple employees to help absorb these costs.

Mary from Redford said her daughter has been getting her epilepsy medication through the mail, usually in 3 to 4 days. Because of changes you ordered, her latest refill shipped on July 20<sup>th</sup>, and took 9 days to be delivered.

When Mary's daughter realized the medication wasn't going to arrive on time, she tried to ration what few pills she had left. As a result, she suffered seizures and was transported to the hospital.

These are just a few of my constituents who shared their stories as part of my investigation.

I have received more than 7,500 reports of delays from people in Michigan and across the country in just two weeks. They have written to me about skipping doses of their medication, and their small businesses losing their customers or having to layoff employees. All because of changes you directed.

Mr. Chairman, I also move to enter into the hearing record an update on what my investigation is finding.

Mr. DeJoy, your decisions have cost Americans their health, their time, their livelihoods and their peace of mind. You owe them an apology for the harm you have caused – and you owe all of us clear answers.

The country is anxious about whether the damage you have inflicted so far can be quickly reversed and what other plans you have in store that could further disrupt or damage reliable, timely delivery from the Postal Service.

If you plan to continue pursuing these kinds of changes, I think my colleagues, and many of our constituents, will continue to question whether you are the right person to lead this indispensable public institution.



**STATEMENT OF  
POSTMASTER GENERAL AND CHIEF EXECUTIVE OFFICER  
LOUIS DEJOY  
before the  
Senate Committee on Homeland Security  
and Governmental Affairs Hearing  
“Examining the Finances and Operations of the United States Postal  
Service During COVID-19 and Upcoming Elections”  
UNITED STATES SENATE  
August 21, 2020**

Good Morning Chairman Johnson, Ranking Member Peters, and Members of the Committee. Thank you for calling this hearing to discuss the important work of the United States Postal Service.

I am proud to represent the more than 630,000 hard-working and dedicated men and women of the Postal Service, who have proven, now more than ever, the importance of the Postal Service in the daily lives of all Americans. It is an incredible honor to serve the public and this organization as Postmaster General.

### INTRODUCTION

I assumed the role of Postmaster General just over 60 days ago with the goal of preserving and strengthening this great American institution. The Postal Service was established by Congress to fulfill a public service mission of providing prompt, reliable, and universal postal services to the American people, in an efficient and financially self-sustaining fashion. The Postal Service's ability to fulfill that mission in the coming years is fundamentally at risk, and changes must be made to ensure our long-term sustainability for the years and decades ahead. The business model of the Postal Service—as established by law—requires us to cover our costs through our own efforts, and I view it as my personal obligation to put the organization in a position to fulfill that mandate. I am absolutely convinced that with some help from Congress and our regulator, we can do it, and that there is a bright future ahead for the Postal Service. But it does require significant effort by the Postal Service to change.

Since the Governors announced my selection as Postmaster General in May, I have been fully immersed in understanding and evaluating all aspects of the postal organization and business model, to understand the Postal Service and the reasons for our current financial condition. I have been working closely with postal leaders to learn every core area of our business. We have assessed previous plans, as well as research and analysis about our products and services and the competitive marketplace. We have evaluated our operational practices and the many ways we deliver value for our customers, as well as the drivers of our troubling financial condition. We have looked to find the good in the organization, which we will preserve and strengthen, and we have also tried to identify the items that are obstacles to our success, and to chart a course to surmount those obstacles.



I am an optimist by nature. For that reason, I am enthusiastic and energized about the prospects for the future of the Postal Service and our untapped promise. I have been extremely impressed by the dedication of the Postal Service workforce and their commitment to the public service that we provide the American people, and I am excited about the fantastic competencies of this organization. I believe that there are tremendous opportunities available to us if we are willing to grasp those opportunities, and to take the transformative steps necessary to turn our business around and become financially healthy, while remaining a vital part of the nation's critical infrastructure.

Some may ask, why does the Postal Service need to transform? To that question, I say that while I am optimistic about the future of the Postal Service, I am also a realist, and am keenly aware of the magnitude of the financial challenges we face. Our financial position is dire, stemming from substantial declines in mail volume, a statutorily-imposed business model that is broken, huge legacy retiree healthcare and pension liabilities, and a management strategy that has not adequately addressed these issues. As a result, the Postal Service has experienced over a decade of financial losses, with substantial net losses every year since 2007. In FY 2019, net losses approached \$9 billion and we are closing in on \$11 billion in losses for 2020. Currently, our liabilities exceed our assets by approximately \$135 billion. Without dramatic change, there is simply no end in sight, and we face an impending liquidity crisis that threatens our ability to deliver on our mission to the American public.

At the same time, there is a critical need to make capital investments to ensure effective and efficient operations, and meet the needs of the American people. Our financial situation has forced us to defer capital investments over the past decade to preserve liquidity, which is not a sustainable strategy for success. Most vitally, we need to invest in new delivery vehicles so that our letter carriers can safely serve the American people and we can participate in the growth of the new economy.

Changing this state of affairs and positioning the Postal Service for long-term success and sustainability requires fundamental changes. It requires that we stop simply talking about the ways to address the Postal Service's financial condition, and instead start actually addressing them. It requires that the Postal Service not be prevented from taking the steps necessary to transform our organization to meet the challenges that we face. It requires a recognition that in order to achieve the mission laid out by our statute—to provide high-quality universal postal

services in an efficient and self-sustaining fashion—the Postal Service must continually adapt and adjust our operations to a constantly changing world. We simply cannot be successful if we are subject to political or regulatory requirements that force us to remain static in a world that is incredibly dynamic.

I am not kidding myself, so I fully understand that these steps will not be easy, which is likely one reason why they have not been taken before. But they are necessary, and I am committed to doing the hard work. I certainly recognize that not everyone will agree with the ideas I have concerning how to return the Postal Service to a financially sustainable path. These solutions are based upon my 30 years of commercial experience in the logistics business and the listening, collaboration, and intensive reviews I've conducted with members of our Postal Service team across the organization. My vision is of a Postal Service that provides our essential public service in an efficient and effective manner and that can adapt to the evolving needs of the American public in a self-sustaining way, which is consistent with our statutory mandate as established by Congress.

I also want to make certain things clear. One criticism that I have heard is that some believe that I treat the Postal Service as a private sector business, rather than a government service. I accepted the job of Postmaster General fully committed to the role of the Postal Service as an integral part of the United States Government, providing all Americans with universal and open access to our unrivalled processing and delivery network, as reflected in the Mission Statement that the Board adopted on April 1, 2020. I fully embrace six-day delivery of mail and packages as one of this organization's greatest strengths. I also plan to invest in tools and equipment for our letter carriers, and to enhance the stability of our non-career workforce, to continue to provide the nation's most trusted service. At the same time, I recognize that in 1970, Congress created an independent Postal Service designed to operate more like a business, with substantial autonomy over its operations and the freedom to make postal decisions outside of the direct political control of Congress or the President. Congress has therefore recognized that achieving our public service mission and acting in a business-like manner are not mutually exclusive. Rather, making decisions based on the exercise of business judgment regarding the best way to provide service to the American people is fundamentally necessary if there is any hope for us to fulfill the Postal Service's statutory mission.

I am also fully committed to preserving and protecting the Postal Service's proud tradition of serving the American public in a nonpartisan fashion, and I embrace the concept of public service as a public trust. I intend to uphold the trust that has been placed in me by the Governors, and in that regard, I have and will continue to abide fully with all of my ethical obligations, despite assertions to the contrary. I have worked closely with ethics officials and have followed their guidance, and will continue to do so. I took this job to give back to my country and to hopefully do some good by putting the Postal Service back on a financially sustainable path.

I recognize that our service performance has come into question recently. We take these concerns seriously and are focused on stabilizing service to ensure we meet our commitment to the American public. We deliver to 160 million residences and businesses 6 days per week, and on a normal day the Postal Service shows up and delivers 99.94 percent of the time. Unprecedented conditions over the last six months, however, have contributed to service instability in certain areas of the country that have escalated.

Since March 2020, the Postal Service has experienced mail delivery challenges due to the COVID-19 global pandemic. The impacts of the pandemic have had broad reaching impacts on all aspect our operations, with a limited supply of commercial air trips to carry our volume, decreased employee availability as employees deal with health, home and community impacts, and significant changes in mail and package volumes. However, our overall ability to service our required deliveries during these difficult times still remains above 99.88 percent. In addition, improvements we have made in our transportation network have also revealed the need to realign some of our other processes, which have temporarily impacted mail and package service performance. We are acting to address those issues, and have seen immediate improvements, and we will continue to make necessary corrections. Despite these shortfalls, the American public's support of our employees has been overwhelmingly positive and we continue to work diligently with hiring and reallocating resources to ensure we deliver at expected levels.

Service, like many things, is local. And there are several cities and communities that have been hard hit by the pandemic. These same cities and regions are also some of the most complex delivery operations we manage. All of that, combined with employee availability issues and difficulties in hiring additional resources, have resulted in more significant delivery service disruptions than reflected in the national average. The entire organization is working collectively

to restore consistent delivery service. We are mobilizing all available resources and managing these offices at a national level.

Overcoming difficult times and providing a sense of normalcy for the American public is just one critical attribute of this organization's resiliency that has contributed to our legacy for the past 240 years. While our resiliency has been tested, it has not been broken. You have my commitment, and that of the entire organization, that we will stabilize operations and restore the nation's confidence and trust in the Postal Service.

#### **THE PUSH FOR PROGRESS AND FINANCIAL SUSTAINABILITY**

The causes of the Postal Service's dire financial condition are well-understood, and the only way that they can be solved is through significant and fundamental reforms to our current business model. This requires action from Congress, the Postal Regulatory Commission (Commission), and the Postal Service.

As the Postal Service has said for years, Congress and the Commission have long delayed much needed legislative and regulatory reforms which would have helped to address the situation. Congress must enact reform legislation that addresses our unaffordable retirement payments. Most importantly, Congress must allow the Postal Service to integrate our retiree health benefits program with Medicare, which is a common-sense best practice followed by all businesses who still offer retiree health care. It must also rationalize our pension funding payments.

Legislative reforms have been discussed and debated for years, but no action has been taken. I urge Congress to expeditiously enact these reforms. I also urge Congress to enact legislation that would provide the Postal Service with financial relief to account for the impacts of the COVID-19 pandemic on our financial condition.

The Commission, meanwhile, must expeditiously resolve the 10-year review, and design a more rational regulatory system for our mail products. The 10-year review has been ongoing for nearly 4 years, and it has been nearly 3 years since the Commission concluded that the current

system is not working, yet it has still not finalized a replacement system. We continue to wait for the required relief.

Had Congress and the Commission fulfilled their obligations to the American people concerning the Postal Service, I am certain that much of our cumulative losses that we have experienced since 2007 could have been avoided, and that the Postal Service's operational and financial performance would not be in such jeopardy.

At the same time, the Postal Service has failed to engage a sufficient operating strategy that adequately mitigated these predicted annual financial losses. We should not wait for the legislative and regulatory process to save us. The Postal Service must do our part, by pursuing every strategy within our control to ensure our success, and in that regard, I know we can do more. If we want to be viable for the long term, it is absolutely imperative for the Postal Service to operate efficiently and effectively, while continuing to provide service that fulfills our universal service mandate and meets the needs of our customers.

Efficiency and effectiveness are also necessary given the realities of the marketplace in which we operate. There are competitive alternatives to every product that we offer, and the way in which the American people use the mail has evolved. For that reason, high-quality, reasonably-priced service is an absolute necessity, but it is equally important for us to embrace the reality that high-quality service and efficient service are not mutually exclusive, but instead must go hand-in hand if we are going to keep pace with our competition and be self-sustaining, as our mandate requires.

The Postal Service is a great American institution with tremendous capabilities and prospects, and I know there is incredible additional value within the Postal Service that needs to be unlocked. To reach our full potential we need to be even better at everything we do well now, and we need to recognize our issues and urgently embrace the changes required to unleash the full range of possibilities. To transform and remain a self-sustaining, mission-focused organization that continues to serve the American people, the Postal Service must have a management structure and an operating strategy that ensure we operate efficiently and effectively. We must focus on our strengths to maximize our prospects for long-term success, by improving the products and services we provide, pursuing new revenue streams, and continuing to operate more efficiently.

Let me tell you about the two things that I have done so far to pursue these goals during my 60-plus days in office.

First, I took a fresh look at our operations and considered any necessary organizational and structural adjustments that would best position the Postal Service to maximize our core competencies and key strengths. I worked diligently with Postal Service leadership throughout the country to find good practices in the organization. I met very smart and dedicated people who were anxious to engage in improvement, but were locked in an organization that was too bureaucratic. I worked with them in groups and individually for hundreds of hours to identify an organizational strategy more equipped to deal with our operating model and the future initiatives we are developing together to ensure the long-term success of the organization. I worked with each individual in the leadership ranks and assessed their specific talents and interest, and together we designed an organizational structure with leadership that is ready to embark upon the very substantial initiatives we have ahead of us. Twenty-four people were given roles they were excited about with many getting promotions. This was a liberation of talented people now placed in roles that will enable the organization to improve service, expand revenue, and do so in a cost-effective manner—which is the mission assigned to me by the Governors.

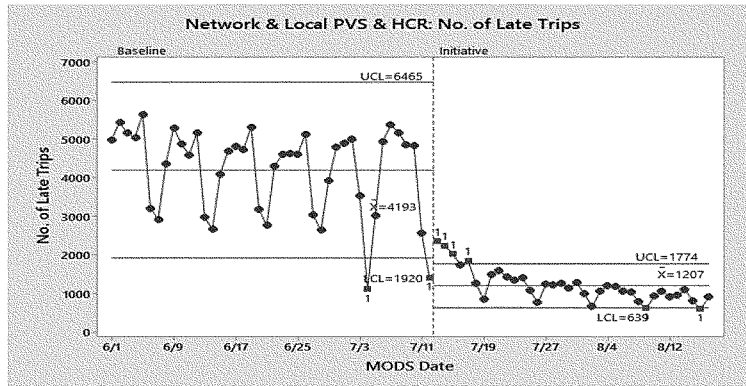
To be more specific, the modified organizational structure aligns functions based on core business operations and will provide more clarity and focus on what the Postal Service does best: collect, process, move, and deliver mail and packages. We needed to provide greater focus on the core aspects of our business, and the new structure allows that with clearer lines of authority and accountability. The modified organizational structure will also strengthen the Postal Service by enabling us to identify new opportunities to generate revenue, so that we will have additional financial resources to be able to continue to fulfill our universal service obligation to all of America. We are confident that the new organizational structure is the right alignment, and it was a change that needed to be made.

Second, I have ensured that the organization refocuses on the need for operational discipline. Every operational services organization, public or private, must solve the problem of designing an efficient operating plan and then meeting that plan to be successful. The Postal Service is no different. It is frankly the only path to consistent, affordable service, and is foundational to our future aspirations and objectives. For that reason, I started with one simple step: directing

that we be more disciplined by ensuring that our trucks should run on time and on schedule, and that we should eliminate unnecessary extra trips. Running on time and on schedule is the only way that our network can work in the manner that is intended, because each step that is used to accept, process, transport, and deliver a piece of mail or package throughout our network must work seamlessly to meet our service standards.

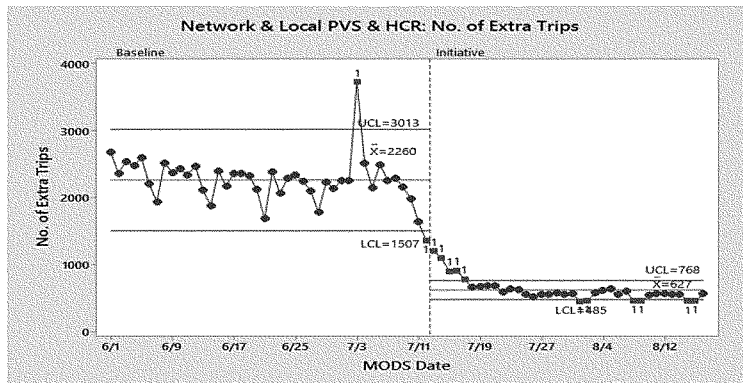
In just a few weeks, we have substantially improved our on-time dispatch schedule from 89.4 percent to 97.0 percent on time. We have also focused on decreasing the number of extra trips we operate. We have reduced this costly expense by over 70 percent in the last four weeks. To put this in perspective, our trips on time have increased from 35,000 daily trips to more than 39,000 daily trips. Late trips decreased by over 2,900 trips per day and extra trips decreased by over 1,600 trips per day. While the improvements are dramatic, this effort did expose a need to realign some of our processing and scheduling that caused mail to miss the scheduled transportation, and has temporarily impacted mail and package service performance. Once the need to realign was identified, we have acted quickly to correct these issues and have seen immediate improvements, but we acknowledge that more work needs to be done to ensure we are service responsive. We will continue to bring disciplined focus to stabilize operations across processing, transportation, and delivery within our network to fulfill our obligation and commitment to provide consistent and reliable service that meets the expectations of the American public.

### Late Trips from June 1-August 17



Source: SV - Surface Visibility

### Extra Trips from June 1-August 17



Source: SV - Surface Visibility

This effort does not mean leaving mail behind; rather, it means adhering to our existing operating plan so that we can achieve our mission in a sustainable fashion. To be clear, the trucks need to leave on time with the mail that is supposed to be on those trucks based upon our operating plans. As with any operational initiative, it exposed additional inefficiencies in our processes and systems that we quickly began to correct. We continue to keep a sharp focus on how the two changes we have implemented impact our service performance, and we will take



swift action to make adjustments in real-time as needed to ensure that any service issues that arise are corrected as quickly as possible. You have my personal commitment, and that of the entire organization, that we will stabilize operations and restore your confidence and trust in the Postal Service.

The decision to focus on our transportation discipline was not made in a vacuum. On the day that I was sworn in as Postmaster General by our Board of Governors, the Postal Service Inspector General issued a report entitled "U.S. Postal Service's Processing Network Optimization and Service Impacts." In that report, our Inspector General indicated that the Postal Service spent \$1.1 billion in mail processing overtime and penalty overtime, \$280 million in late and extra transportation, and \$2.9 billion in delivery overtime and penalty overtime costs in FY 2019. Yet, even after incurring these additional costs, the Postal Service has not seen material improvement in our service performance scores. While we did not fully agree with all aspects of OIG's report, we did not dispute the fundamental conclusion that we need to redouble our efforts to focus on our plans to improve operational efficiency and to further control overtime expenditures.

Finally, three other issues have received considerable attention, so I wanted to clear up misconceptions about them.

Overtime has also been a source of substantial cost, and it is to a certain extent reflective of inefficiency in our operations. A new OIG report coming out shortly identifies that between FY2014 and FY2019, the number of Postal Service employees who received more in overtime pay than they made in base salary increased from 758 to more than 4,000. Overtime is scheduled and assigned based on operational requirements, and management has focused on ensuring that overtime used is necessary based on workload or other factors and is authorized in accordance with our policies. However, I did not direct the elimination of overtime, and in fact overtime has not been reduced since I became the Postmaster General. We were incurring overtime at a rate of approximately 13 percent prior to my arrival, and in June, July, and August, overtime is still at approximately 13 percent. In fact, since my first week on the job, the Postal Service has spent well over \$750 million in overtime.

Regarding collection boxes, the Postal Service has over 140,000 blue collection boxes, and we have reviewed collection box density annually on a routine basis in accordance with Postal

policy. Over the past 10 years, over 30,000 collection boxes have been removed from around the country, averaging 3,500 boxes per year. This has been done because of the low volume of mail that those boxes were receiving, meaning it was inefficient to keep them in place. This is a long-standing policy and process that I did not initiate or direct, but I have paused it until after the election given recent customer concerns.

**Blue Collection Box Removal Data 2013 – Present**

	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020 to date	Total Remaining to Date
Count of Boxes	164,099	159,729	156,349	154,006	152,539	146,252	143,977	142,300	140,837
Boxes Removed	-4,370	-3,380	-2,343	-1,467	-6,287	-2,275	-1,677	-1,463	

Source: CPMS - Collection Point Management System

Finally, regarding mail sorting machines, the Postal Service has always evaluated equipment sets and other operational factors to balance available resources with changes in volumes. For the evaluation of processing equipment, we utilize an iterative process in which volume trends by product type are compared to the fleet of equipment needed to process the mail. Since 2016, overall letter mail volume has dropped by 29 percent and overall flat mail volume has dropped by 32 percent. Accordingly, letter sorting equipment during the same period was reduced by 27 percent and flat sorting equipment was reduced by 25 percent. This includes the removal of over 1000 machines. While letter and flat machines have been reduced to account for the reduction in letter and flat volume, we have increased package sorting equipment to process the increases in package volume.

In April 2020, an evaluation of letter and flat sorting equipment utilization showed that even with the ongoing reductions in equipment, the letter sorting machines are only being used for 32 percent of the available machine hours. The flat sorting machines are only being used for 38 percent of the available machine hours. Even if letter and flat volumes increase substantially, there is more than enough capacity on the machines to handle the volume. For context, we anticipate that Election Mail will account for less than two percent of all mail volume from mid-September until Election Day. Nonetheless, while I did not initiate the evaluation or removal of this equipment, I have given the directive to stop the removal of additional mail processing machines through the election.

**ELECTION MAIL**

As I stated earlier this week, the Postal Service is ready today to handle whatever volume of election mail it receives this fall. Even with the challenges of keeping our employees and customers safe and healthy as they operate amid a pandemic, the American public should know that this is our number one priority between now and Election Day. All of us in the Postal Service are justifiably proud of our role in the democratic process, and I intend to keep it that way.

I recognize that it has become impossible to separate the necessary long-term reform efforts we will need to undertake from the broader political environment surrounding the election, and I do not want to pursue any immediate efforts that might be utilized to tarnish the Postal Service brand, particularly as it relates to our role in the democratic process.

To reiterate, a false narrative has developed that the two steps we have taken to improve efficiency—running on time and on schedule and realigning our organizational structure—are somehow designed to harm the ability of voters to use the mail to vote. Further, this false narrative has turned matters that have either been long planned or are part of long-standing processes in place for years—well before my arrival 67 days ago—such as the routine equipment reductions and the regular removal of low-volume collection boxes, into attacks on the election. Even the recommendations that we have been making for years, like asking election officials to use First-Class Mail when sending blank ballots to voters or urging voters to return their ballots one week before the election, have been turned into accusations that we are degrading the service provided to Election Mail.

While this narrative is fundamentally false and unfair, there is also no doubt that it is hurting the Postal Service's valued reputation as a source of reliability and strength for the American people. And, it could serve to undermine public confidence in the electoral process. Managing the Postal Service in an efficient and effective manner cannot succeed if everything is politicized; this was a key insight that led to the creation of an independent Postal Service in the first place. In such an atmosphere, it becomes impossible for the Postal Service to do the job that Congress has tasked us to do, and that it is my solemn duty to uphold.

Therefore, and as I announced earlier this week, I have decided to pause the implementation of our future transformative efforts until after the election.

While the Governors and I believe significant reforms are essential, as discussed above, even longstanding efficiency efforts have become a distraction from our mission of service to the public as the nation prepares to hold a presidential election in the midst of a devastating pandemic. Because those longstanding operational initiatives and other efforts that are under consideration have been raised as areas of concern, and to avoid even the appearance of any impact on election mail, I am suspending those longstanding initiatives until after the election is concluded.

Therefore, retail hours at Post Offices won't be changed, and mail processing equipment and blue collection boxes won't be removed during this period. No mail processing facilities will be closed and we have terminated the pilot program that began in July that expedited carrier departures to their delivery routes, without plans to extend or expand it. To clear up any confusion, overtime has, and will continue to be, approved as needed. Finally, effective October 1, 2020, we will engage standby resources in all areas of our operations, including transportation, to satisfy any unforeseen demand for the election.

In addition to the above commitments, I also announced the expansion of our current leadership taskforce on election mail to enhance our ongoing work and partnership with state and local election officials in jurisdictions throughout the country. Leaders of our postal unions and management associations have committed to joining this taskforce to ensure strong coordination throughout the Postal Service, with state and local partners, and to make sure any concerns can be raised and resolved at the highest levels of the organization. Because of the unprecedented demands of the 2020 election, this taskforce will help ensure that election officials and voters are well informed and fully supported by the Postal Service.

These efforts will further enhance our already robust outreach efforts with state and local election officials. During this outreach, the Postal Service explains our services and delivery processes, and provides guidance on how election officials can design and send their mailings in a manner that is consistent with postal regulations, that improves mailpiece visibility, and that ensures timely and efficient processing and delivery.

Our outreach also includes educating election officials and voters to be mindful of how the mail works, since state election deadlines often do not consider our delivery standards. This is particularly important given the anticipated increase in mail-in voting during the COVID-19 pandemic, especially in those jurisdictions that are less experienced with handling high volumes of mail-in votes and that are trying to implement new election rules and requirements.

Our key recommendation is that voters should request their ballot at least 15 days before the election, to ensure that they have enough time to receive the ballot, complete it, and then mail it back to the elections office. The return ballot should be placed in the mail at least 7 days prior to the election. Despite some assertions to the contrary, this is the same message that we have made in previous years and have been reiterating all year, and has nothing to do with recent operational initiatives or concerns about delayed mail. To be clear, these recommendations are designed to help ensure that ballots will be delivered and counted, and should in no way be misconstrued to imply that we lack confidence in our ability to deliver those ballots. We can, and will, handle the volume of Election Mail we receive.

In that regard, we have not changed our delivery standards, our processing, our rules, or our prices for Election Mail. To the contrary, we have intensified our efforts to fulfill our role in the electoral process. We will do everything we can to handle and deliver Election Mail in a manner consistent with the proven processes and procedures that we have relied on for years.

In sum, the goal of our education efforts is simple: to ensure that voters who choose to use the mail will have their votes counted. This goal is advanced by being transparent, and educating voters about how the mail works and what they can do to ensure that their vote is counted. It is not advanced by remaining silent and letting voters believe that all they need to consider is whether they have requested and mailed a ballot in accordance with state law deadlines. While we will do whatever we can to deliver ballots even when they are mailed at the last second, it should also be obvious to fair-minded election officials that urging voters to mail back their ballot at least a week before the deadline is a simple and straightforward step to ensure that ballots are delivered on time and, most importantly, counted under state law. Because this goal is so important, we intend to continue our efforts, and also to work with the leaders of our unions and management associations, to help spread the word that voters who choose to use the mail to vote should request their ballots early and vote early.

**COVID-19 RESPONSE**

Just as all of us in the Postal Service are justifiably proud of our role in the democratic process, we are also proud to do our part as an essential government service, critical to the nation's infrastructure, during the COVID-19 pandemic. I have been struck by the commitment and dedication of postal employees, who have truly gone above and beyond during this national emergency.

The Postal Service has been a source of constancy and reliability in every community. Our more than 630,000 employees are working to make sure our customers can depend on us. We're on the front lines — delivering needed medications, supplies, benefit checks, financial statements and the important correspondence every family counts on receiving. The public support for the organization is extremely high because postal employees are so committed to serving their communities and their customers. We aim to continually earn the trust and support of the public.

We will continue to take the necessary steps to protect the safety and wellness of our employees, and to reinforce workplace behaviors to ensure that contact with our customers reflects the best guidance regarding healthy interactions, social distancing and risk minimization.

Like the rest of the country, the pandemic has impacted us financially, including increased costs associated with the measures necessary to protect our employees and customers, such as the purchase of personal protective equipment and installation of transparent dividers at retail locations. We have also seen a remarkable impact on our mail volume, which has decreased 24 percent. Given these numbers, and as I noted earlier, I also call on Congress to enact legislation that addresses the impact of the pandemic on our financial condition.

**CONCLUSION**

Since I became Postmaster General just over 60 days ago, I made the deliberate decision to focus my energy on learning the organization so I could make informed decisions as a leader and CEO from the start. This time was well spent, but I recognize that in these first two months or so, I have not been as available to non-postal stakeholders for meetings and discussions. While my efforts to study and improve the organization will be ongoing throughout my tenure as Postmaster General, I recognize the importance of now being more available to Congress and other external stakeholders. I hope my testimony today demonstrates as much.

I accept the responsibility that the Governors gave me to maintain and enhance our reputation and role as a trusted face of the federal government in every community, and I intend to work with postal executives, management associations, managers, union leadership, and our craft employees to do everything I can to put us back on a financially stable path. I am confident that we can chart a path forward that allows the Postal Service to fulfill our vital public service mission in a sustainable manner. I look forward to the challenge, and know we are up to it.

In this regard, I want to be transparent with you in saying that it remains critically important for the Postal Service to reform. It is imperative that the Postal Service undertake a number of transformative steps in order to create a financially viable organization, capable of fulfilling our public service mission to the American people in a self-sustaining fashion over the long term. These steps will not be easy, but are necessary, and we simply must pursue them. While we will not implement any changes before the election, we will continue to move forward with analyzing those changes that are necessary, so that we are prepared to move forward once the election ends. We need the support of Congress to achieve these goals, rather than to be hamstrung. I would appreciate your support in working together to ensure a bright future for the Postal Service.

Thank you, Mr. Chairman, Ranking Member Peters, and Members of the Committee, for the opportunity to submit this testimony. I welcome any questions that you and the committee may have.

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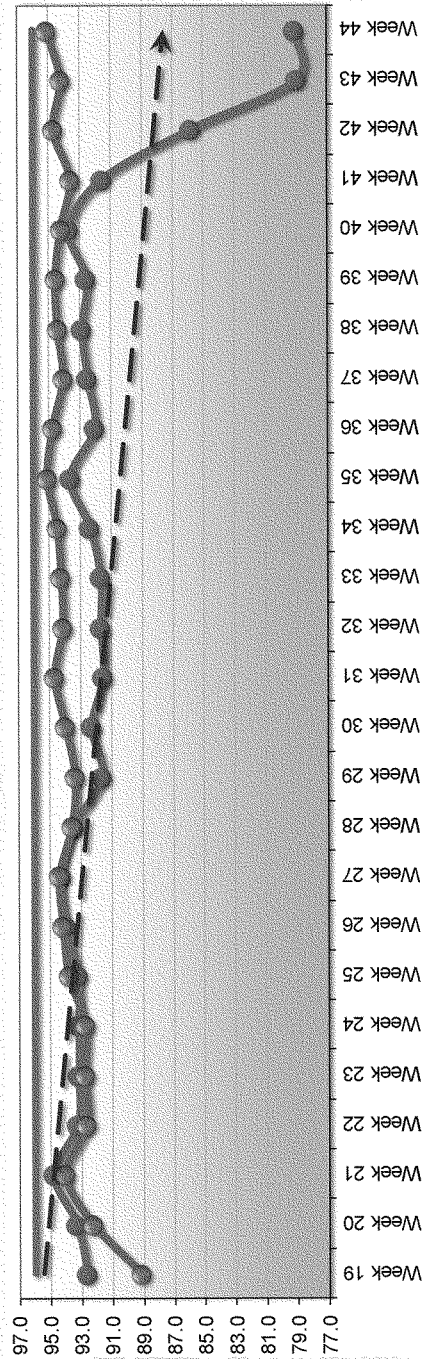
# U.S. Postal Service

All figures in billions of dollars.

	FY 2009	FY 2018	Total: '09-'18	Projected: '19-'28
<b>Income statement</b>				
Operating revenue	68.1	70.7	681.9	724.0
Cash operating expense	(58.0)	(59.2)	(563.7)	(636.5)
Worker's comp (FECA)	(1.0)	(1.4)	(13.2)	(18.0)
Retiree health annual	(2.0)	0.0	(21.6)	0.0
Retiree pension annual	(5.9)	(6.7)	(61.0)	(73.2)
Total operating expense	(67.0)	(67.3)	(659.5)	(727.7)
Operating income before deprec	1.1	3.4	22.5	(3.7)
Depreciation	(2.3)	(1.7)	(19.7)	(21.3)
Operating income (loss)	(1.2)	1.7	2.7	(25.0)
Health care prefunding	(1.4)	(4.5)	(49.5)	(62.2)
Pension prefunding	-	(2.4)	(5.6)	(24.0)
Total prefunding	(1.4)	(6.9)	(55.1)	(86.2)
Noncash part of FECA	(1.2)	1.4	(7.2)	0.0
Net Interest Income (Expense)	(0.1)	(0.1)	(1.5)	(13.6)
USPS reported income (loss)	(3.8)	(3.9)	(61.1)	(124.8)
<b>Cash flow adjustments</b>				
Non-cash adjustments	1.0	(0.5)	(0.1)	0.0
Change in FECA liability	2.1	(1.4)	8.0	0.0
Depreciation	2.3	1.7	19.7	21.3
Net investments	(1.8)	(1.4)	(10.9)	(24.5)
Net financing	2.9	(1.9)	5.0	1.8
Subtotal non-cash adjustments	6.5	(3.4)	21.8	(1.4)
Cash flow before retiree default	2.7	(7.3)	(39.3)	(126.2)
Retiree prefunding default	-	3.2	41.2	38.6
Retiree current default	-	3.7	7.0	47.6
Total default	-	6.9	48.2	86.2
Increase (decrease) in cash	2.7	(0.5)	8.9	(40.0)

Source: USPS annual 10-Ks.





District	WK 43	RK	QTD	RK	YTD	RK
Appalachian	84.96	41	89.11	15	92.98	5
Central Pennsylvania	72.86	63	79.47	65	90.91	42
Kentuckiana	85.13	38	87.12	32	92.00	17
Northern Ohio	68.31	65	81.17	62	91.25	34
Ohio Valley	71.08	64	80.77	63	90.35	49
Philadelphia Metropro	85.68	33	86.68	36	91.23	36
National Total	84.23		86.26		90.76	

**Eastern Area First Class Composite**

## AREAS INSPIRING MAIL



*United States Senate Committee on*  
**Homeland Security &  
Governmental Affairs**  
*U.S. Senator Gary Peters | Ranking Member*

**Interim Report on Threat of  
Postmaster General DeJoy's  
Postal Service Delays**

*A HSGAC Minority Staff Report*

**INVESTIGATION UPDATE****August 21, 2020**

Senate Committee on Homeland Security and Governmental Affairs

Senator Gary Peters, Ranking Member

**BACKGROUND**

On August 6, 2020, U.S. Senator Gary Peters, Ranking Member of the Senate Committee on Homeland Security and Governmental Affairs, launched an investigation into Postal Service delays resulting from operational changes at the United States Postal Service (USPS) made by Postmaster General Louis DeJoy. This interim report provides an update on Senator Peters' ongoing investigation and related responses by the Postmaster General.

In July, Senator Peters sought answers from newly installed Postmaster General DeJoy, following reports that Postmaster General DeJoy had directed widespread changes to Postal Service operations that many postal workers, experts, and others feared would cause significant delays and disrupt service for the millions of Americans who rely on the mail every day. These changes included the elimination of extra mail transportation trips, the reduction of overtime, the start of a pilot program for mail sorting and delivery policies at hundreds of post offices, and the reduction of equipment at mail processing plants. As Senator Peters wrote to Postmaster General DeJoy in July, these changes have slowed mail delivery and compromised service for veterans, small businesses, rural communities, seniors, and millions of Americans who rely on the mail for medicines, essential goods, voting, correspondence, and for their livelihoods.<sup>1</sup>

**INVESTIGATION OVERVIEW**

Postmaster General DeJoy initially refused to acknowledge that he had ordered nationwide changes and that those changes were delaying mail and exacerbating challenges caused by the ongoing COVID-19 pandemic.<sup>2</sup> While he has since admitted to ordering changes that are causing delays, the Postal Service has failed to be transparent about the magnitude of the service problems and the impact being felt across the country.<sup>3</sup>

When the Postmaster General failed to provide straightforward answers to questions about the July changes and their impacts on delivery, Senator Peters invited members of the public, Postal Service employees, and others to share information directly. Since inviting the public to respond, Senator Peters has received over 7,500 messages from individuals sharing their recent experiences with the Postal Service.

<sup>1</sup> U.S. Senate Homeland Security and Governmental Affairs Committee Ranking Member Gary Peters Letter to Postmaster General Louis DeJoy (July 17, 2020),

[https://www.hsgac.senate.gov/imo/media/doc/200717\\_Letter\\_USPSServiceChanges.pdf](https://www.hsgac.senate.gov/imo/media/doc/200717_Letter_USPSServiceChanges.pdf); Senators Peters, Schumer, Carper, and Klobuchar Letter to Postmaster General Louis DeJoy (July 31, 2020),

[https://www.hsgac.senate.gov/imo/media/doc/200730\\_LettertoPMGDeJoy.pdf](https://www.hsgac.senate.gov/imo/media/doc/200730_LettertoPMGDeJoy.pdf).

<sup>2</sup> Thomas J. Marshal, USPS General Counsel and Executive V.P., Letter to Senator Gary Peters, (July 22, 2020),

[https://www.hsgac.senate.gov/imo/media/doc/20200722\\_USPS%20Response%20to%20Peters%20Jul%2017%20Ltr.pdf](https://www.hsgac.senate.gov/imo/media/doc/20200722_USPS%20Response%20to%20Peters%20Jul%2017%20Ltr.pdf).

<sup>3</sup> David E. Williams, USPS Chief Operating Officer and Executive V.P., Letter to Senators Peters, Schumer, Carper, and Klobuchar (August 6, 2020),

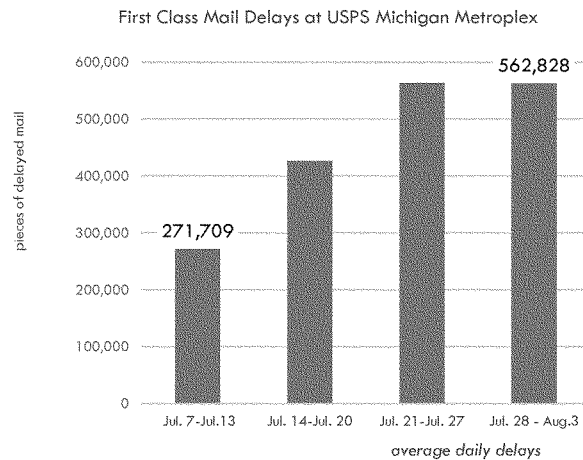
[https://www.hsgac.senate.gov/imo/media/doc/20200806\\_USPS%20Response%20to%20Peters%20et%20al%20Jul%2030%20Ltr.pdf](https://www.hsgac.senate.gov/imo/media/doc/20200806_USPS%20Response%20to%20Peters%20et%20al%20Jul%2030%20Ltr.pdf).

### ONGOING OVERSIGHT

On August 18, 2020, after first speaking with and formally requesting that Homeland Security and Governmental Affairs Committee Chairman Ron Johnson hold a hearing on these concerns, Ranking Member Peters secured a Senate oversight hearing with Postmaster General DeJoy to be held on August 21, 2020.<sup>4</sup> Just hours after this hearing was announced, Postmaster General DeJoy reversed course on some, but not all, of the operational changes he initially ordered.<sup>5</sup>

Questions remain about Postmaster General DeJoy's actions as reports continue to surface identifying continued removal of mail sorting machines and alarming postal delivery delays.<sup>6</sup> In addition, internal USPS reports obtained during the investigation show sharp increases in mail delays following Postmaster General DeJoy's July directives implementing operational changes to mail delivery. In particular, the U.S. Postal Service Michigan Metroplex – one of the largest mail processing facilities in the country – has experienced significant delays.<sup>7</sup>

**Figure 1. First Class Mail Delays at USPS Michigan Metroplex**



<sup>4</sup> U.S. Senate Homeland Security and Governmental Affairs Committee Ranking Member Gary Peters Letter to Chairman Ron Johnson, (Aug. 16, 2020), [https://www.hsgac.senate.gov/imo/media/doc/200816\\_Letter\\_HearingRequestUSPS.pdf](https://www.hsgac.senate.gov/imo/media/doc/200816_Letter_HearingRequestUSPS.pdf).

<sup>5</sup> Postmaster General DeJoy says he will stop postal service changes until after November election, USA Today (August 18, 2020), <https://www.usatoday.com/story/news/politics/elections/2020/08/18/election-usps-postmaster-general-says-hes-suspending-mail-changes/5602523002/>.

<sup>6</sup> Mail sorting machines taken apart in Grand Rapids, Detroit Free Press (August 19, 2020), <https://www.freep.com/story/news/local/michigan/2020/08/19/mail-sorting-machines-grand-rapids-voter-suppression/5611007002/>.

<sup>7</sup> Daily Reports for Pontiac Metroplex (July 7, 2020 – August 6, 2020). On file with Senate Homeland Security and Governmental Affairs Committee.

As shown in Figure 1 above, the volume of delayed mail more than doubled in the month since Postmaster General DeJoy's new directives. During the week of July 7, 2020, there were an average of 271,709 pieces of delayed first-class mail sitting at the Pontiac Metroplex each day. For the week of July 28, 2020, that number jumped to 562,828. Individual daily mail delay totals reached unprecedented highs, for example, with over 860,000 pieces of delayed mail at the Metroplex by August 3, 2020.<sup>8</sup>

Senator Peters personally toured the Metroplex on August 10, 2020. During his visit, Senator Peters questioned the cause of the delays and raised concerns about the Postmaster General's directives.<sup>9</sup>

### **IMPACT OF DELAYS**

The below stories, provided with permission from among the over 7,500 messages individuals have shared with Senator Peters, illustrate the harm Postmaster General DeJoy's changes have caused for veterans, seniors, small businesses, and countless citizens across the country.

#### **A. Families and loved ones are being harmed by delays caused by these changes.**

Millions of Americans rely on the Postal Service to deliver essential prescription medications every day. Since opening his investigation, Senator Peters has received over 500 messages about concerns related to delivery of medication.

- **Mary (Redford, MI)** – According to Mary, her daughter has consistently received her medication through the mail in 3-4 days. On July 20, 2020, Mary was notified that her daughter's medication had been sent, but it took nine days to be delivered. While waiting for the medication, she spoke to a postal worker about getting her daughter's medication who said that "stuff was everywhere" and that they had "never seen it like this" so they would probably not be able to find it. When her daughter realized her medication wasn't coming on time, she tried to stretch what she had by taking one instead of two pills, and because of this had seizures and was transported to the hospital.
- **Laurinda (Sterling Heights, MI)** – Laurinda reported that she is immunocompromised and has been quarantined since Mid-March. Laurinda noticed delays in mail delivery about a month ago, but believes things have gotten worse. She now gets mail only every 2 or 3 days. Her medication was delayed and she went 4 days without it. Laurinda said she would have tried to get her prescriptions early if she knew about the delays, but her insurance does not allow that.

#### **B. Veterans, seniors, and others are not receiving critical medication on time.**

Our nation's veterans are at particular risk, given the VA's practice of using the postal service to deliver most essential prescription medications for veterans. Senator Peters has received over 3,000 messages from seniors, and over 600 messages from veterans as part of his investigation.

<sup>8</sup> *Id.*

<sup>9</sup> See, Peters, Lawrence Visit USPS Metroplex in Pontiac, Highlight Impact of Postal Service Delays on Michiganders, (Aug. 10, 2020), <https://www.peters.senate.gov/newsroom/press-releases/peters-lawrence-visit-usps-metroplex-in-pontiac-highlight-impact-of-postal-service-delays-on-michiganders>.

- **William (Laurens, SC)** – William is a disabled veteran who served in the Air Force. He is also a retired postal worker of 27 years as a Clerk in Greenwood County, SC. William reported that he is a diabetic and takes four shots a day. He has been receiving his prescriptions in the mail since 2003 and said this is the first time he has experienced delays. Usually, his prescriptions take about 3-5 days to arrive. In mid-July, William ordered his medication and it took almost 14 days to arrive. As a result, William had to travel to a clinic approximately an hour drive from his home for assistance related to his medication.
- **Kathleen (Harrison, MI)** – Kathleen is married to a retired teacher and they get their prescriptions through the mail. According to Kathleen, she ordered a refill in early July and did not receive her medication until early August. Usually this process takes 3-5 days. Kathleen ultimately had to pay for her prescription out-of-pocket because her insurance company would not pay for it twice in the same period.

#### **C. Small businesses that rely on the Postal Service are struggling to survive.**

The COVID-19 pandemic has already devastated small businesses across the country. Many have adapted by shifting to remote operations and offerings that make reliable shipping even more essential. Senator Peters has heard from over 700 small businesses across the country as part of this investigation.

- **Sue (Lake Orion, MI)** – Sue relies on the postal service to ship packages ordered through her online business. She estimates that 99% of the over 3,800 packages she shipped this year were through USPS. According to Sue, since the pandemic, sales have been down, but were still providing enough income for her to get by. Sue said that in recent weeks, however, customers have stopped purchases due to longer estimated delivery times and as a result, sales have dropped significantly. Sue has received an increasing number of messages from customers asking about delays and requesting refunds.
- **Beth (Ada, MI)** – Beth works for a company that produces educational materials for health care workers who work with dementia patients in hospitals and nursing homes. She said she started seeing problems with deliveries about two months ago as part of the pandemic. According to Beth, shipping costs have now almost doubled due to overnighting, and the company has had to lay off multiple people due to the combined impact of the pandemic and mail delay costs.
- **Cassandra (Grand Rapids, MI)** – Cassandra owns a pool business and in the last month has had issues getting payments to subcontractors and other local vendors. According to Cassandra, she only uses small businesses, so delays in payment could cause issues with payroll. She has also waited up to a month for a check to cover her payroll. Cassandra said she has had to turn down work because some parts won't be delivered in time for pool season in Michigan.

#### **NEXT STEPS**

Senator Peters has introduced legislation to block the Postmaster General from making any changes that would disrupt service for the duration of the COVID-19 public health emergency. He has also called on the U.S. Postal Service Board of Governors to immediately reverse changes made by Postmaster General DeJoy that degrade or delay mail delivery. Senator Peters will continue to investigate mail delays as well as the Postmaster General's actions, including whether he adheres to his announced cessation of operational changes.

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Dodge County Pioneer, Mayville, WI

August 20, 2020

The Honorable Ron Johnson  
Chairman, Senate Committee on Homeland Security and Governmental Affairs  
And  
The Honorable Gary Peters  
Ranking Member, Senate Committee on Homeland Security and Governmental  
Affairs  
And  
Members of the Committee  
340 Dirksen Senate Office Building  
Washington DC 20510

**BY ELECTRONIC MAIL**

Dear Senators:

National Newspaper Association, a 135-year-old organization representing community newspapers, appreciates the opportunity to comment on the status of timely mail delivery in preparation for your hearing on August 21. We respectfully request that you enter our comment into the hearing record.

NNA is currently surveying its members to determine the impact of many factors, exogenous and internal, affecting mail delivery. Preliminary results indicate that most of our members across the country are experiencing mail delays both in the delivery of newspapers and in timely arrival of First-Class mail, which is critical for cashflows.

We do not know the causes of the delays nor can we necessarily pinpoint the locations of delays. Our goal was to determine whether an upswing of negative reaction from our members was being driven by their own experiences or by national publicity. We are able to determine that the issues are real and are having an effect upon our industry at a time when, like most small businesses, publishers are challenged to survive.

Community newspapers are heavy users of Within County Periodicals mail, following rules long established by Congress. Their mail is entered directly at a local post office in bundles already prepared to go to each carrier station and sorted in the carrier's delivery sequence. Typically, this type of mail represents 60-75% of a local newspaper's distribution. There is very little that can go wrong with this



delivery. Historically, when NNA receives service complaints about the mail, Within County mail is still ok. But today, concerns about even this mail are growing.

Newspapers typically provide their own delivery of bundles to nearby post offices at their own expense. We are seeing delivery concerns in this category as well.

Long-distance subscribers may be snowbirds, students, former residents, second-home owners or even members of Congress. We have long seen delivery issues in this category. Our survey indicates that situation is unchanged.

NNA is not able to diagnose whether the service performance is arising because of changes in USPS processing and delivery practices, COVID-19 effects upon the postal workforce or other factors. We do know that failures of delivery during a pandemic have serious consequences. Journalists are designated as essential workers in most states because state and local governments recognize the importance of getting information to residents.

Most of our members serve small-towns or rural areas where Internet and mobile device avenues are challenged by absence of broadband. Although most of our members offer electronic subscriptions, these are of little value in areas where digital service is inadequate. In any event, the printed product creates the revenue that enables both the print and digital information to reach readers. Without reliable mail delivery, both the communities and the newspapers are at risk.

NNA supports the Postal Service's efforts to control costs. Our organization has been engaged in postal policy since our founding in 1885. We have appeared before this committee for decades, urging Congressional attention to the sustainability of universal service. Solutions are now urgently needed. But although the business model of the Postal Service may need repair, the mission is unchanged. America needs timely delivery.

Attached is a brief summary from our preliminary survey and some suggestions on areas where Congress, the Postmaster General and NNA could help to see our troubled Postal Service through this crisis. We appreciate your attention and stand ready to assist the HSGAC committee in its work.

A handwritten signature in cursive script, reading "Matthew W. Adelman".

Matt Adelman  
NNA President  
Publisher, Douglas (WY) Budget



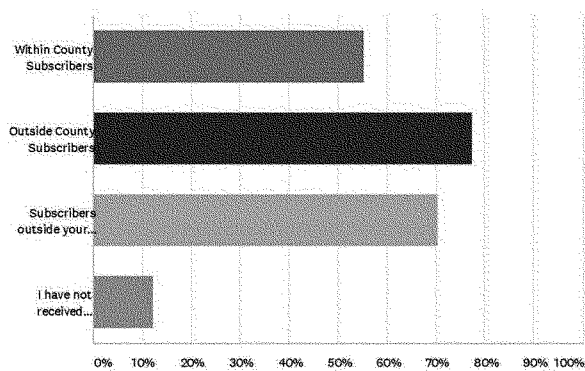
Preliminary survey data from approximately 800 publishers  
of the nearly 2,000 newspaper members of NNA

### Delay concerns are arising in all categories of newspaper mail

#### NNA USPS Performance Survey

Q4 Since March 15, have you received complaints about slow or inadequate service from (check all that apply)

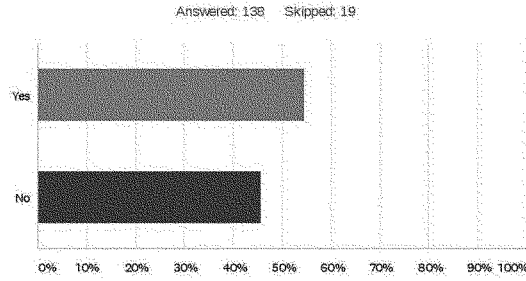
Answered: 141 Skipped: 16



ANSWER CHOICES	RESPONSES	
Within County Subscribers	55.32%	78
Outside County Subscribers	77.30%	109
Subscribers outside your market	70.21%	99
I have not received complaints	12.06%	17
Total Respondents: 141		

NNA USPS Performance Survey

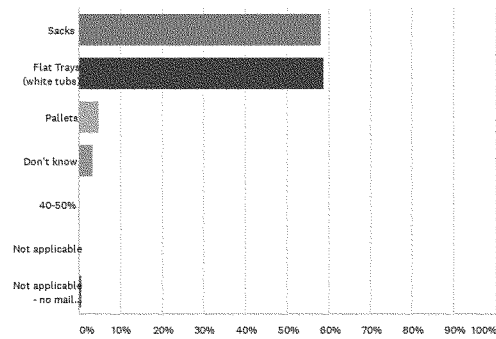
Q8 Have delays in sending or receiving first-class mail caused a problem for your business in the last 90 days?



ANSWER CHOICES	RESPONSES	
Yes:	54.35%	75
No	45.65%	63
Total Respondents: 138		

NNA has long sought USPS support for a pricing discount for use of Flats Trays by Newspapers  
Both NNA and USPS agree that the containers work better both for service and costing. But  
sacks are easier for printers. This pricing signal is now urgently needed

Q5 Which type of containers does your newspaper use for delivery outside your local post office?



**Post-Hearing Questions for the Record  
Submitted to Louis DeJoy  
From Ranking Member Gary C. Peters**

**“Examining the Finances and Operations of the United States Postal Service During  
COVID-19 and Upcoming Elections”**

**August 21, 2020**

1. At the hearing, you stated that you did not intend to eliminate late and extra trips. However, in an August 6 letter to me, the Postal Service stated that you have placed an “emphasis on eliminating extra and late trips.” Prior to your directive, the Postal Operations Manual already stated extra trips should not be scheduled unless necessary to prevent serious delay of mail such as Express Mail, Priority Mail, or an increase in mail volume. Can you please explain the Postal Service’s current policy regarding authorizing late and extra trips? Will late or extra trips be authorized if mail volumes require them in a facility at any given time? Please provide any directives issued to employees and managers concerning this policy.

**Response:**

**Adherence to transportation schedules has long been a priority of the Postal Service. Schedules are established to meet service targets and align with planned transportation costs. There has been an organizational focus on adhering to the transportation schedules over the last two years.**

**After the Postmaster General took office, he re-emphasized the need to ensure that the Postal Service's trucks run on time and on established schedules, with the goal of mitigating unnecessary late and extra trips. The message did not condone leaving mail behind to meet the transportation schedules. The Postmaster General has not banned the use of late or extra trips; when operationally required, late or extra trips are permitted.**

**The Postal Service has recently issued guidelines making it clear that transportation, in the form of late or extra trips that are reasonably necessary to complete timely mail delivery, is not to be unreasonably restricted or prohibited. Managers are authorized to use their best business judgment to meet our service commitments.**

**Please find attached a copy of the September 21, 2020 Clarifying Operational Instructions, September 24, 2020 Stand-Up Talk entitled “Ready to Deliver Election Mail for the Nation,” and the September 25, 2020 memorandum entitled “Additional Resources for Election Mail Beginning October 1.”**

2. You stated at the hearing that your initiative to curtail late and extra trips is one of the two most significant actions you have taken since becoming PMG, and is ongoing. At the hearing, you stated you gave the directive to curtail (“mitigate”) extra trips because you saw that 12% of the Postal Service’s 40,000 daily trips were late, and there were 5,000 extra trips per day. Within one week, you reduced our late trips “from 3,500 a day to 600 a day.”

- a. What is the total number of daily, weekly, and cumulative late and extra trips you have eliminated?

**Response:**

**Comparing July 11 – October 9, 2020 to the period of April 11 to July 10, 2020, we have reduced the number of extra trips by 151,498 and late trips by 285,745.**

- b. The Postal Service has data on the amount of mail on each truck. Before making the decision to curtail all late and extra trips, did you analyze (request or receive information) about how much mail was on each of these extra and late trips?

**Response:**

**Late and Extra trips were never banned; rather, emphasis was placed on ensuring adherence to the operating plan and dispatching the mail timely. In addition, guidelines were given for which extra and late trips were acceptable in order to maintain service. Holding late trips can put an entire load at risk waiting for a few containers. Dispatching trips on time, with all of the mail intended for that trip, put less mail at risk for not meeting service. Extra trips as well were not banned, but it was re-emphasized that any extra trips should be necessary to provide timely service.**

- c. What was the total mail volume on the preexisting number of late and extra trips?

**Response:**

**The average percentage of load utilization for extra trips was 42.4 percent for June 2020. The average percentage of load utilization for late trips was 34.7 percent for June 2020.**

3. Regarding your directive on late and extra trips, you said “the day I was sworn in I received a report from the OIG that spoke about the things that you were talking about--late deliveries, late dispatch, extra trips, and all the time and costs associated around this that approximated \$4 billion. We were facing--I had \$13 billion in cash and \$12.5 billion of payments to make in the next nine months, and no help in sight. So I needed to look at a positive impact on cost savings.”

- a. Did you make this decision primarily to save money?

**Response:**

**Adherence to transportation schedules has long been a priority of the Postal Service. Schedules are established to meet service targets and align with planned transportation costs. There has been an organizational focus on adhering to the transportation schedules over the last two years.**

After the Postmaster General took office, he re-emphasized the need to ensure that the Postal Service's trucks run on time and on established schedules, with the goal of mitigating unnecessary late and extra trips, in order to achieve service levels while avoiding unnecessary costs. In order to achieve the statutory mission set forth by Congress, which is to provide prompt, reliable, and efficient service to the American people in a self-sustaining manner, it is necessary for Postal Service management to continually pursue efforts to increase efficiency while continuing to meet our service standards.

- b. Are you aware the OIG report you cited found that in 2019, the Postal Service spent \$550 million “extra in transportation to mitigate delays that occurred in the network,” including \$266 million for extra trips, \$14 million for late trips, \$130 million in overtime, and \$140 million in air freight mitigation? Please explain the \$4 billion savings number you cited for late and extra surface transportation trips, which does not appear to align with this report.

**Response:**

The costs you are referencing from the June 5th, 2020 OIG report (Number 20-144-R20) are accurate – the OIG found that the Postal Service spent \$550 million extra in transportation to mitigate delays in the network. The extra and late trips also mean that the mail on those trips is behind schedule, putting the mail on those trips at risk for further impacts, and contributing to potential additional costs beyond network transportation costs. The potential additional costs include overtime, which is what was referenced in the above statement. The OIG report from June 16th, 2020 (Number 19XG013NO000-R20) stated that the Postal Service spent \$1.1 billion in mail processing overtime and penalty overtime, and \$2.9 billion in delivery overtime and penalty overtime costs in FY 2019.

4. The OIG report (cited by your staff as Report 20-144-R20) gave 10 recommendations to mitigate the need for late and extra trips. None of these recommendations included wholesale stoppage of late and extra trips. Instead, the report emphasized that USPS “uses the surface and air networks to mitigate mail processing, delivery, and other delays” and made recommendations to address the underlying causes of the delays, including schedules not being updated, inconsistent management oversight, a truck driver shortage, and misallocation of mail on high-cost air carriers. The OIG also found that 74% of late trips were due to contractor failure, delays in sorting or building mail containers, and congestion in operations sometimes due to a lack of available plant operations staff. Postal Service management agreed with the majority of these recommendations and began to implement them in May 2020.
- a. Prior to taking actions to curtail late and extra trips, were you aware of the causes of late trips identified in this report?

**Response:**

**Yes. All trips are expected to be scanned on departure. If a trip is late we assign a reason code.**

- b. Given the findings of this report, why did you believe it was prudent to cut late and extra trips, which often are used to mitigate delays and ensure the mail moves, rather than addressing the underlying causes?

**Response:**

**The emphasis for reduction of trips was placed on trips that would not be service responsive. If the extra trip would not be service responsive, the mail could be assigned to an alternate, scheduled trip that had available capacity. The Postal Service is continuously working to address the underlying causes of late and extra trips.**

- 5. You are “working to eliminate extra trips and late trips” and working to reduce processing times, adhering to planned start and stop times. I have heard from postal workers who say they are no longer authorized to process mail past the stop time for mail to go to the trucks, even if there is backed up mail volume. Do these changes have the effect of limiting work-hours in specific postal facilities?

**Response:**

**Processing schedules are created to align with projected volumes and transportation schedules. Work hours will be provided to ensure all mail is cleared.**

- a. Did you or your staff transmit any directives to Area management asking them to reduce work hours?

**Response:**

**There have been no changes to our overtime policy. It is important to note that each year the Postal Service initiates workhour reduction plans in order to align planned work hours with workload. This is a routine process that has occurred for years, in which operations executives work together to develop “nuts and bolts” tactics to improve our operational practices in order to reduce workhours to align with reduced demand for the mail.**

- b. Was reduction of work hours or labor costs a goal of any of your initiatives?

**Response:**

**Optimizing mail processing equipment improves productivity, and reduces costs for both processing and maintenance operations.**

- c. Did you have a plan for dealing with any resulting backed up mail volume? If so, please provide a copy of the plan if available in written form. If the plan is not available in written form, please describe the plan in detail.

**Response:**

**National mail conditions are tracked on a continuous basis. We utilize delayed inventory reports and address issues as they arise. Supervisors authorize overtime based on workload and the use of late or extra trips are permitted when operationally required to ensure timely service.**

6. Your public statement on August 18 claimed overtime will be approved "as needed." Please clarify who determines when overtime is "needed" and what policies they will use.

**Response:**

**Front-line supervisors and managers oversee employee overtime, including planning for any needed prescheduled overtime, directing unscheduled overtime, and approving employee requests for overtime work based on the supervisors' and managers' assessment of the working conditions using standard factors that include volume, staffing, and approximated clearance times for their respective operations. Postal Service Headquarters has not imposed, and will not impose, any nationwide changes that ban or newly restrict overtime prior to Election Day.**

- a. Is it your policy that all managers should authorize overtime if increased mail volume or backlogs necessitate it?

**Response:**

**The Postal Service's consistent practice in the past is to use justified and approved overtime hours where needed to deliver the mail on time, and that practice will continue.**

**Postal Service Headquarters has not imposed, and will not impose, any nationwide changes that ban or newly restrict overtime prior to Election Day. Overtime use has not been banned, nor have any caps been placed on overtime hours. Front-line supervisors and managers will continue to schedule employees' work hours and oversee employee overtime, including planning for any needed prescheduled overtime, directing unscheduled overtime, and approving employee requests for overtime work based on the workload. Supervisors will continue to set schedules with the goal of matching the expected earned work hours with appropriate staffing. Management will continue to monitor the use of work hours and overtime so that it can identify and address problems that may be the cause of work not being performed within expected work hours or managed inefficiently.**



- b. Are managers authorized to approve overtime past the time called for on the transportation schedule, if mail volume necessitates it? In this case, will managers be authorized to schedule extra trips to move the additional, late mail volume?

**Response:**

**Supervisors will continue to set schedules with the goal of matching workload to the earned staffing. Management will continue to monitor the use of work hours and overtime, so that it can identify and address deviations of work not being performed within planned schedules. Extra trips are permitted when operationally required to ensure timely service performance.**

**Moreover, guidance recently issued reinforces that managers are authorized to use their best business judgment to meet our service commitments with respect to late and extra trips.**

- c. Will you allow managers to authorize as much overtime as necessary during peak volume times, including the election?

**Response:**

**No caps have been placed on overtime hours. The Postal Service's consistent practice in the past is to use justified and approved overtime hours where needed—based on front-line supervisors' and managers' assessment of the working conditions using standard factors that include volume, staffing, and approximated clearance times for their respective operations—to deliver the mail on time, and that practice will continue. Overtime has been, and will continue to be, utilized as necessary to fulfill our mission.**

**Moreover, the Postal Service recently issued guidance regarding the use of additional resources for Election Mail, in which we stated that overtime is authorized and instructed to be used in support of the additional resources and the completion of additional work, as needed.**

7. Data published in Postal Service reports submitted annually to the PRC show USPS has removed machines in past years; however, the machine removals scheduled for 2020 were more significant than in prior years. In 2018, for instance, the agency decommissioned about 3 percent of its Delivery Bar Code Sorters, or 125 machines. In 2019, it was 5 percent, or 186 machines. In 2020, the Postal Service planned to remove 671 machines. Please provide a detailed description and report of how many machines USPS removed in each year since 2015, compared to 2020.
- a. Please provide all schedules of processing machine removals in 2018-2020, as well as any analysis or documents related to discussions of machine removals in 2020.

**Response:**

*[Please note that this response contains commercially sensitive business information and/or privileged information that is subject to 39 U.S.C. § 410 and 5 U.S.C. § 552. Because of the confidential nature of this information, the Postal Service requests that the Committee take the appropriate steps necessary to maintain confidentiality of the information and to ensure that the information is used only in relation to the Committee's work. The Postal Service also requests that the Committee either destroy the materials or return them to the Postal Service once the Committee no longer needs them.]*

Fiscal Year														
MPE	FY15		FY16		FY17		FY18		FY19		FY20		FYAug20	
	Different	Different	Different	Different	Different	Different	Different	Different	Different	Different	Different	Different	Different	Different
	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr	From Pre-Yr
ADUS	0	0	0	0	0	0	1	1	17	16	46	29	52	6
AFC5	784	742	-42	736	-6	657	-79	638	-19	606	-32	502	-104	-10
AFSM100	521	498	-23	500	2	468	-32	459	-9	448	-11	391	-57	-10
APBS	210	210	0	212	2	214	2	216	2	213	-3	213	0	0
APPS	73	74	1	74	0	74	0	74	0	74	0	74	0	0
DBCS	5,458	4,403	-1,055	4,210	-193	3,968	-242	3,895	-73	3,770	-125	3,220	-550	-10
EPBS	0	0	0	0	0	0	0	1	1	2	1	2	0	0
HTPS	0	0	0	2	2	4	2	4	0	4	0	4	0	0
LCUS	54	53	-1	57	4	58	1	58	0	58	0	55	-3	-3
LIPS	18	14	-4	12	-2	10	-2	10	0	8	-2	8	0	0
PSM	59	61	2	59	-2	59	0	58	-1	57	-1	57	0	0
RAPISAN	5	5	0	5	0	5	0	5	0	5	0	5	0	0
SPBS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SPSS	0	17	17	32	15	40	8	40	0	44	4	44	0	0
USS	0	0	0	0	0	4	4	7	3	20	13	27	7	7
Grand Total	7,182	6,077	-1,105	5,899	-178	5,562	-337	5,482	-80	5,355	-127	4,654	-701	-10

Source: Active Equipment Oct 2014 - Aug 2020 V1 with all data

Analyses are conducted regularly to determine if equipment is running at full or maximum capacity. We look at many factors, including equipment run time, utilization, and mail volumes. Multiple phases of modeling were performed to determine the optimum number of machines required for efficient mail processing at facilities across the nation. The model considers the variation in volume by using the 95th percentile of heaviest daily volume excluding December (a month with especially high mail volume), machine capacity, and processing windows. Subsequent phases of modeling were used to improve the number of machines required based on the volume by types of mail run and the mail flow within the individual facility. Additionally, well documented yearly decline of letter and flat mail volume suffered even further deterioration due to COVID-19 pandemic, while package volume has increased significantly since April of this year. This trend further emphasizes the need to utilize the floor space gained from letter and flat sorting equipment reductions to increase package sorting capacity.

- b. On August 18, you announced you would halt future machine removals. Do you have an updated machine removal schedule since this statement, that shows machines already removed in 2020, as well as an updated schedule for 2020 and the future? Please provide this schedule.

**Response:**

**The chart above shows machines that were reduced as of August 2020. An updated scheduled has not yet been developed since we are not currently removing additional machines.**

- 8. You have indicated you have no intention of replacing sorting machines that have already been removed during your tenure, because “they are not needed.”
  - a. Do you have an analysis for each facility that determines this processing capacity is not needed? If so, please provide that analysis.

**Response:**

**As noted above, decisions to remove mail processing equipment are based on an analysis of multiple factors, including equipment run time, utilization, and mail volume. In addition, processes are also in place to restore machines to service as needed, on a case-by-case basis. Over the past month, a limited number of machines that were disconnected, but not dismantled and removed, have been put back into service.**

- b. Is your analysis, or basis for removing the machines, based on 2020 volumes and volume loss during COVID-19? Do you believe it is prudent to base long-term decisions about processing capacity on a volatile volume situation, which could change in any direction as the pandemic subsides?

**Response:**

**The Postal Service has always evaluated use of its equipment to ensure that resources match volume projections. Letter sorting and flat machines are only being used for one-third, 32 and 38 percent, respectively, of their available machine hours. There is ample machine capacity to handle any potential spikes in mail volume.**

- c. Does that analysis account for peak volumes, including estimated election mail volumes? Does that analysis account for the more concentrated processing that is required in order to meet the transportation schedule, which can often require sorting more mail in a shorter time period? If so, please provide that analysis. If the analysis of necessary processing capacity does not include these factors, please redo the analysis and report back on the results.

**Response:**

**As stated in the previous response, multiple phases of modeling were performed to determine the optimum number of machines required for efficient mail processing at facilities across the nation. The model considers the variation in volume by using the 95th percentile of heaviest daily volume excluding December (a month with especially high mail volume), machine capacity, and processing windows. Subsequent phases of modeling were used to improve the number of machines required based on the volume by types of mail run and the mail flow within the individual facility. Transportation schedules are developed based upon when mail is available for dispatch.**

9. You asserted that plans for removal of collection boxes were in place before your tenure. Please provide schedules for collection box removals and replacements in 2019 and 2020, as well as any analysis or documents related to discussions of collection box removals in 2020.

**Response:**

**See attached declaration of Jennifer Vo on the removal of collection boxes.**

10. The 2018 report from Treasury's Task Force on the U.S. Postal System recommended the Postal Service take "Administrative" action on "Number and Density of Post Offices and Collection Boxes" by establishing a "clearly defined USO standard for access" to postal services. Treasury argued that "USPS should have the flexibility to determine the number of post offices and collection boxes as long as it meets the defined standard of access" since "[s]tatutes impose generic, minimal requirements for access to the postal system, but do not require a certain number of post offices or collection boxes." Contrary to this proposal, such an action to redefine the universal service obligation cannot be accomplished without legislation.
- a. Are you aware of this proposal? Have you or any employees of the Postal Service discussed this proposal with anyone at Treasury in 2019-2020?

**Response:**

**The Postal Service is aware of the recommendations in the Treasury Task Force Report and agrees that Congress is ultimately responsible for defining the scope of the universal service obligation.**

11. What analysis did you conduct on significant operational decisions before making these decisions? Please provide all analysis you conducted.
- a. Did you consider the potential impact on service of any of your initiatives? Do you have any pre-decisional analysis regarding service performance?

**Response:**

**The Postal Service did not conduct a specific analysis regarding the impact on service prior to re-emphasizing the need to adhere to the transportation schedules**

because we did not anticipate a negative effect on service. While it had a temporary impact on service performance, which should not have happened, we have been and will continue to be highly focused on ensuring timely mail delivery.

- b. Do you have both the “transportation schedule” and “analysis that designed the truck schedule” as you promised Sen. Rosen, and can you provide those to the Committee?

*[Please note that this response contains commercially sensitive business information and/or privileged information that is subject to 39 U.S.C. § 410 and 5 U.S.C. § 552. Because of the confidential nature of this information, the Postal Service requests that the Committee take the appropriate steps necessary to maintain confidentiality of the information and to ensure that the information is used only in relation to the Committee's work. The Postal Service also requests that the Committee either destroy the materials or return them to the Postal Service once the Committee no longer needs them.]*

**Response:**

The transportation schedule referenced in Postmaster General DeJoy's August 21 testimony to the committee is attached (“Daily Trips to Congress Rev3”) and represents one day of trips as of August 24, 2020. Please note that this is commercially sensitive information. Surface transportation schedules are designed based on meeting our operating plans. This is an ongoing process due to the changing product volumes and air capacity.

12. Federal law states (39 U.S. Code 3661), “when the Postal Service determines that there should be a change in the nature of postal services that will generally affect service on a nationwide or substantially nationwide basis, it shall submit a proposal, within a reasonable time prior to the effective date of such proposal, to the Postal Regulatory Commission requesting an advisory opinion on the change.” In a July 22 letter to me, your General Counsel stated that USPS was “aware of our legal obligations to request an advisory opinion before implementing a ‘change in the nature of postal services which will generally affect service on a nationwide or substantially nationwide basis’ under 39 U.S.C. § 3661(b). None of the operational efforts discussed here constitute such a change.”
- a. For what reasons did you determine your initiatives or decisions as Postmaster General did not constitute a “change in the nature of postal services that will generally affect service on a nationwide or substantially nationwide basis”?
- b. Given the marked declines in service performance since July 4, which you have acknowledged are due to your initiatives, is it not the case that your initiatives have met the criteria to “generally affect service on a nationwide or substantially nationwide basis”?

**The Postal Service requests an advisory opinion in any instance when we are implementing a “change in the nature of postal services” within the meaning of 39**

U.S.C. 3661. The precise meaning of this provision is subject to active litigation. As we have and will continue to articulate, the Postal Service does not consider it necessary or appropriate to request an advisory opinion prior to implementing operational initiatives that seek to enhance operational efficiency while continuing to meet our service standards. While the Postal Service's recent efforts to better adhere to our transportation schedule had the unintended consequence of impacting the Postal Service's service performance, which should not have happened, and which is being fixed, such unintended and temporary reductions in service performance due to implementation challenges do not mean that Section 3661 applies to such efforts.

The Postal Service's ability to achieve our statutory mission of providing prompt, reliable, and efficient universal postal services in a self-sustaining manner depends fundamentally on Postal Service management continually undertaking efforts to reduce costs and improve efficiency. If all such efforts were subject to the extensive on-the-record hearing procedures of the advisory opinion process, simply because of the possibility that implementation problems could arise that result in a temporary impact on the Postal Service service levels, then the Postal Service's managerial flexibility would be substantially if not entirely curtailed. We do not believe that Section 3661 was intended to have this effect.

13. You have now acknowledged that significant service performance problems resulted from your actions. While service performance was slightly volatile throughout the COVID-19 period, it dropped precipitously for each class of mail beginning the week of July 4. What is the total number of mailpieces that have not met the service performance standard since July 4?

**Response:**

**From July 4, 2020 through October 9, 2020, 3.03 billion out of a total of 20.91 billion measured Market Dominant mailpieces have not met the service performance standard.**

14. According to members of the business community that comprise the Postal Service's customer base and its mailing partners, you did not consult the business community about your initiatives, prior to implementing them. Furthermore, according to industry leader associations, you have not held any meetings with them since beginning your tenure in June, whereas the former Postmaster General held regular meetings with them. Historically, the Postal Service has consulted these stakeholders about changes that could impact them, to gauge the market reaction, allow input, or inform and give them time to prepare for future changes.

- a. Did you talk to anyone in the business community prior to implementing the extra and late trips directive or any other operational changes? If not, why not? If so, please list and describe who you consulted with.

**Response:**

**There was no prior consultation with the business community regarding Postmaster General DeJoy's reemphasis on the importance of adhering to our transportation schedules, or the other routine operational initiatives pursued by operations executives. As noted above, these efforts were intended to improve efficiencies without impacting service to our customers.**

- b. How many trade associations, major customers, and business partners of the Postal Service have you met with since you began your tenure in June?

**Response:**

**Initial customer outreach occurred via written correspondence to our major customers, industry partners, trade associations, and international posts. The letters were mailed to our business partners between June 26 and July 7 and included responses to congratulatory correspondence received prior to the initial mailing.**

**Moving forward, the Postal Service's management team, under Postmaster General DeJoy's direction, continued its focus on customer interactions and partnership throughout the summer. The Postmaster General's Mailers Technical Advisory Committee (MTAC), held a virtual meeting on July 28 and July 29. The two-day meeting included senior-level presentations and dialogue between several Postal Service Vice Presidents engaged in dialogue with this key customer group.**

**On September 22, 2020, Postmaster General DeJoy spoke at the annual Postal Customer Council (PCC) activity hosted by the Postal Service. Due to the pandemic, this national event was scaled down from the traditional PCC Week to PCC Day and modified to a virtual format. This year's event was supported by 144 PCCs nationwide and reached thousands of customers. The PCCs are a grassroots network of business customers and local Postal Service leaders, working together to enhance the mail and grow the mailing industry.**

**We now are preparing for the fall MTAC meeting, which will require the full engagement of many Postal Service officers, executives, and staff.**

- c. How will you improve the communication between the USPS leadership team and stakeholders representing USPS's business customers and mailing industry partners?

**Response:**

**The management team will continue its business customer interactions through our well-established organizations and channels. These include the MTAC, PCC, and the National Postal Forum (NPF). Additionally, we will continue the tradition of meeting with the mailing and shipping industry associations, both individually, as well as in a group setting. Finally, customer outreach will continue through**

**electronic communication channels such as the Industry and Service Alerts, Domestic Mail Manual (DMM) Advisories, and the Mail Spoken Here monthly e-newsletter.**

15. When you began to implement changes in July 2020, there was nationwide confusion among postal managers and employees about what your actual policies were. This was evidenced and exacerbated by the presence of the July 10 stand-up talk circulated in many facilities that discussed “mail left behind or mail on the workroom floor or docks” and the presentation “PMG’s Expectations and Plan” which stated that “overtime will be eliminated.” Scattered changes across the country, such as reductions to post office hours and rumored post office closures, followed your directives. While you have disavowed these documents, it is clear there was confusion among managers and employees about your policies.
  - a. How did you communicate your extra trips directive and other nationwide changes to each level of management, and to all employees, as you promulgated them? Please list and provide all communications to managers and employees about your initiatives as Postmaster General, including descriptions of any calls or video conferences.

**Response:**

**Postmaster General DeJoy did not communicate the directive to the field. A telecom was held with the field by the Chief Operating Officer on July 10, 2020 to re-emphasize the need to reduce unnecessary late and extra trips. A follow up email was sent by the Vice President of Logistics to the field on July 11, 2020, issuing guidelines to assist the field in determining which late and extra trips were operationally necessary to facilitate timely service performance. Those guidelines were again sent out to the field on July 14, 2020. These guidelines made it clear that late and extra trips were not banned if they were operationally necessary.**

- b. How did you communicate and clarify to managers and employees that certain policies were not your intention as Postmaster General, and that they should not move forward with those policies? Please list and describe any such communications.

**Response:**

**I issued a directive on August 18, 2020, specifying that certain long-standing operational initiatives were being suspended, and also clarifying that overtime had, and would continue to be, approved as needed. In addition, all managers were provided with Clarifying Operational Instructions on September 21, 2020.**

16. The Postal Service initially provided misleading and incomplete responses to my requests for information about initiatives you directed. In a letter to you on July 17, 2020, after hearing reports of two documents that discussed operational changes (a stand-up talk prohibiting late and extra trips from processing plants, and a presentation alleging elimination of overtime), I asked you to explain these documents and provide a list of every change that you were implementing nationwide, with a justification for each. On July 22, 2020, Thomas Marshall



of your staff replied to my letter, stating “neither document originated from Postal Service Headquarters” and “the documents should not be treated as official statements of Postal Service policy” but the letter did not detail the nationwide initiative on extra and late trips, nor did it answer my request for a full explanation of nationwide changes. On July 30, 2020, I wrote to you again seeking these details. On August 6, 2020, David Williams of your staff replied to my letter, finally confirming the efforts you had previously failed to disclose: “working to eliminate extra and late trips,” “adhering to planned start and stop times” and “remov[ing] equipment as appropriate” which “should also decrease unnecessary overtime,” and implementing the ESAS pilot.

- a. Were you aware of Mr. Marshall and Mr. Williams’ response letters? Why were the letters not signed by you as Postmaster General?
- b. Can you explain why the first response failed to fully disclose the initiatives you were already implementing?
- c. Going forward, will you commit to fully responding to congressional requests for information and justification for your decisions?

**Response:**

**The premise of this question—that the Postal Service has provided “misleading and incomplete” responses regarding the initiatives implemented by Postmaster General DeJoy—is incorrect. The Postal Service endeavors to respond to all inquiries from Members of Congress in an appropriate fashion and commits to continuing to do so.**

**Your letter of July 17, 2020 asked about two documents that were issued by managers in field operations, and whether such documents reflected the plans of Postmaster General DeJoy. In response, the Postal Service noted that the documents did not reflect the views of Postmaster DeJoy, while also explicitly noting that the Postal Service was in fact re-emphasizing the need to adhere to existing operational plans. There was no reason to discuss other ongoing and routine operational initiatives in this response, none of which were directed by Postmaster General DeJoy, because the Postal Service did not understand this letter to be asking about such matters. After you requested more detailed information about certain matters, including the ESAS pilot, the Postal Service provided such information.**

17. On August 7, you announced a reorganization of the Postal Service’s structure. During our hearing, you described your reasoning and process for this reorganization: “the first big change I embarked upon is how do I get the organization, the management team, the structure, to align with what, in my analysis, I felt that we had 600,000 people reporting to one person and other executives doing accessorial types of activities. So I worked with the management team, both collectively and individually, to look at our, you know, our functional lines, and we together reorganized the organization to move forward on process improvements, improving service, and garnering new business, new revenue and costs.”

- a. Did you conduct any formal analysis of whether and how to reorganize Postal Service management and functions, including analysis of existing inefficiencies, costs, and how reorganization would lead to “process improvements” and “garnering new business”? Please provide and describe any analysis that informed your decisions.

**Response:**

**Current state analysis was conducted by holding informational interviews with the existing leadership team and reviewing organizational charts at all levels. During the iterative design process, company mission/strategy, primary purpose of functions, work processes, span of control, delineation of duties, and employee staffing were all considered. Past practices and past organizational redesign proposals were reviewed and assessed for validity. Numerous iterations were developed and considered through the process.**

**These past proposals, along with evaluating numerous structural options and designing a new function to tackle new business markets, were combined for the August 7, 2020 reorganization announcement.**

- b. Which Postal Service employees were involved in these reorganization decisions, and were any external stakeholders involved in reorganization process? Please list any external stakeholders you consulted and describe the process of making these decisions.

**Response:**

**The Executive Leadership Team was consulted and involved in the decision-making processes for the reorganization announced on August 7, 2020. The team included the Postmaster General, Chief Operating Officer, Chief Human Resources Officer, Chief Information Officer, Chief Customer and Marketing Officer, and General Counsel. No external stakeholders were consulted. Internally, the Human Resources department consulted with operational subject matter experts to provide consultation support to the leadership during the decision-making process.**

18. This reorganization reduces the Postal Service’s geographic “Areas” from 7 areas to 4, and separates their leadership based on function. Under the previous organization chart, there were Vice Presidents of Area operations for: the Capital Metro Area, Eastern Area, Great Lakes Area, Northeast Area, Pacific Area, Southern Area, Western Area. Under the new organization chart, there are only “Retail & Delivery” Vice Presidents for the Atlantic, Southern, Central, and Western Pacific. Separately, there are now “Processing” Vice Presidents designated as “Eastern” and “Western.”

- a. How will these new Areas impact reporting on key metrics, including service performance, for Areas and Districts? Did you consider that the new Areas will make it difficult to directly compare old data and new data for regional performance?

**Response:**

**Service performance data is disaggregated at the District level. This enables the Postal Service to view key metrics aligning with previous Area/District alignment and the new Area/District and Region/Division alignment.**

19. In your August 7 announcement of this new organizational structure, you stated, “These organizational changes do not initiate a reduction-in-force, and there are no immediate impacts to USPS employees. However, to prepare for future changes, the Postal Service has implemented a management hiring freeze and will be requesting future Voluntary Early Retirement Authority from the Office of Personnel Management for employees not represented by a collective bargaining agreement.”
- a. Are you studying the potential for future reductions in force or separation incentives related to these organizational changes?

**Response:**

**While the organizational changes announced on August 7 do not result in a reduction-in-force, during the upcoming year, we will continue to make changes to our organizational structure and staffing to meet the needs of the business and mail volume. Those changes may require future reductions in force. To mitigate any potential future impacts, we implemented the management hiring freeze and are considering offering the Voluntary Early Retirement and evaluating the need for separation incentives.**

- b. If you are considering future significant changes to management and staffing, what is the expected or potential timeline for those changes? Do you expect to make any of those changes in 2020?

**Response:**

**As noted above, we anticipate making additional modifications to organizational structure to align with current business needs and changing mail volume. Our objective is to complete these changes prior to October 2021. There will be no reductions in force for the remainder of calendar year 2020.**

20. On August 18, you issued a statement rolling back some of the initiatives you implemented or oversaw at the Postal Service. In that statement you made a commitment not to make any further changes until after the 2020 general election. However, after the election, the nation will most likely still be dealing with the Coronavirus public health emergency, and in addition, the Postal Service’s holiday peak season will begin.
- a. Will you commit to not making nationwide operational changes through the end of the Coronavirus public health emergency?

**Response:**

Necessary reform efforts will begin after the election. It is essential for the organization to operate efficiently and effectively, while continuing to provide services that fulfill the Postal Service's universal service mandate and meet the current and future needs of Americans. The pandemic does not provide a basis for the organization to stand still, particularly given its significant impact on mail volumes, and our precarious financial situation.

The Postal Service will therefore continue to evaluate our operations and make business decision that enable us to meet our statutory obligations. The Postal Service commits to consulting with all stakeholders regarding any decisions that are reached as part of its strategic planning process, and to following all required legal processes.

- b. Do you plan to resume the initiatives that you have placed on hold, and if so, what processes will you be putting in place to further evaluate whether it is prudent to move ahead with those initiatives?

**Response:**

The Postal Service has committed not to reinstate the suspended operational efforts until after the 2020 Election. It has not yet been determined when the processes may start again. We are also currently subject to multiple preliminary injunction orders imposed by multiple federal district courts that may impact our operational decision making, as we will continue to comply with the orders.

- 21. Referring to your August 18 statement, please explain precisely what you have instructed your managers to do regarding the following, and provide any applicable documentation:
  - a. Not changing retail hours at post offices (please also clarify whether this applies to window service hours).
  - b. Keeping mail processing equipment and blue collection boxes "where they are."
  - c. Not closing any mail processing facilities.
  - d. Approving overtime "as needed."

**Response:**

Please find attached a copy of the September 21, 2020 Clarifying Operational Instructions, September 24, 2020 Stand-Up Talk entitled "Ready to Deliver Election Mail for the Nation," and the September 25, 2020 memorandum entitled "Additional Resources for Election Mail Beginning October 1."

- 22. In the August 18 statement, you also stated, "effective Oct. 1, we will engage standby resources in all areas of our operations, including transportation, to satisfy any unforeseen

demand.” What do you mean by engaging “standby resources”, for what purpose(s) will they be mobilized, and why are you waiting until October 1?

**Response:**

**Please find attached the September 25, 2020 memorandum entitled “Additional Resources for Election Mail Beginning October 1.” These additional resources were deployed on October 1 to coincide with any potential increase in demand related to Election Mail.**

23. You have repeatedly said you are now working to improve service performance, after making decisions that caused a massive decline in service performance. How will you ensure service performance is back to previous target levels as soon as possible in September, particularly since we are still in the middle of a pandemic and in addition, some states began mailing ballots on September 4?

- a. If you cannot guarantee service performance will be back to target levels or better by mid-September, will you cease any of your ongoing initiatives that are causing delays or serving as a barrier to service performance?

**Response:**

**The Postal Service has been and will continue to be highly focused on ensuring timely service performance. We review delayed inventory continuously and make adjustments to mitigate delays.**

a. N/A

24. As you know, the COVID-19 pandemic has made the timely delivery of absentee ballots more important than ever, with millions of Americans expected to rely on the Postal Service to deliver their ballots and efficiently move election mail. Prior to implementing your operational initiatives, did you consider the possibility that these operational decisions might have an impact on the delivery of election mail, given the timing of those decisions?

**Response:**

**The Postal Service did not conduct a specific analysis regarding Election Mail prior to re-emphasizing the need to adhere to the transportation schedules because we did not anticipate a negative effect on service. The directive was also issued in early July, after the primary season and well before the General Election. While it had a temporary impact on service performance, which should not have happened, we have been and will continue to be highly focused on ensuring timely service performance. In addition, Postmaster General DeJoy has committed all necessary resources beginning October 1 to deliver Election Mail in a timely manner.**

**The Postal Service’s number one priority is the proper handling and timely delivery of all Election Mail, especially ballots, and we have deployed additional resources to ensure that**

**all Election Mail is prioritized and delivered on time. Please see the attached memorandum entitled “Additional Resources for Election Mail Beginning October 1,” which was issued on September 25, 2020.**

25. The Postal Service has instituted a national Election Mail Task Force. Please provide us with information on the members of this Task Force, its work so far, and its planned activities. Will this Task Force play a role in monitoring mail delays and their impact on election mail, and working to end any practices or policies that threaten to delay election mail?

**Response:**

**The national Election Mail Task Force includes members of the Postal Service’s Executive Leadership Team and other management team members in addition to the presidents of the four major postal unions and the management associations. The Task Force has established local Election Mail taskforce teams that consist of union assigned “ballot ambassadors” and management officials working together to engage the entire workforce in ensuring all Election Mail is flowing correctly and timely. The team is also assessing employee communications to ensure all employees are completely ready to handle all Election Mail, including ballots.**

**This team will monitor conditions daily, communicate with each other and resolve issues locally, with escalation for any unresolved issues up to the next level and then up to USPS Headquarters as needed. The goal is to develop quick, accurate resolutions to any issues.**

26. An OIG report published on September 2, 2020 found that USPS managers were not all following procedures for correctly processing election mail. In most of the facilities audited, USPS was not properly conducting all-clear procedures and certifying all-clears, not using the standard election mail log, and not completing daily checklists of election mail procedures. The OIG recommended USPS more clearly designate who is responsible for enforcing these procedures in each facility to avoid confusion on this point, and enforce all procedures rigorously. Have you implemented the OIG’s recommendations, and what is the current status of compliance with these procedures?

**Response:**

**The Postal Service implemented the OIG’s recommendations for four of the five recommendations. One recommendation not implemented at this time is the recommendation to create a new, standardized Election Mail product, which would not be prudent for 2020.**

27. During the hearing, you stated that you are “considering dramatic changes” to the Postal Service in the future. You made these statements in response to questions from Senator Carper about potential changes referenced in internal documents recently made public, including: changing service standards; requiring election mail to be sent First-Class; reducing nonprofit discounts; increasing prices on competitive products; leasing postal facility space for commercial purposes; changing pricing for Alaska, Hawaii, and Puerto Rico; and

eliminating Alaska bypass mail. These changes would dramatically decrease service and increase costs for people who rely on the mail, disproportionately impact rural areas and particular locations, and threaten universal service.

- a. Did you bring these proposals to the Board of Governors for consideration? Are these proposals under consideration for the 10-year plan, and if so, at which stage of consideration?
- b. If you authored this list, what sources did you use to compile it? Have you discussed reform proposals with Treasury or Administration officials?
- c. Please provide all documents and communications relating to these proposals for future changes.

**Response:**

**As part of its strategic and long-range planning processes, the Postal Service considers a number of initiatives to enhance efficiency, reduce costs, and grow revenues. The purpose of such planning is to seek to identify ways to address the fundamental flaw in our business model: namely, the fact that the Postal Service has massive net losses each year (expected to be approximately \$10 billion this year), due to a fundamental mismatch between our costs and revenues. In order to achieve the statutory mission set for us by Congress—providing prompt, reliable, and efficient universal postal services to the American people in a self-sustaining fashion—it is critical that the Postal Service pursue a process of transformational change.**

**The Board of Governors will be actively involved in such strategic planning. These matters are still subject to pre-decisional deliberations within the Postal Service, and no specific decisions have been made by the Board. The Postal Service is not consulting with the Administration or Treasury regarding these strategic deliberations.**

28. Service standards ensure quick, reliable, and affordable service to all areas of the country, especially rural areas. Reducing service standards is one of the most significant and devastating steps the Postal Service can take, and has in the past been accompanied by other significant cuts to the service and the network. Is it your goal to reduce the service standards and permanently slow down mail? Please explain why you would put this on the table and what other cuts you are considering to accompany it.

**Response:**

**As part of its strategic and long-range planning processes, the Postal Service considers a number of initiatives to enhance efficiency, reduce costs, and grow revenues. The purpose of such planning is to seek to identify ways to address the fundamental flaw in our business model: namely, the fact that the Postal Service has massive net losses each year (expected to be approximately \$10 billion this year), due to a fundamental mismatch between our costs and revenues. In order to achieve the statutory mission set for us by Congress—providing**

**prompt, reliable, and efficient universal postal services to the American people in a self-sustaining fashion—it is critical that the Postal Service pursue a process of transformational change. These deliberations are ongoing, and it would be premature to discuss decisions that may be reached as part of that process. The Postal Service commits to consulting with all stakeholders regarding any decisions that are reached as part of its strategic planning process, and to following all required legal processes.**

29. Increasing prices on competitive products is a goal frequently cited by Treasury, the President, and Postal Service competitors. President Trump recently demanded that the Postal Service quadruple prices for package delivery services. Do you agree that it is important to maintain a reliable and affordable package delivery service for Americans across the country especially in rural areas where there may be no alternatives? Will you commit to not advancing proposals to raise package prices above competitive levels?

**Response:**

**The Postal Service competitively prices our package business to maximize our contribution, support the maintenance of the Postal Service’s universal service network, and help all Americans participate fully in the e-commerce economy.**

30. Reducing the nonprofit discount is another controversial proposal. Our country is facing an unemployment rate of over 10% and tens of millions of Americans have lost their jobs in the past five months. Charities, houses of worship, and schools rely on the nonprofit rate during this unprecedented economic hardship. Are you still considering changing the nonprofit discount?

**Response:**

**As noted above, the Postal Service’s strategic deliberations are ongoing, and it would be premature to discuss decisions that may be reached as part of that process. The Postal Service commits to consulting with all stakeholders regarding any decisions that are reached as part of its strategic planning process, and to following all required legal processes.**

**In this regard, note that the statute establishes the size of the nonprofit discount is established by law, meaning the Postal Service may not change the discount on our own.**

31. Have you also considered proposals to increase subcontracting or spin off parts of the Postal Service’s business to the private sector, which are reforms the Treasury Task Force recommended in its 2018 report? If so, please describe them.

**Response:**

**As part of its strategic and long-range planning processes, the Postal Service considers a number of initiatives to enhance efficiency, reduce costs, and grow revenues. The purpose of such planning is to seek to identify ways to address the fundamental flaw in our business**



model: namely, the fact that the Postal Service has massive net losses each year (expected to be approximately \$10 billion this year), due to a fundamental mismatch between our costs and revenues. In order to achieve the statutory mission set for us by Congress—providing prompt, reliable, and efficient universal postal services to the American people in a self-sustaining fashion—it is critical that the Postal Service pursue a process of transformational change. These deliberations are ongoing, and it would be premature to discuss decisions that may be reached as part of that process. The Postal Service commits to consulting with all stakeholders regarding any decisions that are reached as part of its strategic planning process, and to following all required legal processes.

32. Will you commit to fully analyzing the potential impact on service performance and mail delays at the local and nationwide levels before making any future decisions about USPS operations nationwide, or substantially nationwide?

**Response:**

**The Postal Service commits to consulting with all stakeholders regarding any decisions that are reached as part of its strategic planning process, and to following all required legal processes, including the procedures required by Section 3661 of our statute.**

33. Will you commit to consulting Congress, unions, business customer stakeholders, and other key stakeholders about their views prior to making any decisions in the future about USPS operations nationwide, or substantially nationwide?

**Response:**

**The Postal Service commits to consulting with all stakeholders regarding any decisions that are reached as part of its strategic planning process, and to following all required legal processes.**

34. As Postmaster General, you are now covered by the Hatch Act, which limits your partisan political activity and prohibits any fundraising for candidates or parties beyond giving your own personal money.
- a. What steps have you taken to comply with the Hatch Act?
  - b. How has this changed your role as a major fundraiser for the Republican Party and the Trump campaign? Do you continue to serve on planning or fundraising committees for the Republican Party?

**Response:**

Postmaster General DeJoy has worked very closely with the Postal Service's Ethics Office to make sure he is compliant with all Hatch Act requirements, beginning before he was sworn in as the Postmaster General. This included receiving briefings and advice on the Hatch Act and the ethics rules both before he became Postmaster General, and on the first day he took office. Postmaster General DeJoy resigned his position as fundraising chairman of the Republican National

**Convention before being sworn into office, and is fully compliant with all Hatch Act requirements that prohibit federal employees from engaging in political fundraising.**



September 21, 2020

OFFICERS, PCES, AND PAY BAND MANAGERS

SUBJECT: Clarifying Operational Instructions

The number one priority for Postmaster General DeJoy and the Postal Service between now and Election Day is the secure and on-time delivery of the nation's election mail. Effective October 1, 2020, the Postal Service will make additional resources available in all areas of operations, including collection, processing, delivery, and transportation, to satisfy increased demand and unforeseen circumstances. These additional resources will include, as needed, additional staffing, additional transportation, and expanded mail processing windows and delivery trips, among others. Further guidance on use of additional resources will be provided separately.

To address any misinformation and clear up any confusion about the status of the Postal Service's practices concerning Overtime, Hiring, Retail Hours, Collection Boxes, Late and Extra Trips, Mail Processing, and Election Mail, these Clarifying Operational Instructions detail practices as they currently stand related to those topics.

As you may also be aware, a federal district court recently issued an order imposing certain requirements for the handling of mail. These Instructions are also intended to provide guidance to assist in carrying out the specific directives required by that order, as they relate to current operational practices.

The approach to the matters outlined in these Instructions will remain in effect until further notice and supersede any previous guidance provided on these specific topics that could be seen as conflicting with these Instructions, whether from Headquarters or the field.

**1. Overtime**

Postal Service Headquarters has not imposed, and will not impose, any nationwide changes that ban or newly restrict overtime prior to Election Day. Overtime use has not been banned, nor have any caps been placed on overtime hours. Front-line supervisors and managers will continue to schedule employees' work hours and oversee employee overtime, including planning for any needed prescheduled overtime, directing unscheduled overtime, and approving employee requests for overtime work based on the workload. Supervisors will continue to set schedules with the goal of matching the expected earned work hours with appropriate staffing. Management will continue to monitor the use of work hours and overtime so that it can identify and address problems that may be the cause of work not being performed within expected work hours or managed inefficiently.

The Postal Service's consistent practice in the past is to use justified and approved overtime hours where needed to deliver the mail on time, and that practice will continue. Overtime has been, and will continue to be, utilized as necessary to fulfill our mission. As will be discussed in more detail in the forthcoming guidance regarding the use of additional resources starting on October 1, use of overtime necessary to expeditiously move Election Mail should be approved.

## **2. Hiring**

Postal Service Headquarters has not implemented a total hiring freeze. Because of the realignment of the Postal Service's reporting structure announced on August 7, 2020, Postal Service Headquarters has suspended hiring for EAS positions to ensure proper placement of any current employees that may be impacted by the restructuring. Although hiring of EAS positions has been suspended, there is a process in place to request exceptions to fill critical EAS positions.

The suspension of EAS hiring does not impact the filling of craft positions. Craft positions will continue to be filled pursuant to the applicable collective bargaining agreement. The Postal Service has hired, and will continue to hire, new employees to address staffing shortages caused by the COVID-19 pandemic and otherwise.

## **3. Retail Hours**

Postal Service Headquarters has not directed or authorized a reduction in retail window hours. Evaluating retail hours is part of an annual process to optimize the Postal Service retail network. The Postal Service was in the process of gathering data to make decisions regarding retail hours based on customer demand. Given both congressional and public concern, the Postal Service will not be adjusting retail hours prior to the November 2020 elections.

There may be unforeseen circumstances beyond the Postal Service's control that necessitate the temporary change of retail hours or the temporary closure of a retail facility such as natural disasters, or conditions that reduce employee availability or create an unsafe environment for employees like the COVID-19 pandemic or civil unrest. However, local managers are not permitted to reduce retail hours without review and approval by both Area and Headquarters management.

There are Village Post Offices (VPO) and Contract Postal Units (CPU) that on occasion decide to terminate their contract or close due to uncontrollable circumstances. If the Postal Service is unable to negotiate an extension of services with these non-postal entities, there is no choice but to honor the contract termination. The Postal Service is currently in communication with those VPOs and CPUs that have indicated they intend to terminate their services prior to the November 2020 elections to determine whether an arrangement can be made to extend their services until after the elections.

## **4. Collection Boxes**

Pursuant to the Postmaster General's August 18, 2020 directive, the Postal Service has suspended the removal of any additional collection boxes until after the 2020 elections. The Postal Service regularly reviews the need for, and location of, collection boxes in accordance with the Postal Service Postal Operations Manual. The purpose of these reviews is to ensure that mail collection within areas served by letter carriers is accomplished in a cost-efficient manner, while still meeting customers' needs. Over the last seven years, the Postal Service has removed an average of 3,100 collection boxes per year. This year, approximately 1,500 collection boxes have been removed.

Although the Postmaster General has suspended the removal of collection boxes between now and the November 2020 elections, it is important to note that there are instances where removal of a collection box is necessary. In the event of extreme weather conditions, collection boxes may be removed or covered to prevent damage. During events that involve national security, collection boxes along the transportation route may be temporarily removed for public safety. Similarly, localized events such as wildfires or civil unrest may necessitate a temporary removal of a collection box. These removals are temporary and collection boxes must be returned as soon as possible.

Between now and the November 2020 elections, it is critical that, if any collection boxes are damaged (for example, by hurricane or a car accident) and taken out of service, that they be replaced as soon as possible. If a collection box is in an area that is restricted for security or safety reasons, any request to cover or remove a collection box must be raised through appropriate communication channels. Communication between local office and District/Area/Headquarters channels is critical. Postmaster/Station Managers must notify their District Manager when there is an issue with a collection box. District Managers must notify Area Retail & Delivery Operations Vice Presidents, who must notify the Vice President of Delivery Operations to ensure all leadership is aware of the issue and can oversee the removal and subsequent replacement of the collection box.

Postal Service Headquarters is not planning to reinstall collection boxes that were removed as part of its routine review prior to the Postmaster General's statement concerning operational commitments issued on August 18, 2020. To be clear however, no additional collection boxes should be removed until after the election, other than on a temporary basis, and only for the reasons described herein.

#### **5. Late and Extra Trips**

Adherence to transportation schedules has long been a priority of the Postal Service. Because noncompliance with transportation schedules was a chronic problem that was causing late deliveries and unnecessary costs, there has been an organizational focus on adhering to the transportation schedules over the last two years.

After the Postmaster General took office, he reemphasized the need to ensure that the Postal Service's trucks run on time and on schedule, with the goal of mitigating unnecessary late and extra trips. This effort does not mean that mail should be left behind, (it should not), but rather that processing schedules should align with transportation schedules. Moreover, the Postmaster General has not banned the use of late or extra trips; when operationally required, late or extra trips are permitted.

Consistent with the court order referenced above, transportation, in the form of late or extra trips that are reasonably necessary to complete timely mail delivery, is not to be unreasonably restricted or prohibited. Managers are authorized to use their best business judgment to meet our service commitments.

#### **6. Mail Processing**

Pursuant to the Postmaster General's August 18, 2020 directive, and consistent with the order of the federal district court, no mail processing facilities will be closed or consolidated until after the November 2020 elections. Moreover, the Postal Service has suspended all removal of letter and flat sorting machines until after the November 2020 elections. During Fiscal Year 2020, approximately 700 letter and flat sorting machines were disconnected and/or removed. These reductions were made pursuant to volume modeling and equipment reduction targets for various mail processing equipment sent to the Area Vice Presidents for review and implementation on May 15, 2020, consistent with longstanding Postal Service practice. The reduction targets, which were based on significant volume reductions in letter and flats mail volume, and with the further decline due to COVID-19, were broad targets for reduction, with the final decisions regarding machine removal being determined after discussions between local management and Headquarters. Postal Service Headquarters has determined not to make any further removal of equipment until after the November 2020 elections.

Because removed machines are generally disassembled for their usable parts, with such parts being removed to maintain or enhance other machines, there is no current plan to return removed machines to service. Over the past month, however, a limited number of machines that were disconnected, but not dismantled and removed, have been put back into service. We have more than sufficient capacity to process current and anticipated mail volumes with the existing machine fleet.

As of September 18, 2020, Headquarters has approved all requests to reconnect machines directed to the Headquarters Director of Processing Operations and has provided Regional Vice Presidents with authority to reconnect machines where doing so is necessary. Specifically, if it is determined that it is necessary to add processing capacity to fulfill our service commitments with regard to Election Mail, available processing equipment will be returned to service. Any requests to reconnect a sorting machine reduced since June 2020, because it is believed that the machine is necessary to ensure the timely processing and delivery of Election Mail should be made by the relevant installation head to the relevant Regional Vice President. Any request will be processed within three days, as required by the order of the federal district court.

## **7. Election Mail**

The Postal Service and Postmaster General DeJoy have repeatedly reaffirmed their commitment to the timely delivery of Election Mail. Election Mail is defined as "any item mailed to or from authorized election officials that enables citizens to participate in the voting process." This includes ballots, voter registration forms, ballot applications, polling place notifications, and similar materials. This specific mail qualifies as Election Mail both when it is sent to voters from election officials at the state and local levels and when it is returned by voters to those officials. This is distinct from "political mail," which is sent by political candidates, political action committees, and similar organizations in order to engage in issue advocacy or to advocate for candidates or other things, such as initiatives, that may appear on a ballot. See Postal Bulletin 22551, July 30, 2020, at 4.

Consistent with the court order referenced above, we will continue to prioritize Election Mail that is entered as Marketing Mail regardless of the paid class. Election Mail identified by the official Election Mail logo or other Postal Service visibility tools will continue to be prioritized pursuant to our long-standing practice. In that regard, please continue to use standardized log sheets to track Election Mail through processing and continue to conduct daily "all clears" as previously instructed to ensure that all Election Mail is accounted for in the system and mail scheduled or "committed" to go out is processed accordingly. Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously to the extent feasible so that it is generally delivered in line with the First-Class Mail delivery standards. In that regard, to the extent necessary, please expand processing windows on letter and flat sorting equipment to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day. Please also continue to prioritize Election Mail, including ballots entered with Green Tag 191, when loading trucks.

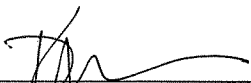
Consistent with our long-standing practice, we recognize that it is sometimes not operationally feasible to deliver Election Mail entered as Marketing Mail in line with First-Class Mail delivery standards. This is particularly true with respect to Election Mail Marketing Mail volume that would require air transportation to meet First-Class Mail delivery standards, as this volume typically travels through our ground transportation network, and our systems do not permit Marketing Mail to travel by air. We intend to seek clarification on this item, to make sure that the court understands this limitation and that it is consistent with the court's order.

## **8. Nationwide Changes in Service**

Under the applicable law, the Postal Service cannot make changes to the nature of Postal Services without first seeking an advisory opinion from the Postal Regulatory Commission. Consistent with the order of the federal district court referenced above, the Postal Service will not make any changes to our retail, delivery or processing operations, that will generally affect service on a nationwide, or substantially nationwide, basis, prior to the upcoming national election.

Thank you for your attention. If you have any questions regarding Logistics and Processing Operations, please contact Mike Barber, Vice President, Processing and Maintenance Operations. If you have any questions regarding Retail and Delivery Operations, please contact Joshua Colin, Vice President, Delivery Operations or Angela Curtis, Retail and Post Office Operations.

We are continuing to evaluate our legal obligations and will circulate updates as necessary.

  
\_\_\_\_\_  
Kristin A. Seaver  
Chief Retail & Delivery Officer  
and Executive Vice President  
\_\_\_\_\_  
David E. Williams  
Chief Logistics & Processing Operations  
Officer and Executive Vice President

## **Mandatory Stand-Up Talk**

**Sept. 24, 2020**

### **Ready to deliver Election Mail for the nation**

The Postal Service's number one priority between now and Election Day is the secure, on-time delivery of the nation's Election Mail — and we are ready to deliver for our country.

There has been a lot of media coverage — including many reports with inaccurate information — about Election Mail. To clear up any confusion, and to ensure compliance with a recent court order requiring certain practices, management has been given operational instructions. These instructions will remain in effect until further notice. Specifically:

- **Overtime.** Front-line supervisors and managers will continue to schedule work hours based on workload. Overtime is authorized and instructed to be used as necessary to fulfill our mission and expeditiously move Election Mail.
- **Hiring.** The Postal Service has not implemented a total hiring freeze. EAS hiring was suspended August 7, because of the realignment of our reporting structure. This suspension does not impact hiring for craft positions. Craft positions will continue to be filled in accordance with collective bargaining agreements.
- **Retail Hours.** The Postal Service will not reduce retail hours before the November elections. Natural disasters, civil unrest, or lack of employee availability due to the coronavirus pandemic may necessitate temporary changes, but local managers are not permitted to reduce retail hours without review and approval by both Area and Headquarters management.
- **Collection Boxes.** The Postal Service has suspended the removal of any collection boxes until after the 2020 elections. There may be temporary removal or covering of boxes due to extreme weather, national security incidents, or local events such as wildfires or civil unrest. It is critical that any collection boxes damaged — for example, by hurricane or a car accident — be reported and replaced as soon as possible.



- **Late and Extra Trips.** Late or extra trips have not been banned; they should not be restricted if they are reasonably necessary to complete timely mail delivery. Managers are authorized to use their best business judgment to meet service commitments. Focusing on the transportation schedule does not mean that mail should be left behind — it should not. Instead, processing and transportation schedules should be aligned to help reduce late deliveries and unnecessary costs.
- **Mail Processing.** No mail processing facilities will be closed or consolidated, and no letter or flat sorting machines will be removed before the November elections. We have more than sufficient capacity to process current and anticipated mail volumes with our existing machine supply. Available machines will be returned to service if Headquarters or the Regional Vice President determine that doing so is necessary to fulfill our Election Mail service commitments.
- **Election Mail.** We will continue to expedite Election Mail that is entered as Marketing Mail, as is our long-standing practice. Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously. To make this possible, please expand processing windows on letter and flat sorting equipment to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day.

Please also continue to prioritize Election Mail, including ballots entered with Green Tag 191, when loading trucks, and continue to use standardized log sheets to track Election Mail. Conduct daily “all clears” to ensure that all Election Mail is accounted for in the system and processed accordingly.

The Postal Service and our Postmaster General have repeatedly reaffirmed our commitment to the timely delivery of Election Mail. You can help us meet that commitment and prove that we are ready to deliver. Our country and our customers are counting on us.

Thank you for your attention and thank you for your service to our customers every day.

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September 25, 2020

**OFFICERS, PCES, AND PAY BAND MANAGERS**

**SUBJECT:** Additional Resources for Election Mail Beginning October 1

The November 3, General Election is fast approaching. While normal First-Class and Marketing Mail volumes are down considerably, the volume of Election Mail will be at an all-time high this season. COVID-19 has changed the way millions of people will vote this year, and many are turning to the United States Postal Service to deliver their ballots. Recognizing our important role in the democratic process, the Postmaster General has reiterated that our number one priority is the proper handling and timely delivery of all Election Mail, especially ballots.

Effective October 1, additional resources are being made available for District Managers, Postmasters, Division Directors, and Plant Managers to utilize, as they determine, to support the timely and expeditious handling of the increased volume of Election Mail, which is defined by the Postal Service as any item mailed to or from authorized election officials that enables citizens to participate in the voting process, such as ballots, voter registration cards, ballot applications, and polling place notifications. District Managers, Postmasters, Division Directors, and Plant Managers are authorized and instructed to use these additional resources to ensure that all Election Mail is prioritized and delivered on time. These resources are in addition to the existing processes and procedures for Election Mail.

These resources include, but are not limited to:

**1. Processing**

As previously provided in the Clarifying Operational Instructions distributed on September 21, Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously to the extent feasible so that it is generally delivered in line with First-Class Mail delivery standards. Processing windows on letter and flat sorting equipment should be expanded as necessary to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day. Further, to the extent possible, Election Mail received after the Critical Entry Time should be processed and advanced as if it arrived prior to the Critical Entry Time, unless doing so would disrupt on-time service for Election Mail received prior to the Critical Entry Time.

Other additional processing resources are also authorized and instructed to be used to ensure that Election Mail stays current and moving through the Postal Service's network. This includes, but is not limited to, early cancellations the week before Election Day to ensure all collected ballots are processed timely.

**2. Transportation**

Extra transportation resources are authorized and instructed to be used to ensure that Election Mail reaches its intended destination in a timely manner. This includes, but is not limited to, extra trips from all points of processing and delivery (e.g., retail units and plants), as necessary to connect Election Mail to its intended destination or the next stage in Postal Service processing.

**3. Delivery/Collections**

Extra delivery and collection trips are authorized and instructed to be used to ensure, to the best of our ability, that completed ballots entered on Election Day reach the appropriate election official by the state's designated deadline on Election Day. This includes, but is not limited to, early collections the week before Election Day to ensure all collected ballots are processed timely, and delivery of ballots found in collections on Election Day to election boards within states requiring ballots be returned by a designated time on Election Day.

**4. Overtime**

Overtime is authorized and instructed to be used to support these additional resources and the completion of the additional work, as needed.

In addition, to further support the timely delivery of Election Mail, and consistent with our practices in past election cycles, the use of extraordinary measures beyond our normal course of operations is authorized and expected to be executed by local management between October 26 and November 24, to accelerate the delivery of ballots, when the Postal Service is able to identify the mailpiece as a ballot.

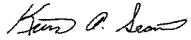
These extraordinary measures include, but are not limited to, expedited handling, extra deliveries, and special pickups as used in past elections, to connect blank ballots entered by election officials to voters or completed ballots returned by voters entered close to or on Election Day to their intended destination (e.g., Priority Mail Express, Sunday deliveries, special deliveries, running collected ballots to Boards of Elections on Election Day, etc.).

We will continue to communicate closely with election officials to encourage them to send ballots earlier. We have also educated voters across the nation to request their ballots early (if they are required to request a ballot) and to return their ballots early, if they plan on using the mail for one or both legs of the journey.

Despite our best efforts to educate and communicate, however, we know that there will be entries of ballots to and from voters that will require us to take the extra steps set forth herein to ensure timely delivery. The additional resources available beginning October 1, and our robust practices and procedures that we employ every election cycle as described above, will help ensure that we are able

to do everything in our power to meet our customers' expectations that mail will be delivered in a timely manner when our customers use the mail to facilitate or participate in the electoral process.

Thank you for your hard work and dedication in delivering America's Election Mail.



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Kristin A. Seaver  
Chief Retail & Delivery Officer  
and Executive Vice President



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David E. Williams  
Chief Logistics & Processing Operations  
Officer and Executive Vice President

UNITED STATES DISTRICT COURT  
SOUTHERN DISTRICT OF NEW YORK

Mondaire Jones, Alessandra Biaggi, Chris Burdick, Stephanie Keegan, Seth Rosen, Shannon Spencer, Kathy Rothschild, Diana M. Woody, Perry Sainati, Robert Golub, Mary Winton Green, Marsie Wallach, Matthew Wallach, Mac Wallach, Carol Sussman, and Rebecca Rieckhoff,  
*individually, and on behalf of all others similarly situated,*

Plaintiffs,

v.

United States Postal Service, Louis DeJoy, as Postmaster General of the United States Postal Service, and Donald J. Trump, as President of the United States,

Defendants.

No 20 Civ. 6516 (VM)

**DECLARATION OF JENNIFER VO**

I, Jennifer Vo, under penalty of perjury and in lieu of affidavit as permitted by 28 U.S.C. § 1746, declare as follows:

1. I am currently employed by the United States Postal Service as Director, City Delivery at Postal Service Headquarters in Washington, D.C., and have occupied that position for approximately two years. My duties include oversight of operations, policies, and procedures relating to the approximately 142,000 city routes in the nation, including overseeing collection boxes.

2. I have worked for the Postal Service for approximately 26 years, mostly in operations. In 1994, I began working as a letter carrier, and I have served in numerous supervisory and management positions, including Station Manager, Postmaster, Manager of Customer Service Operations, and Acting District Manager for Philadelphia.

3. I am familiar with the above-captioned action and with the plaintiffs' allegations therein. This declaration is based on my personal knowledge gained during the years I worked as a letter carrier, managed facilities with delivery operations, and exercised oversight over nationwide city delivery routes, as well as information conveyed to me by other officials with similar knowledge, duties, and responsibilities.

4. Collection boxes are metal containers dedicated to the collection of mail deposited by customers. The Postal Service has over 140,000 blue collection boxes, placed at collection points throughout the nation.

5. The Postal Service regularly reviews the need for and location of collection boxes in accordance with U.S. Postal Service Postal Operations Manual ("POM") Section 314, "Collection Point Management System, Collection Tests, and Density Tests (Volume Reviews)," and section 315, "Collection Boxes," which are attached as Exhibit 1 to this Declaration. In

general, boxes are relocated or removed if they average less than 25 pieces of mail per day. POM § 315.3 (Issue 9, updated with changes through July 31, 2020). The purpose of these reviews is to ensure that mail collection within areas served by letter carriers is accomplished in a cost-efficient manner, while still meeting customers' needs.

6. The Postal Service conducts annual assessments of collection box density, i.e., volume of mail per box, and has done so for many years (including every year that I have worked at the Postal Service). Each test is conducted for a two-week period (usually in September, when the Postal Service anticipates relatively high mail volumes), using scanners to record the data. POM § 314.3. The processes, assessments, and decisions about whether to remove collection boxes are conducted and made by local postal officials throughout the nation based on this data. These determinations are made without involvement from Headquarters, absent unusual circumstances (e.g., the August 18, 2020 Headquarters directive requiring that no collection boxes be removed until after the November 2020 Presidential election).

7. Based on the annual two-week tests, the Postal Service identifies seldom used collection boxes, i.e., collection boxes averaging less than 25 pieces of mail per day, for potential relocation or removal. District and area manager approval is needed to identify a box for potential relocation or removal. Per POM § 315.3, the Postal Service will leave boxes with fewer than 25 pieces per day in place in certain locations to optimize the customer experience (for example, boxes adjacent to senior citizen housing, hospitals, municipal and judicial buildings, and other public facilities).

8. Before the collection box relocation or removal decision is made, the Postal Service places notices of removal on identified boxes for 30 days to give customers an opportunity to comment by contacting their local post office. POM § 314.3. Before removing a

collection box, the Postal Service first considers whether it can relocate the collection box to another location within the neighborhood or community where the volume of mail is higher. If the Postal Service does not identify any such location, district management seeks approval from the overseeing area's Manager Delivery Program Support before removal. POM § 315.3.

9. The process of removing collection boxes is one of the many ways the Postal Service has adjusted its infrastructure to match the declining volumes of First-Class Mail in recent years. Under-used collection boxes require the inefficient use of additional personnel hours along delivery and collection routes, as well as additional maintenance.

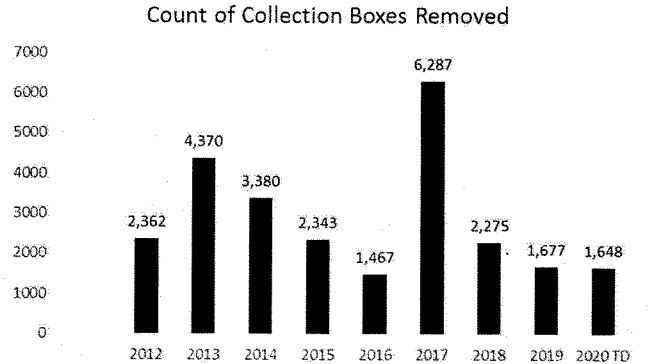
10. Over the last seven years, the Postal Service has removed an average of 3,100 collection boxes per year pursuant to its data-based analytical process. The Postal Service has removed approximately 1,500 boxes thus far in Fiscal Year 2020. The chart below reflects the decrease in the number of collection boxes from October 1, 2012 through August 21, 2020.

**Blue Collection Box Removal Data 2013 = Present**

	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020 to date	Total Remaining to Date
Boxes Removed	-4,370	-3,380	-2,343	-1,467	-6,287	-2,275	-1,677	-1,648	140,837

11. The graph below reflects the count of collection boxes removed per Fiscal Year from 2012 to the present. The chart is based on data that Headquarters collects from CPMS (Collection Point Management System), which collects information from areas and districts.





12. Over the years, the Postal Service has identified and addressed a number of different issues relating to the potentially inefficient deployment of collection boxes. For example, in October 2017, the Postal Service performed a collection box initiative that performed an assessment on approximately 38,238 collection boxes assigned to dedicated collection routes. Collection routes are carrier assignments dedicated to collecting mail only from collection boxes, i.e., they do not collect mail from residential or business mail receptacles.

13. The project's goal was to improve the cost efficiency of deliveries on dedicated collection routes. For example, letter carriers in residential neighborhoods pick up mail from each residence or mail receptacle. The fact that a nearby collection box has low density shows that the local customers' needs for collection can be adequately served by the carriers when delivering along their regular route assignment. Keeping the underutilized collection box in place incurs unnecessary costs to a dedicated collection route. Each stop along a collection route requires more carrier work time. In February 2018, 1,951 boxes were reassigned from dedicated collection carriers to city delivery routes.

14. The Postal Service also evaluates the need for multiple collection boxes adjacent to one another at one location. If the total volume of mail collected from adjacent boxes could be accomplished by fewer boxes, the Postal Service could potentially determine that the redundant boxes be removed (thus reducing mail carrier and maintenance time and costs).

15. Apart from annual density studies, the Postal Service promptly removes mailboxes that have been vandalized or tampered with and on a sporadic basis removes boxes that have been damaged or are in poor condition. POM § 315.4. Attached as Exhibit 2 to this Declaration is the Postal Service's Maintenance Management Order dated March 31, 2020, which sets current collection box policy and procedure (subject to Postmaster General DeJoy's recent directive to pause collection box removal, which is discussed below). If the Area Manager, Delivery Programs Support, determines that a box that has been vandalized or tampered with is unsecure, a local facility may remove the box immediately (without posting a 30-day notice), POM § 315.4.

16. The Postal Service on occasion removes collection boxes for safety reasons. For example, recent civil unrest in Oakland, California, prompted local officials to remove some collection boxes. When the safety concerns are resolved, the Postal Service generally reinstalls the boxes, and it has done so in Oakland.

17. The Postal Service has no plans to reinstall removed collection boxes because, according to the long-established standards discussed above, those boxes do not regularly collect a sufficient volume of mail to justify collection. These boxes were identified by USPS's normal, objective data-based processes, governed by the POM.

18. Pursuant to Postmaster DeJoy's recent directive, the Postal Service has stopped removal of collection boxes until further notice, not to resume until after the November

Presidential election. Damaged collection boxes that cannot be feasibly or safely used and provide security of the mail will be removed and replaced as soon as possible.

19. Postmaster General Louis DeJoy was not involved in any decisions relating to removal of collection boxes prior to August 18, 2020, when he issued a directive that the Postal Service postpone removing collection boxes for a period of 90 days (through the November election and until further notice) while the Postal Service evaluates recent customer concerns regarding removals.

I declare under penalty of perjury that the foregoing is true and correct to the best of my knowledge and belief.

Executed at Washington, D.C. on this 8<sup>th</sup> day of September, 2020

  
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 JENNIFER VO

**Post-Hearing Questions for the Record  
Submitted to Louis DeJoy  
From Senator Thomas R. Carper**

**“Examining the Finances and Operations of the  
United States Postal Service During COVID-19”**

**August 21, 2020**

1. Prior to your testimony before both the Senate and House Committees, you met with House Speaker Nancy Pelosi about the statement you released regarding pausing operational changes. Speaker Pelosi stated, “The Postmaster General’s alleged pause is wholly insufficient and does not reverse damage already wreaked. The Postmaster General frankly admitted that he had no intention of replacing the sorting machines, blue mailboxes and other key mail infrastructure that have been removed and that plans for adequate overtime, which is critical for the timely delivery of mail, are not in the works.”<sup>1</sup> During the hearing before the Senate, Ranking Member Peters directly asked if you intended to bring back any mail sorting machines that have been removed since you took office as Postmaster General. You responded, “There’s no intention to do that. They’re not needed, sir.” I later asked if you would restore the mail collection and processing capacity that the Postal Service had lost in the recent weeks during your tenure. You responded “It’s insignif[icant]...it’s not material to anything that we do, and we’re sticking with ... where we’re at right now.” You were again asked during the hearing before the House Committee on Oversight and Reform whether you would commit to reversing operational changes. You again responded, “No.”
  - a. In order to meet service standards and to fulfill the strong commitments you have made regarding the delivery of election mail, what specific information or analysis do you possess that indicates there is no need to undo or reverse any actions you have taken regarding operational changes?

**Response:**

**The Postal Service is ready to handle the volume of Election Mail it receives. Our number one priority is to deliver Election Mail in a timely manner. Effective October 1, we have engaged standby resources in all areas of Postal Service operations, including transportation, to satisfy any unforeseen demand.**

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<sup>1</sup> Pelosi Statement After Conversation with Postmaster General (Aug. 19, 2020), <https://www.speaker.gov/newsroom/81920>.

To put it in context, the Postal Service delivers 433 million pieces of mail a day. Even if all Americans were to vote by mail this year, 330 million ballots over the course of the election would be only three-quarters of what the Postal Service delivers in one single day.

The Postal Service has more than enough capacity, including collection boxes and processing equipment, to handle all Election Mail this year, which is predicted to amount to less than 2% of total mail volume from mid-September to Election Day.

Volumes were projected for October 2020 factoring in year over year declining volume trends and adjusted to account for expected increases in political and Election Mail volumes. Normal operating run times were calculated based on the inventory of mail processing equipment available at the beginning of September of this year. Run times were then projected by site based on the forecasted October volumes. The forecasted run times were compared to available machine times and August run times to identify which sites can anticipate a need to expand their run times. Based on available machine time, we do not anticipate a need to undo or reverse the equipment removals generally, though specific machines may be restored when necessary to fulfill our service commitments with regard to Election Mail.

2. In your August 18, 2020 statement, you committed to suspending particular initiatives until after the election. You specifically assured the American public of the following: retail hours at Post Offices will not change; mail processing equipment and blue collection boxes will remain where they are; no mail processing facilities will be closed; and you reasserted that overtime has, and will continue to be, approved as needed. Since you made this commitment and testified under oath before both Senate and House committees, we have seen reports that mail processing equipment is still being removed in facilities.<sup>2</sup>
  - a. If mail processing equipment is being removed following your explicit announcement to halt these actions, will you commit to returning any equipment removed after August 18, 2020?

**Response:**

In order for a machine to be considered removed from service, it must first be stored, tarped, or decommissioned in our Web End of Run (WebEOR) reporting system. No machines have been stored, tarped, or decommissioned since the August 18 announcement. With respect to machines removed prior to the announcement, because removed machines are generally disassembled for their usable parts, with such parts being removed to maintain or enhance other machines, there is no current plan to return removed machines to service. Over the past month, however, a limited number of machines that were disconnected, but not dismantled and removed, have been put back into service. We have enough capacity to

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<sup>2</sup> See, e.g., Local Postal Workers Question Dismantling of Mail Sorting Machines (Aug. 25, 2020), <https://www.nbcdfw.com/news/local/local-postal-workers-question-dismantling-of-mail-sorting-machines/2432582/>.

**process current and anticipated mail volumes with the existing machine fleet. Moreover, if it is determined that it is necessary to add processing capacity to fulfill our service commitments with regard to Election Mail, available processing equipment will be returned to service.**

3. Senator Manchin of West Virginia shared the following with me: Charleston Processing & Distribution Center (P&DC) serves one of the largest geographic areas in the country, covering nearly all of West Virginia along with eastern Kentucky, western Virginia, northeast Tennessee, eastern Ohio and southwest Pennsylvania. Senator Manchin visited this facility on August 17, 2020, and witnessed firsthand that critical machinery had been taken out of service after you had entered the role of Postmaster General. Specifically, he can personally report that three Delivery Bar Code Sorter (“DBCS”) machines and one Advanced Facer Canceled System (“AFCS”) are already out of service, while one Automated Flat Sorter Machine (“AFSM”) is slated to be put out of service soon. These changes have already reduced DBCS capacity at the facility by 18% and AFCS capacity by 25%, and would reduce AFSM capacity by 50%. Across the country, reports suggest that the Postal Service has been working to decommission 671 of these machines, representing 10% of its inventory. On August 18, 2020, you stated that you were suspending actions like those described above until after the election is concluded, but internal USPS documents released to the press seem to indicate that 95% of these sorting machines were already set for removal by the end of July – meaning that the damage has already been done. As of August 21, 2020, the P&DC facility in West Virginia has not received any direction to reactivate the critical machines you have already mothballed across the nation.

- a. Do you intend to reinstate the critical machinery you took out of service?

**Response:**

**Yes, we recently reinstated three mail sorting machines in the Charleston, WV, Processing & Distribution Center.**

4. Under 39 U.S.C. §3633, any time the Postal Service considers “a change in the nature of postal services that will generally affect service on a nationwide or substantially nationwide basis,” the Postal Service is required to seek an advisory opinion from the Postal Regulatory Commission, following a hearing on the record. Based on reports of mail delays from across the country, the recent operational changes implemented and halted—at least in part—clearly affected services “on a nationwide or substantially nationwide basis.” Will you commit to seeking an opinion from the Postal Regulatory Commission before you re-implement any of these changes?

**Response:**

The Postal Service requests an advisory opinion in any instance when we are implementing a “change in the nature of postal services” within the meaning of 39 U.S.C. § 3661. The precise meaning of this provision is subject to active litigation. As we have and will continue to articulate, the Postal Service does not consider it necessary or appropriate to request an advisory opinion prior to implementing operational initiatives that seek to enhance operational efficiency while continuing to meet our service standards. While the Postal Service’s recent efforts to better adhere to our transportation schedule had the unintended consequence of impacting the Postal Service’s service performance, which should not have happened, and which is being fixed, such unintended and temporary reductions in service performance due to implementation challenges do not mean that Section 3661 applies to such efforts.

The Postal Service’s ability to achieve our statutory mission of providing prompt, reliable, and efficient universal postal services in a self-sustaining manner depends fundamentally on Postal Service management continually undertaking efforts to reduce costs and improve efficiency. If all such efforts were subject to the extensive on-the-record hearing procedures of the advisory opinion process, simply because of the possibility that implementation problems could arise that result in a temporary impact on the Postal Service’s service performance, then the Postal Service’s managerial flexibility would be substantially, if not entirely, curtailed. We do not believe that Section 3661 can logically be interpreted to have this effect.

5. In your testimony, you committed to prioritizing Election Mail over all other mail. Will you commit in writing to treating all Election Mail—and, most critically, blank and completed ballots—as First-Class Mail, regardless of how it is designated, as has been a longstanding Postal Service practice?

**Response:**

The Postal Service has made a commitment to prioritize Election Mail that is entered as Marketing Mail regardless of paid class.

As a point of clarification, the Postal Service has always prioritized Election Mail, but it has never been the practice of the Postal Service to treat all Election Mail as First-Class Mail regardless of the postage rate paid for it. Instead, the Postal Service has a practice of advancing Election Mail entered as Marketing Mail to fill the processing window for each sort program after all committed First Class Mail has been cleared. This leads to Election Mail entered locally as Marketing Mail receiving delivery speeds nearly equal to First Class Mail.

Consistent with this practice and recent court orders, the Postal Service has issued directives that state that we will “prioritize Election Mail that is entered as Marketing Mail regardless of paid class.” Those directives further explain that “Election Mail entered as

**Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously to the extent feasible so that it is generally delivered in line with the First-Class Mail delivery standards.”**

**Moreover, we have issued guidance stating that “to further support the timely delivery of Election Mail, and consistent with our practices in past election cycles, the use of extraordinary measures beyond our normal course of operations is authorized and expected to be executed by local management between October 26 and November 24, to accelerate the delivery of ballots, when the Postal Service is able to identify the mailpiece as a ballot.”**

**Please find attached a copy of the September 21, 2020 Clarifying Operational Instructions, September 24, 2020 Stand-Up Talk entitled “Ready to Deliver Election Mail for the Nation,” and the September 25, 2020 memorandum entitled “Additional Resources for Election Mail Beginning October 1.”**

6. Will you commit to permitting USPS employees to serve as witnesses for mail-in ballots?

**Response:**

**It has been the Postal Service’s longstanding policy for employees to not serve as witnesses for mail-in ballots.**

7. USPS General Counsel Marshall recently notified election officials in 46 states and the District of Columbia that the Postal Service might not be able to deliver ballots in time in those states.

- a. Who directed Mr. Marshall to send these letters to the states? Was the Board of Governors involved in the decision to send the letters?
- b. In any previous election, has the Postal Service notified nearly every state that it could not deliver ballots on time?
- c. Given the commitments you have made in recent days to prioritize election mail, do you plan to update the notices you provided to any of the 46 states?

**Response:**

**The purpose of the referenced letters was to inform state officials of circumstances in which the requirements and deadlines of state law were incongruous with Postal Service delivery standards. They were intended to impart a simple, common-sense message: elections officials who are using the mail as part of their electoral processes, and individual voters using the mail to vote, should consider the operational capabilities of the Postal Service.**



The Postal Service's central recommendation—that voters plan ahead such that they can mail back their ballot at least 7 days before the deadline set forth in state law—was the same message we have conveyed in prior years. While this message was not conveyed in individual state letters in the past, the increased focus on Election Mail due to the pandemic led the Postal Service to decide to conduct greater outreach to state elections officials this year. This outreach strategy was developed by Postal Service management in the spring in consultation with members of the Board.

As in prior years, the Postal Service has committed to take extraordinary operational measures to seek to deliver Election Mail in a timely manner regardless of when it is entered. However, it remains a common-sense best practice for voters to continue to adhere to the Postal Service's recommendation to plan ahead and mail their ballots back at least a week before Election Day.

8. On August 21, 2020, USPS's Justin Glass provided Congressional staff with a briefing on Election Mail. During the briefing, Glass stated that his position as the Director for Election Mail was an "ad hoc" position created in April 2020. Glass also stated the former Deputy Postmaster General created a "comprehensive outreach plan" designed to provide states with necessary information regarding service standards on Election Mail.

- a. Please provide staff with this "comprehensive outreach plan."

**Response:**

Attached is a copy of the Election and Political Mail Strategic Outreach Plan. Please note that this plan was finalized May 4, 2020. Based on insights gained during primary elections and feedback received through ongoing engagement with election officials, key messaging has since been clarified and refined.

- b. Please provide staff with the reasoning behind the creation of Justin Glass's position and a description of his responsibilities.

**Response:**

The position assigned to Mr. Glass includes overseeing the increase in needed outreach efforts, uniting the existing task team under executive leadership, guiding and directing field leadership in executing plans and processes, and providing a communication line to and from the Executive Leadership Team for quick support and direction. Mr. Glass was selected to lead the Postal Service's efforts around the 2020 Election season based on his experience through his successful coordination of the 2020 Decennial Census and the 2020 stimulus check program.

**Mr. Glass' responsibilities include:**

- **Coordination of the outreach program**
- **Helping to lead the Election Mail Task (or Strike) Team**
- **Providing necessary communication/leadership to field managers/leaders**
- **Coordinating cross-functional efforts related to Election Mail across the relevant Postal organizations: Operations, Marketing, Government Relations, Legal, Corporate Communication, Information, Mail Entry, and others as necessary**
- **Liaison between Executive Leadership Team and various organizations, as well as with field operations**
- **Reporting & Presenting to Postmaster General and Board of Governors**
- **Presenting information to and meeting with State officials and staff, and Congressional officials and staff**



September 21, 2020

OFFICERS, PCES, AND PAY BAND MANAGERS

SUBJECT: Clarifying Operational Instructions

The number one priority for Postmaster General DeJoy and the Postal Service between now and Election Day is the secure and on-time delivery of the nation's election mail. Effective October 1, 2020, the Postal Service will make additional resources available in all areas of operations, including collection, processing, delivery, and transportation, to satisfy increased demand and unforeseen circumstances. These additional resources will include, as needed, additional staffing, additional transportation, and expanded mail processing windows and delivery trips, among others. Further guidance on use of additional resources will be provided separately.

To address any misinformation and clear up any confusion about the status of the Postal Service's practices concerning Overtime, Hiring, Retail Hours, Collection Boxes, Late and Extra Trips, Mail Processing, and Election Mail, these Clarifying Operational Instructions detail practices as they currently stand related to those topics.

As you may also be aware, a federal district court recently issued an order imposing certain requirements for the handling of mail. These Instructions are also intended to provide guidance to assist in carrying out the specific directives required by that order, as they relate to current operational practices.

The approach to the matters outlined in these Instructions will remain in effect until further notice and supersede any previous guidance provided on these specific topics that could be seen as conflicting with these Instructions, whether from Headquarters or the field.

**1. Overtime**

Postal Service Headquarters has not imposed, and will not impose, any nationwide changes that ban or newly restrict overtime prior to Election Day. Overtime use has not been banned, nor have any caps been placed on overtime hours. Front-line supervisors and managers will continue to schedule employees' work hours and oversee employee overtime, including planning for any needed prescheduled overtime, directing unscheduled overtime, and approving employee requests for overtime work based on the workload. Supervisors will continue to set schedules with the goal of matching the expected earned work hours with appropriate staffing. Management will continue to monitor the use of work hours and overtime so that it can identify and address problems that may be the cause of work not being performed within expected work hours or managed inefficiently.

The Postal Service's consistent practice in the past is to use justified and approved overtime hours where needed to deliver the mail on time, and that practice will continue. Overtime has been, and will continue to be, utilized as necessary to fulfill our mission. As will be discussed in more detail in the forthcoming guidance regarding the use of additional resources starting on October 1, use of overtime necessary to expeditiously move Election Mail should be approved.

## **2. Hiring**

Postal Service Headquarters has not implemented a total hiring freeze. Because of the realignment of the Postal Service's reporting structure announced on August 7, 2020, Postal Service Headquarters has suspended hiring for EAS positions to ensure proper placement of any current employees that may be impacted by the restructuring. Although hiring of EAS positions has been suspended, there is a process in place to request exceptions to fill critical EAS positions.

The suspension of EAS hiring does not impact the filling of craft positions. Craft positions will continue to be filled pursuant to the applicable collective bargaining agreement. The Postal Service has hired, and will continue to hire, new employees to address staffing shortages caused by the COVID-19 pandemic and otherwise.

## **3. Retail Hours**

Postal Service Headquarters has not directed or authorized a reduction in retail window hours. Evaluating retail hours is part of an annual process to optimize the Postal Service retail network. The Postal Service was in the process of gathering data to make decisions regarding retail hours based on customer demand. Given both congressional and public concern, the Postal Service will not be adjusting retail hours prior to the November 2020 elections.

There may be unforeseen circumstances beyond the Postal Service's control that necessitate the temporary change of retail hours or the temporary closure of a retail facility such as natural disasters, or conditions that reduce employee availability or create an unsafe environment for employees like the COVID-19 pandemic or civil unrest. However, local managers are not permitted to reduce retail hours without review and approval by both Area and Headquarters management.

There are Village Post Offices (VPO) and Contract Postal Units (CPU) that on occasion decide to terminate their contract or close due to uncontrollable circumstances. If the Postal Service is unable to negotiate an extension of services with these non-postal entities, there is no choice but to honor the contract termination. The Postal Service is currently in communication with those VPOs and CPUs that have indicated they intend to terminate their services prior to the November 2020 elections to determine whether an arrangement can be made to extend their services until after the elections.

## **4. Collection Boxes**

Pursuant to the Postmaster General's August 18, 2020 directive, the Postal Service has suspended the removal of any additional collection boxes until after the 2020 elections. The Postal Service regularly reviews the need for, and location of, collection boxes in accordance with the Postal Service Postal Operations Manual. The purpose of these reviews is to ensure that mail collection within areas served by letter carriers is accomplished in a cost-efficient manner, while still meeting customers' needs. Over the last seven years, the Postal Service has removed an average of 3,100 collection boxes per year. This year, approximately 1,500 collection boxes have been removed.

Although the Postmaster General has suspended the removal of collection boxes between now and the November 2020 elections, it is important to note that there are instances where removal of a collection box is necessary. In the event of extreme weather conditions, collection boxes may be removed or covered to prevent damage. During events that involve national security, collection boxes along the transportation route may be temporarily removed for public safety. Similarly, localized events such as wildfires or civil unrest may necessitate a temporary removal of a collection box. These removals are temporary and collection boxes must be returned as soon as possible.

Between now and the November 2020 elections, it is critical that, if any collection boxes are damaged (for example, by hurricane or a car accident) and taken out of service, that they be replaced as soon as possible. If a collection box is in an area that is restricted for security or safety reasons, any request to cover or remove a collection box must be raised through appropriate communication channels. Communication between local office and District/Area/Headquarters channels is critical. Postmaster/Station Managers must notify their District Manager when there is an issue with a collection box. District Managers must notify Area Retail & Delivery Operations Vice Presidents, who must notify the Vice President of Delivery Operations to ensure all leadership is aware of the issue and can oversee the removal and subsequent replacement of the collection box.

Postal Service Headquarters is not planning to reinstall collection boxes that were removed as part of its routine review prior to the Postmaster General's statement concerning operational commitments issued on August 18, 2020. To be clear however, no additional collection boxes should be removed until after the election, other than on a temporary basis, and only for the reasons described herein.

#### **5. Late and Extra Trips**

Adherence to transportation schedules has long been a priority of the Postal Service. Because noncompliance with transportation schedules was a chronic problem that was causing late deliveries and unnecessary costs, there has been an organizational focus on adhering to the transportation schedules over the last two years.

After the Postmaster General took office, he reemphasized the need to ensure that the Postal Service's trucks run on time and on schedule, with the goal of mitigating unnecessary late and extra trips. This effort does not mean that mail should be left behind, (it should not), but rather that processing schedules should align with transportation schedules. Moreover, the Postmaster General has not banned the use of late or extra trips; when operationally required, late or extra trips are permitted.

Consistent with the court order referenced above, transportation, in the form of late or extra trips that are reasonably necessary to complete timely mail delivery, is not to be unreasonably restricted or prohibited. Managers are authorized to use their best business judgment to meet our service commitments.

#### **6. Mail Processing**

Pursuant to the Postmaster General's August 18, 2020 directive, and consistent with the order of the federal district court, no mail processing facilities will be closed or consolidated until after the November 2020 elections. Moreover, the Postal Service has suspended all removal of letter and flat sorting machines until after the November 2020 elections. During Fiscal Year 2020, approximately 700 letter and flat sorting machines were disconnected and/or removed. These reductions were made pursuant to volume modeling and equipment reduction targets for various mail processing equipment sent to the Area Vice Presidents for review and implementation on May 15, 2020, consistent with longstanding Postal Service practice. The reduction targets, which were based on significant volume reductions in letter and flats mail volume, and with the further decline due to COVID-19, were broad targets for reduction, with the final decisions regarding machine removal being determined after discussions between local management and Headquarters. Postal Service Headquarters has determined not to make any further removal of equipment until after the November 2020 elections.

Because removed machines are generally disassembled for their usable parts, with such parts being removed to maintain or enhance other machines, there is no current plan to return removed machines to service. Over the past month, however, a limited number of machines that were disconnected, but not dismantled and removed, have been put back into service. We have more than sufficient capacity to process current and anticipated mail volumes with the existing machine fleet.

As of September 18, 2020, Headquarters has approved all requests to reconnect machines directed to the Headquarters Director of Processing Operations and has provided Regional Vice Presidents with authority to reconnect machines where doing so is necessary. Specifically, if it is determined that it is necessary to add processing capacity to fulfill our service commitments with regard to Election Mail, available processing equipment will be returned to service. Any requests to reconnect a sorting machine reduced since June 2020, because it is believed that the machine is necessary to ensure the timely processing and delivery of Election Mail should be made by the relevant installation head to the relevant Regional Vice President. Any request will be processed within three days, as required by the order of the federal district court.

#### **7. Election Mail**

The Postal Service and Postmaster General DeJoy have repeatedly reaffirmed their commitment to the timely delivery of Election Mail. Election Mail is defined as "any item mailed to or from authorized election officials that enables citizens to participate in the voting process." This includes ballots, voter registration forms, ballot applications, polling place notifications, and similar materials. This specific mail qualifies as Election Mail both when it is sent to voters from election officials at the state and local levels and when it is returned by voters to those officials. This is distinct from "political mail," which is sent by political candidates, political action committees, and similar organizations in order to engage in issue advocacy or to advocate for candidates or other things, such as initiatives, that may appear on a ballot. See Postal Bulletin 22551, July 30, 2020, at 4.

Consistent with the court order referenced above, we will continue to prioritize Election Mail that is entered as Marketing Mail regardless of the paid class. Election Mail identified by the official Election Mail logo or other Postal Service visibility tools will continue to be prioritized pursuant to our long-standing practice. In that regard, please continue to use standardized log sheets to track Election Mail through processing and continue to conduct daily "all clears" as previously instructed to ensure that all Election Mail is accounted for in the system and mail scheduled or "committed" to go out is processed accordingly. Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously to the extent feasible so that it is generally delivered in line with the First-Class Mail delivery standards. In that regard, to the extent necessary, please expand processing windows on letter and flat sorting equipment to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day. Please also continue to prioritize Election Mail, including ballots entered with Green Tag 191, when loading trucks.


Consistent with our long-standing practice, we recognize that it is sometimes not operationally feasible to deliver Election Mail entered as Marketing Mail in line with First-Class Mail delivery standards. This is particularly true with respect to Election Mail Marketing Mail volume that would require air transportation to meet First-Class Mail delivery standards, as this volume typically travels through our ground transportation network, and our systems do not permit Marketing Mail to travel by air. We intend to seek clarification on this item, to make sure that the court understands this limitation and that it is consistent with the court's order.

#### **8. Nationwide Changes in Service**

Under the applicable law, the Postal Service cannot make changes to the nature of Postal Services without first seeking an advisory opinion from the Postal Regulatory Commission. Consistent with the order of the federal district court referenced above, the Postal Service will not make any changes to our retail, delivery or processing operations, that will generally affect service on a nationwide, or substantially nationwide, basis, prior to the upcoming national election.

Thank you for your attention. If you have any questions regarding Logistics and Processing Operations, please contact Mike Barber, Vice President, Processing and Maintenance Operations. If you have any questions regarding Retail and Delivery Operations, please contact Joshua Colin, Vice President, Delivery Operations or Angela Curtis, Retail and Post Office Operations.

We are continuing to evaluate our legal obligations and will circulate updates as necessary.

  
Kristin A. Seaver  
Chief Retail & Delivery Officer  
and Executive Vice President  
David E. Williams  
Chief Logistics & Processing Operations  
Officer and Executive Vice President

## **Mandatory Stand-Up Talk**

**Sept. 24, 2020**

### **Ready to deliver Election Mail for the nation**

The Postal Service's number one priority between now and Election Day is the secure, on-time delivery of the nation's Election Mail — and we are ready to deliver for our country.

There has been a lot of media coverage — including many reports with inaccurate information — about Election Mail. To clear up any confusion, and to ensure compliance with a recent court order requiring certain practices, management has been given operational instructions. These instructions will remain in effect until further notice. Specifically:

- **Overtime.** Front-line supervisors and managers will continue to schedule work hours based on workload. Overtime is authorized and instructed to be used as necessary to fulfill our mission and expeditiously move Election Mail.
- **Hiring.** The Postal Service has not implemented a total hiring freeze. EAS hiring was suspended August 7, because of the realignment of our reporting structure. This suspension does not impact hiring for craft positions. Craft positions will continue to be filled in accordance with collective bargaining agreements.
- **Retail Hours.** The Postal Service will not reduce retail hours before the November elections. Natural disasters, civil unrest, or lack of employee availability due to the coronavirus pandemic may necessitate temporary changes, but local managers are not permitted to reduce retail hours without review and approval by both Area and Headquarters management.
- **Collection Boxes.** The Postal Service has suspended the removal of any collection boxes until after the 2020 elections. There may be temporary removal or covering of boxes due to extreme weather, national security incidents, or local events such as wildfires or civil unrest. It is critical that any collection boxes damaged — for example, by hurricane or a car accident — be reported and replaced as soon as possible.



- **Late and Extra Trips.** Late or extra trips have not been banned; they should not be restricted if they are reasonably necessary to complete timely mail delivery. Managers are authorized to use their best business judgment to meet service commitments. Focusing on the transportation schedule does not mean that mail should be left behind — it should not. Instead, processing and transportation schedules should be aligned to help reduce late deliveries and unnecessary costs.
- **Mail Processing.** No mail processing facilities will be closed or consolidated, and no letter or flat sorting machines will be removed before the November elections. We have more than sufficient capacity to process current and anticipated mail volumes with our existing machine supply. Available machines will be returned to service if Headquarters or the Regional Vice President determine that doing so is necessary to fulfill our Election Mail service commitments.
- **Election Mail.** We will continue to expedite Election Mail that is entered as Marketing Mail, as is our long-standing practice. Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously. To make this possible, please expand processing windows on letter and flat sorting equipment to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day.

Please also continue to prioritize Election Mail, including ballots entered with Green Tag 191, when loading trucks, and continue to use standardized log sheets to track Election Mail. Conduct daily “all clears” to ensure that all Election Mail is accounted for in the system and processed accordingly.

The Postal Service and our Postmaster General have repeatedly reaffirmed our commitment to the timely delivery of Election Mail. You can help us meet that commitment and prove that we are ready to deliver. Our country and our customers are counting on us.

Thank you for your attention and thank you for your service to our customers every day.

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September 25, 2020

**OFFICERS, PCES, AND PAY BAND MANAGERS**

**SUBJECT:** Additional Resources for Election Mail Beginning October 1

The November 3, General Election is fast approaching. While normal First-Class and Marketing Mail volumes are down considerably, the volume of Election Mail will be at an all-time high this season. COVID-19 has changed the way millions of people will vote this year, and many are turning to the United States Postal Service to deliver their ballots. Recognizing our important role in the democratic process, the Postmaster General has reiterated that our number one priority is the proper handling and timely delivery of all Election Mail, especially ballots.

Effective October 1, additional resources are being made available for District Managers, Postmasters, Division Directors, and Plant Managers to utilize, as they determine, to support the timely and expeditious handling of the increased volume of Election Mail, which is defined by the Postal Service as any item mailed to or from authorized election officials that enables citizens to participate in the voting process, such as ballots, voter registration cards, ballot applications, and polling place notifications. District Managers, Postmasters, Division Directors, and Plant Managers are authorized and instructed to use these additional resources to ensure that all Election Mail is prioritized and delivered on time. These resources are in addition to the existing processes and procedures for Election Mail.

These resources include, but are not limited to:

**1. Processing**

As previously provided in the Clarifying Operational Instructions distributed on September 21, Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously to the extent feasible so that it is generally delivered in line with First-Class Mail delivery standards. Processing windows on letter and flat sorting equipment should be expanded as necessary to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day. Further, to the extent possible, Election Mail received after the Critical Entry Time should be processed and advanced as if it arrived prior to the Critical Entry Time, unless doing so would disrupt on-time service for Election Mail received prior to the Critical Entry Time.

Other additional processing resources are also authorized and instructed to be used to ensure that Election Mail stays current and moving through the Postal Service's network. This includes, but is not limited to, early cancellations the week before Election Day to ensure all collected ballots are processed timely.

**2. Transportation**

Extra transportation resources are authorized and instructed to be used to ensure that Election Mail reaches its intended destination in a timely manner. This includes, but is not limited to, extra trips from all points of processing and delivery (e.g., retail units and plants), as necessary to connect Election Mail to its intended destination or the next stage in Postal Service processing.

**3. Delivery/Collections**

Extra delivery and collection trips are authorized and instructed to be used to ensure, to the best of our ability, that completed ballots entered on Election Day reach the appropriate election official by the state's designated deadline on Election Day. This includes, but is not limited to, early collections the week before Election Day to ensure all collected ballots are processed timely, and delivery of ballots found in collections on Election Day to election boards within states requiring ballots be returned by a designated time on Election Day.

**4. Overtime**

Overtime is authorized and instructed to be used to support these additional resources and the completion of the additional work, as needed.

In addition, to further support the timely delivery of Election Mail, and consistent with our practices in past election cycles, the use of extraordinary measures beyond our normal course of operations is authorized and expected to be executed by local management between October 26 and November 24, to accelerate the delivery of ballots, when the Postal Service is able to identify the mailpiece as a ballot.

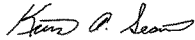
These extraordinary measures include, but are not limited to, expedited handling, extra deliveries, and special pickups as used in past elections, to connect blank ballots entered by election officials to voters or completed ballots returned by voters entered close to or on Election Day to their intended destination (e.g., Priority Mail Express, Sunday deliveries, special deliveries, running collected ballots to Boards of Elections on Election Day, etc.).

We will continue to communicate closely with election officials to encourage them to send ballots earlier. We have also educated voters across the nation to request their ballots early (if they are required to request a ballot) and to return their ballots early, if they plan on using the mail for one or both legs of the journey.

Despite our best efforts to educate and communicate, however, we know that there will be entries of ballots to and from voters that will require us to take the extra steps set forth herein to ensure timely delivery. The additional resources available beginning October 1, and our robust practices and procedures that we employ every election cycle as described above, will help ensure that we are able

to do everything in our power to meet our customers' expectations that mail will be delivered in a timely manner when our customers use the mail to facilitate or participate in the electoral process.

Thank you for your hard work and dedication in delivering America's Election Mail.



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Kristin A. Seaver  
Chief Retail & Delivery Officer  
and Executive Vice President



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David E. Williams  
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May 4, 2020

## General Election Outreach to States Strategic Plan

### Overview

This strategic plan outlines an approach to work with state elections officials to prepare for the expected surge in absentee ballots for the 2020 general election. Our goal is to educate states on ballot and envelope design to ensure their compatibility with mail processing equipment, which mail products to use to meet state statutory timeframes and Postal Service standards, and how to track ballots. We also intend to develop an operational plan with each state to ensure the timely delivery of ballots to voters and election officials.

While we will outreach to all states and territories, this Strategic Plan prioritizes states and state election officials for targeted outreach, identifies the key messages and content, and outlines the internal resources required to execute this plan effectively.

This plan also includes a focus to outreach to key national and state political campaigns to support political mail efforts with information on mailing requirements, an operational plan to ensure timely delivery of political mail, and issue resolution.

### State Outreach Priorities and Approach

#### Background

Some of the most significant issues we saw during the 2016 and 2018 elections at the state and local level with absentee ballots included poor mail piece design, supply chain problems, printing problems, unrealistic state statutory timeframes for requesting a ballot, inconsistent approaches to election mail by local boards of election within states, the lack of understanding of service standards for mail class used on outbound ballots, and no intelligent mail barcode to track mail pieces.

These issues will be magnified by the increased volume of election mail ballots expected for the general election as a result of concerns about COVID-19. For example, can printers handle the volume of requested ballots, does the state have the infrastructure to get this volume of ballots out to the voters in a timely fashion, what new messaging to the voters needs to take place.

There are 19 states that maintain excuse absentee voting, requiring voters to provide a valid reason in order to vote by mail with an absentee ballot. State election officials in states with excuse requirements generally have less experience with mailing requirements. These states will have significant challenges in building an infrastructure with the capacity to handle a large volume of absentee ballots. For that reason, we have prioritized our outreach to these states.

#### Approach

The DPMG and COO have responsibility for the Election Mail efforts and will update the ELT Election Mail Steering Committee, comprised of the DPMG, COO, CCMO, CIO, and VP Corporate Communications. The HQ Election Mail Team, comprised of a cross-functional team from these ELT groups will develop the strategy, briefing materials and oversight to four Election Mail Outreach Program Managers. The Election Mail Outreach Program Managers will lead the Area Election Mail Outreach Teams that will provide recommendations and best practices for the processing and delivery of election mail materials to state and local election officials. The Area Outreach Teams will be comprised of Field dedicated resources to provide support from election mail planning, design, printing, and USPS execution of mail processing and delivery for the general election. The teams will also be responsible for working through issue resolutions that may arise during the election period. The state and local election

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officials will be provided with the names and contact information for key Postal Service points of contact such as mail piece design analysts.

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Outreach Priorities

- Conduct outreach to state level officials of priority states, identified below, over a two-week period
- Conduct outreach to the remaining states in a second wave of outreach
- The DPMG will contact each Secretary of State over a four-week period to get agreement with the Postal Service's election mail strategic plan.
- Communicate through national organizations, such as National Association of Secretaries of State (NASS), National Association of State Elections Directors (NASED) and Election Assistance Commission (EAC)

On February 2020, before any changes to voting rules, 19 states and 5 territories were excuse absentee voting:

1. Alabama
2. Arkansas
3. Connecticut
4. Delaware
5. Indiana
6. Kentucky
7. Louisiana
8. Massachusetts
9. Mississippi
10. Missouri
11. New Hampshire
12. New York
13. Pennsylvania
14. Rhode Island
15. South Carolina
16. Tennessee
17. Texas
18. Virginia
19. West Virginia
20. American Samoa
21. Guam
22. Northern Mariana Islands
23. Puerto Rico
24. U.S. Virgin Islands

The remaining states will also be contacted to ensure that there are no anticipated changes in processes or absentee ballot design planned for the general election.

The briefing sheets for each state will indicate whether the state has already conducted their primary elections, which include state and local elections.

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#### **State Election Directors Outreach**

The designated Postal Service election mail teams will contact individual state Election Directors over a two-week period to provide recommendations and best practices for the processing and delivery of election mail materials to state and local election officials. The Election Mail Outreach Teams should be knowledgeable about election mail guidance and include an Election Mail Program Manager, the Area and respective District Election Mail Coordinators, and staff with expertise on mail piece design, mailing standards and requirements, intelligent mail solutions, and postage payment options. It is also critical that a designated resource provide program management support, from scheduling of meetings, summarizing meeting discussions, reporting issues to the HQ Election Mail team, tracking deliverables through completion, daily reporting of deliverables and associated status for each of the states.

Briefing documents for each state will be prepared by the HQ Election Mail team that outline each state's upcoming elections, their statutory requirements for absentee balloting and postmarking, any recent or expected changes to those rules and procedures, and any recent Election Mail issues that have been reported in the state. The specific issues to discuss at the meeting are included in the appendix.

#### **Secretaries of State Outreach**

The Deputy Postmaster General (DPMG) will lead discussions with each Secretary of State of the priority states over a four-week period. Briefing documents for each state will be prepared that outline each state's upcoming elections, their statutory requirements for absentee balloting and postmarking, any recent or expected changes to those rules and procedures, and any recent Election Mail issues that have been reported in the state. If the State Election Director meeting has already been conducted, a summary of the meeting and agreed next steps will be included in the briefing materials and reinforced during the call. The specific issues to discuss at the meeting are included in the appendix.

#### **National and State Organizations Outreach**

The DPMG could hold teleconferences with state elections officials organized by the National Association of Secretaries of State (NASS) and the National Association of State Elections Directors (NASSED). Other opportunities include the periodic meetings with state election officials organized by the Department of Homeland Security and the Election Assistance Commission (EAC).

The Deputy Postmaster General (DPMG) will discuss with the national and state political parties the Postal Service's support for political mail efforts, including mail piece design, coordination of political mailings and delivery, and a customized issue resolution process for political mail. The Political Mail Strike Team, managed by the CCMO, will lead the outreach efforts to national and local political campaigns to provide this level of support.

#### **Workflow and Deliverable Tracking**

The HQ Election Mail Team will be responsible for setting outreach strategy, prioritization, and managing the efforts of the Election Mail Outreach Teams. The HQ Election Mail Team will be responsible for developing and sharing State Outreach Briefs to the Election Mail Outreach Teams. The HQ Election Mail Team will also update the ELT Election Mail Steering Committee on progress and concerns.

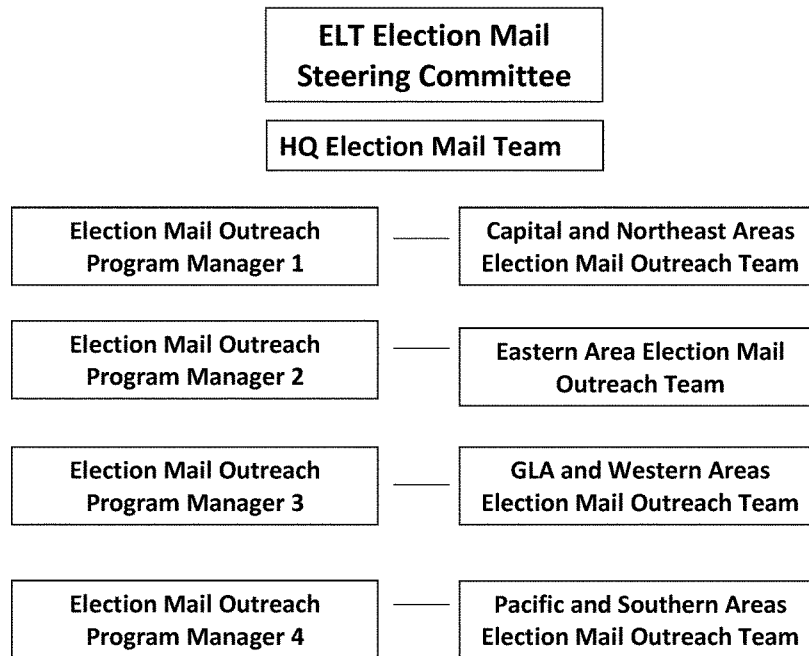
The Election Mail Outreach Teams are responsible for conducting meetings with elections officials using the briefing materials, assigning deliverables and following up through completion, and documenting the discussions and tracking efforts.

A system to track all outreach meetings, deliverables assigned, and progress to completion is needed and is to be updated by the Election Mail Outreach Teams and accessed by the HQ Election Mail Team.



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## State and Territory Outreach Prioritization

Area	PRIORITY STATES		REMAINING STATES
	Excuse Absentee Voting	New to Vote-By-Mail for 2020 elections	No Excuse Absentee Voting
Capital Metro	South Carolina Virginia		District of Columbia Georgia Maryland North Carolina
Eastern	Delaware Kentucky Pennsylvania Tennessee West Virginia		Ohio New Jersey
Great Lakes	Indiana Missouri		Michigan Illinois Wisconsin
Northeast	Connecticut Massachusetts New Hampshire New York Rhode Island Puerto Rico U.S. Virgin Islands		Maine Vermont
Pacific	American Samoa Guam Northern Mariana Islands	California Hawaii	
Southern	Alabama Arkansas Louisiana Mississippi Texas		Florida Oklahoma
Western		Utah	Alaska Arizona Colorado Idaho Iowa Kansas Minnesota Montana Nebraska Nevada New Mexico North Dakota Oregon South Dakota Washington

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			Wyoming
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### Election Mail Resources

#### ELT Election Mail Steering Committee

DPMG, COO, CCMO, CIO, VP Corporate Communications

- Establish Election Mail Strategic Plan
- Provide strategic guidance to HQ Election Mail Team

#### HQ Election Mail Team

Team Member	Functional Area	
Justin Glass	Operations	Team Lead
Daniel Bentley	Marketing	Marketing Lead
Emily Matyas	Marketing	Marketing support
Will Hensley	Government Relations/Marketing	Marketing support
Rod Sallay	Government Relations	Government Relations lead
Michael Wilson	Government Relations	Government Relations support
Abby Healy	Law Department	Legal support
Leonetta Jackson	Operations	Operations lead
LaShawn Jones	Operations	Operations support
Helen Manana	Operations	Operations support
Angela Dyer	Mail Entry & Payment Technology	Mail Piece Design
Steve Jones	Enterprise Analytics	Corporate Reporting
Heather Dyer	Digital Integration	Digital Integration
Lucinda Rockemore	Digital Business	Digital Business
Todd Cordray	Engineering	Engineering
Lisa Adams	Capital Metro/Northeast	Election Mail Outreach Project Manager
Shari Myers	Eastern	Election Mail Outreach Project Manager
Michael McInturf	Great Lakes/Western	Election Mail Outreach Project Manager
Claudia Munoz	Pacific/Southern	Election Mail Outreach Project Manager

- Establish and manage Election Mail Outreach Project Managers
- Implement Election Mail Strategic Plan
- Develop clear processes on technology support for election mail, including use of Intelligent Mail barcode, prepaid postage options, mailpiece design, etc.
- Ensure appropriate staffing to support states election officials on technology issues such as mailpiece design and prepaid postage, particularly in a compressed timeframe
- Provide system to track Election Mail Outreach Teams efforts, including tracking meetings with election officials, deliverables, assignments, etc. to ensure tracking progress through completion.
- Review state legislative changes to election mail and maintain 50 state statute document current

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- Update educational resources, and talking points for the Election Mail Outreach Teams
- Manage Congressional and Media Inquiries/ response status
- Report to ELT Election Mail Steering Committee on a regular basis
  - Deliverables and completion status of Election Mail Outreach team efforts
  - Congressional and Media Inquiries/ response status

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### **Area Election Mail Outreach Teams**

#### **Election Mail Outreach Program Manager (4)**

- Leads area team efforts assigned
- Experienced in election mail efforts, ideally with 2016 and/or 2018 elections
- Lead outreach to individual state election directors and other state elections officials
- Report progress to HQ Election Mail Program Manager

#### **Area Election Mail Coordinators (some areas may need more than one Area Coordinator)**

- Share educational resources, key messages, and talking points to team
- Manage deliverables and follow-up on tasks
- Manage issue resolutions
- Coordinate with Corporate Communications any media inquiries/ response status

#### **District Election Mail Coordinators**

- Lead outreach to elections officials in local jurisdictions

#### **Team Program Management Support (at least one per area team)**

- Schedule meetings and coordinate logistics
- Take notes during meetings, summarize outcomes, document deliverables, and highlight key issues/concerns
- Track deliverables and follow-up on tasks

#### **Mailpiece Design Analysis (at least one per area team)**

- Manage, track and expedite review of all election mailpieces
- Expedite BRM/QBRM sample review

#### **BRM/QBRM and Payment Permitting Support (one per area)**

- Project manage all state and local jurisdictions education and onboarding
- In some cases, states may require local jurisdictions to set up their own permit, which may require permitting support at the District level.

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## General Election Outreach Briefing Materials

### STATE ELECTION DIRECTOR VERSION

#### Meeting Logistics:

**State Attendees:**

**USPS Attendees:**

#### Meeting Agenda

##### 1. Introductions

- Election Mail Outreach Program Manager (Team x) -
- Area Election Coordinator -
- District Election Coordinator(s) –
- Mailpiece design analyst (include their name or have the point person bring them as needed?)
- Program management support

##### 2. Importance of coordination between State Election Officials and USPS

- Critical to work together early, before any mailpieces are designed or printed
- Explain class of service used, mailing service standards and impact to timelines
- Explain envelope size, design and impact to mail processing and timelines and postmarking
- Mailpiece design review and approval of ALL pieces
- Use of Intelligent Mail barcode for tracking
- Use of Election Mail logo on outbound ballots
- Options for prepaid postage on return ballots
- Joint meeting with printers to discuss printing, mailpiece requirements, and mailing processes
- Highlight previous issues encountered in past elections by other jurisdiction to emphasize the consequence of lack of coordination
  - Poor mail piece design and printing problems caused outbound election ballots being returned to Boards of Election instead of voter
  - State statutory timeframes for when a voter can request a ballot caused outbound election ballots to be delivered on election day or later
  - Use of prepaid postage on return ballots that don't require postmarking by postal equipment without updating legislative statutes to accept other postal mail processing markings
  - Inconsistent approaches by local boards of election within states creating confusing instructions for mail processing and delivery
  - Mail class used on outbound ballots and lack of understanding of service standards causing delivery of ballots later than election officials expected
  - Inability to track delivery and return of ballots because no intelligent mail barcode used on election mail pieces
- Close and ongoing coordination is critical

##### 3. New or anticipated changes to state elections procedures

- Confirm absentee ballot deadlines (postmark vs in-hand)
- Any recent or planned changes

##### 4. Next Steps

- Summary of discussion to be sent letter and email

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- Follow up meeting within x days

## **SECRETARIES OF STATE OUTREACH VERSION**

### **Meeting Logistics:**

**State Attendees:**

**USPS Attendees:**

### **Meeting Agenda**

#### **1. Introductions**

- DPMG Ron Stroman
- HQ Election Mail Program Manager
- Election Mail Outreach Program Manager (Team X)
- Area Election Coordinator -
- District Election Coordinator(s) –
- Program Management support

#### **2. Importance of coordination between State Election Officials and USPS**

- The importance of close coordination with the Postal Service for a successful election by mail so we can align resources to best support the state elections office.
- Critical to work together early, before any mailpieces are designed or printed
- Highlight previous issues encountered in past elections by other jurisdiction to emphasize the consequence of lack of coordination
  - Poor mail piece design and printing problems caused outbound election ballots being returned to Boards of Election instead of voter
  - State statutory timeframes for when a voter can request a ballot caused outbound election ballots to be delivered on election day or later
  - Use of prepaid postage on return ballots that don't require postmarking by postal equipment
  - Inconsistent approaches by local boards of election within states creating confusing instructions for mail processing and delivery
  - Mail class used on outbound ballots and lack of understanding of service standards causing delivery of ballots later than election officials expected
  - Inability to track delivery and return of ballots because no intelligent mail barcode used on election mail pieces
- Close and ongoing coordination is critical
- Determine deliverables, gain agreement, handoff to the State Election Mail Lead

#### **3. Next Steps**

- Summary of discussion to be sent letter and email
- Follow up meetings between the Election Mail Outreach team and the State Election Director



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### **Background**

Secretary of State NAME  
 Director of Elections NAME  
 Assistant Director of Elections NAME  
 Phone:  
 Email:

USPS Area Lead:  
 Phone:  
 Email:

Number of Boards of Election in State:

### **State Statutes and Balloting Rules (NEED TO INCLUDE ANY RECENT CHANGES FROM LEGISLATIVE OR EXECUTIVE ORDERS – NOTING DATE OF CHANGE AND SPECIFIC CHANGE, WITH INPUT FROM LEGAL)**

(BELOW IS AN EXAMPLE)

Absentee Ballot Application:	Requests for an absentee ballot may be made any time between 180 days before Election Day and 4 days before the election.
Postmark Requirement:	No express requirements.
Ballot Envelope Design:	The size and shape are determined by Secretary of State. The envelope must include elector's name and voter registration number. The back of the envelope must have the oath of the elector and oath for those assisting with signatures, and penalties for violations of the oath. The front of the envelope must have the name and address of the board of registrars or absentee ballot clerk.
Outbound Ballot Mailing:	Absentee ballots must be sent to the voter within 3 business days after receiving the application or not more than 49 days but not less than 45 days prior to any federal election or 22 days prior to any municipal general primary or municipal general election; and as soon as possible prior to any runoff. No absentee ballot shall be mailed to voters on the day prior to a primary or election and no absentee ballot shall be issued on the day prior to a primary or election.
Notable Service Issues	<p>In October, 2018, the Georgia Secretary of State's office contacted the Atlanta District alleging that ballots for the Wilkinson County Board of Election were being held postage due.</p> <p>Resolution: Lisa Peyton of the Atlanta District spoke to the Georgia Secretary of State office to assure them that ballots were not being held. She also asked the state to inform county offices that they are expected to pay for postage for ballots postage-free ballots sent to voters.</p>
Upcoming Elections:	<p>Primary:</p> <p>Primary Runoff:</p> <p>General Election: November 3, 2020</p> <p>State Election Runoff:</p> <p>Federal Runoff Election:</p>

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**2016, 2018 Elections History**

- Absentee ballots volume
- Service issues
- Other notable issues

**Recent Activity:**

On March 14, Secretary of State Raffensperger announced that Georgia's March 24 presidential preference primary will be postponed until May 19 and that the state will mail absentee forms to all registered voters. On April 6, Secretary Raffensperger announced a companion initiative to create a task force that will investigate absentee ballot voter fraud to protect the integrity of the absentee voting process.

**Post-Hearing Questions for the Record  
Submitted to Louis DeJoy  
From Senator Maggie Hassan**

**“Examining the Finances and Operations of the United States Postal Service during  
COVID-19 and Upcoming Elections”**

**September 2, 2020**

At the Friday, August 21, 2020 hearing, I asked whether it was true that on Tuesday, August 18, 2020, Mr. Kevin Couch, U.S. Postal Service Director of Maintenance Operations, directed local maintenance managers to *not* reconnect sorting machines that had been decommissioned.<sup>1</sup> You were unable to answer my question, but agreed to get back to me. My staff followed-up with the Postal Service government liaison requesting a response regarding whether the processing machines at the Manchester Processing and Distribution Center in Manchester, New Hampshire, will be reconnected. My staff received a response on Friday, August 28, 2020, and the answer was “No” and no further explanation was provided.

1. Is it true that Mr. Kevin Couch directed local maintenance managers to *not* reconnect sorting machines that had been decommissioned?

**Response:**

**Kevin Couch directed the field to not reconnect machines without first receiving approval from Headquarters. The directive stated that sites were to forward requests for machine reconnection to Headquarters for approval prior to any reconnect occurring.**

**That directive has since been modified. If it is determined that it is necessary to add processing capacity to fulfill our service commitments with regard to Election Mail, available processing equipment will be returned to service. Any requests to reconnect a sorting machine reduced since June 2020, because it is believed that the machine is necessary to ensure the timely processing and delivery of Election Mail, should be made by the relevant installation head to the relevant Regional Vice President. The Manchester P&DC does not plan to reconnect any equipment as they currently have sufficient processing capacity on existing equipment.**

2. Why did the Postal Service decommission these machines?

**Response:**

**These reductions were made pursuant to volume modeling and equipment reduction targets for various mail processing equipment planned for executive review prior to implementation. The reduction targets, which were based on significant volume**

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<sup>1</sup> See Kristen Holmes & Paul P. Murphy, *USPS email tells managers not to reconnect sorting machines*, CNN (Aug. 20, 2020), <https://www.cnn.com/2020/08/20/politics/usps-reconnect-sorting-machines/index.html>.

reductions in letter and flats mail volume, and with the further decline due to COVID-19, were broad targets for reduction, with the final decisions regarding machine removal being determined after discussions among executive stakeholders. We do not anticipate impacts to our ability to process letter or flat volumes based on the equipment reduction. We have excess capacity due to continued decreases in letter and flat volumes. The significant increase of package volume experienced since the start of the COVID-19 pandemic supports the utilization of floor space gained from letter and flat sorting equipment reductions to increase package sorting capacity.

3. When and how was the decision made to decommission the machines in Manchester?
  - a. Please provide any supporting documentation regarding how and when the decision to decommission the machines in Manchester was made.

**Response:**

**Manchester's letter mail and flat mail declined at significant levels compared to the same period last year from March to May. We determined that a new equipment set would be sufficient to complete timely processing.**

- a. **An email communication on 6/26/2020 from the Area Executive to the Manchester Plant Manager provided direction for decommissioning of equipment in the Manchester plant.**

4. What data or analysis supported the decision to decommission the machines in Manchester?
  - a. Please provide any supporting documentation or data related to the decommissioning of the machines in Manchester.

**Response:**

**The volume of letter and flat mail has declined significantly and consistently during the last decade and the Postal Service has an ongoing equipment reduction initiative that has been implemented over the years in several phases. Due to the extreme reduction in mail volume with the impact of COVID, additional analysis was performed. Manchester reviewed their volumes from mid-March to mid-May and determined the equipment to be removed. See attached excel file titled "Manchester P&DC Reduction Analysis.xls".**

5. When and how was the decision to decommission the machines in Manchester communicated to Manchester facility personnel?
  - a. Please provide copies of any correspondence or directives sent to Manchester facility personnel regarding the decommissioning of machines.

**Response:**

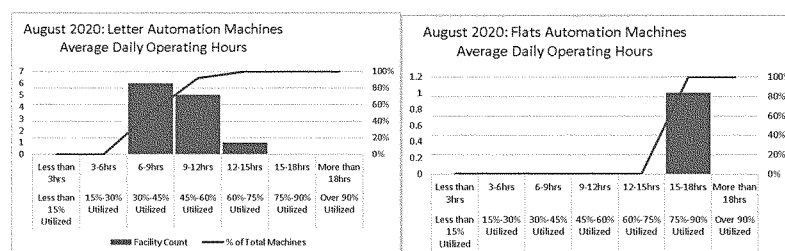
The decision to decommission the machines in Manchester was communicated to facility personnel verbally in person during Plan 5 or Daily Huddles during the period of June 18, 2020 through July 2, 2020.

6. What affect *has* or *will* decommissioning these machines have on the Manchester facility's ability to process and sort mail on a daily basis?

**Response:**

The Manchester P&DC has sufficient equipment to process their mail on a daily basis. They currently meet the national target clearance times.

Analysis shows the equipment in Manchester was not fully utilized during the month of August. The letter and flat sorting machines are capable of running up to 20 hours per day. The letter sorters averaged under 9.5 hours per machine, and on the high-volume 95<sup>th</sup> percentile day, under 11.5 hours of runtime per machine. The flat sorting equipment had higher utilization, showing an average of 15.4 hours and 17.4 hours on the high-volume, 95<sup>th</sup> percentile day.



7. Should the Manchester facility's single remaining flat sorting machine fail, what is the backup plan for sorting mail that would otherwise be sorted by that machine?

**Response:**

Having only one of a particular machine is a common circumstance. We are able to track the reliability of a machine through its performance data, and the processing machines that the Postal Service uses are very reliable, so having only one of a particular machine at a particular facility does not pose any substantial threat to the integrity of mail processing flow. Nevertheless, in instances where a facility has only one of a particular machine, we prioritize technical support for that machine, and typical downtime when there is an issue is less than an hour.

For a catastrophic instance, the mail will be offloaded to the Providence RI P&DC, approximately 125 miles away.

8. Does the Postal Service plan to decommission any other machines at the Manchester facility?

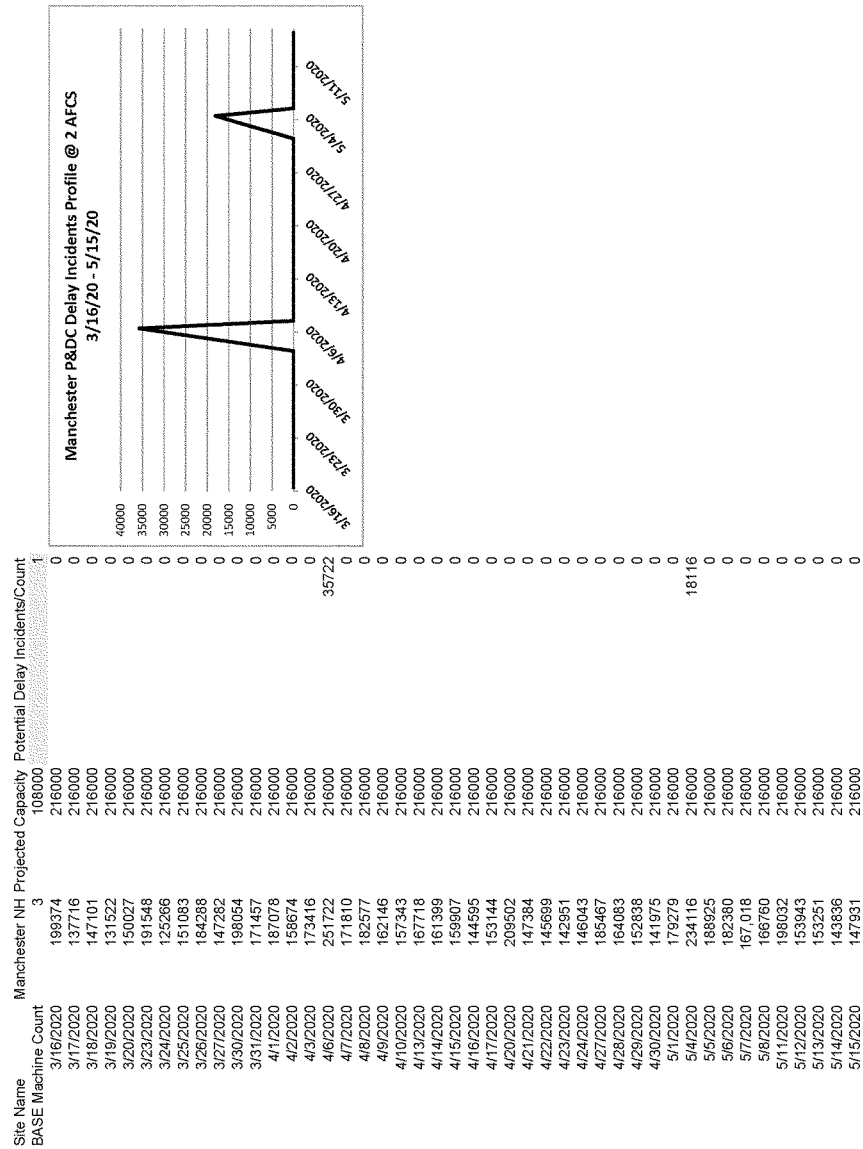
**Response:**

**Not at this time.**

9. When can we expect the decommissioned machines in the Manchester facility to be removed?

**Response:**

**A removal timeline has not been determined.**

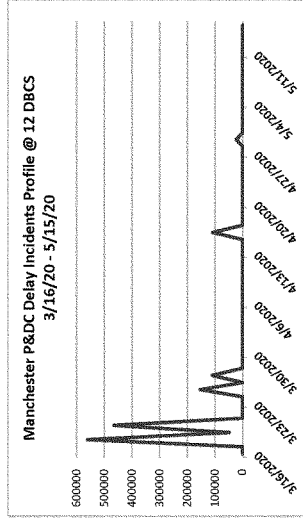


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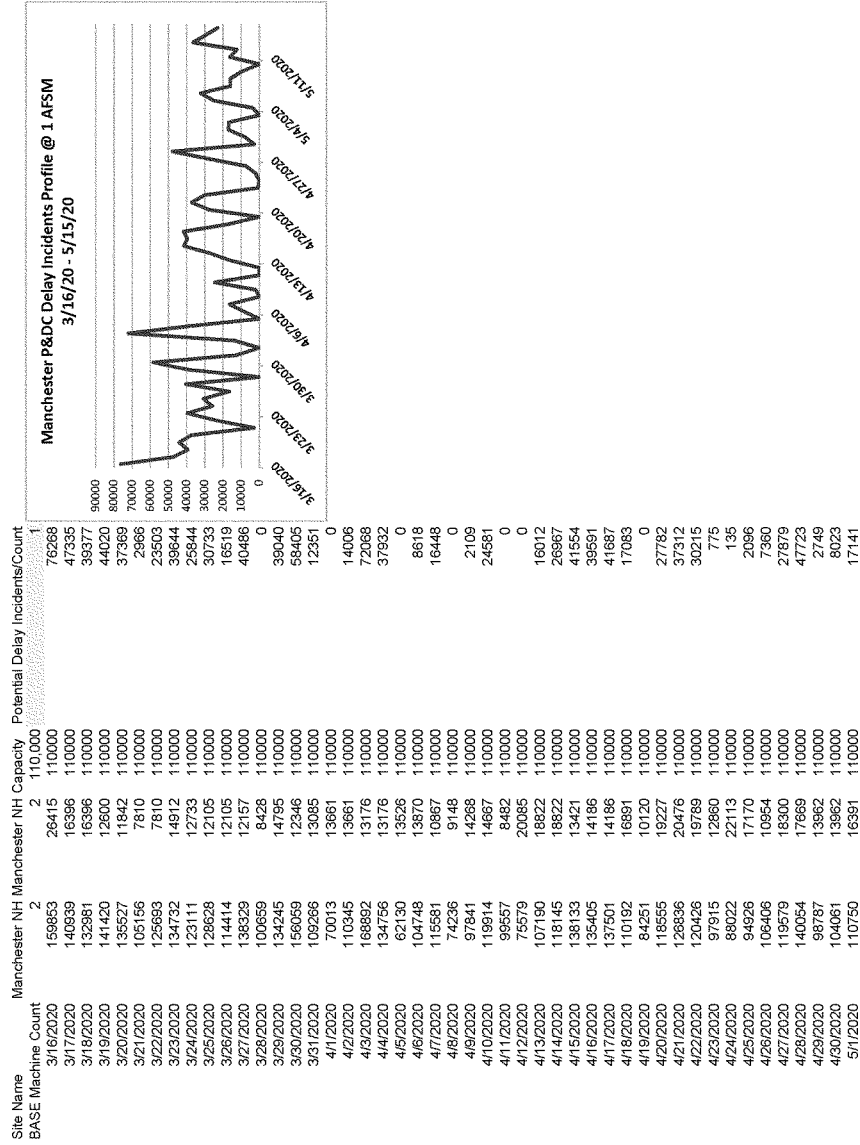
Incident Counts



Site Name	Manchester NH	Manchester NH Capacity	Potential Delay Incidents/Count
BASE Machine Count	14	248000	2
3/16/2020	2184327	54040 2976000	0
3/17/2020	2080417	33741 2976000	0
3/18/2020	3502866	33741 2976000	560407
3/19/2020	2982006	42728 2976000	48734
3/20/2020	3375307	65815 2976000	465122
3/21/2020	1144927	39096 2976000	0
3/22/2020	2898829	39096 2976000	0
3/23/2020	2622353	45172 2976000	0
3/24/2020	2127951	47904 2976000	0
3/25/2020	3077422	51890 2976000	153312
3/26/2020	2784946	51890 2976000	0
3/27/2020	3020219	65554 2976000	108773
3/28/2020	1536882	38475 2976000	0
3/29/2020	2545328	71396 2976000	0
3/30/2020	2183484	49643 2976000	0
3/31/2020	2284696	39733 2976000	0
4/1/2020	2436392	53458 2976000	0
4/2/2020	2879548	53458 2976000	0
4/3/2020	2638901	84177 2976000	0
4/4/2020	1298897	84177 2976000	0
4/5/2020	2343921	45349 2976000	0
4/6/2020	1764285	41465 2976000	0
4/7/2020	1850210	34300 2976000	0
4/8/2020	2670624	39605 2976000	0
4/9/2020	2576698	88483 2976000	0
4/10/2020	2459268	94875 2976000	0
4/11/2020	1111084	49852 2976000	0
4/12/2020	2258516	54355 2976000	0
4/13/2020	2316689	39534 2976000	0
4/14/2020	2088723	39534 2976000	0
4/15/2020	2542573	60950 2976000	0
4/16/2020	3008344	75143 2976000	108487
4/17/2020	2305972	75143 2976000	0
4/18/2020	1388417	64864 2976000	0
4/19/2020	2612930	44909 2976000	0
4/20/2020	1587495	53208 2976000	0
4/21/2020	1866592	51932 2976000	0
4/22/2020	2315351	43601 2976000	0
4/23/2020	2484139	54383 2976000	0
4/24/2020	2315893	76210 2976000	0
4/25/2020	1347650	49788 2976000	0
4/26/2020	2763301	30407 2976000	0
4/27/2020	1900571	52484 2976000	0
4/28/2020	2200406	50179 2976000	0
4/29/2020	2947925	51293 2976000	23218
4/30/2020	2365310	51293 2976000	0
5/1/2020	2852945	95336 2976000	0



5/2/2020	1219873	100898	2976000	0
5/3/2020	2405730	58583	2976000	0
5/4/2020	1737388	83886	2976000	0
5/5/2020	2041553	76288	2976000	0
5/6/2020	2085773	67424	2976000	0
5/7/2020	2,649,950	59,538	2976000	0
5/8/2020	2449826	76418	2976000	0
5/9/2020	1438136	73015	2976000	0
5/10/2020	2755359	52702	2976000	0
5/11/2020	1700064	58736	2976000	0
5/12/2020	2209575	39047	2976000	0
5/13/2020	2211949	51593	2976000	0
5/14/2020	2430891	51593	2976000	0
5/15/2020	2451995	60584	2976000	0
Incident Counts				7



5/2/2020	109017	17745	110000	16762
5/3/2020	83065	10047	110000	0
5/4/2020	94535	19462	110000	3997
5/5/2020	115575	19359	110000	24934
5/6/2020	123554	18747	110000	32301
5/7/2020	112352	13644	110000	15996
5/8/2020	107688	18366	110000	16054
5/9/2020	100239	19503	110000	9742
5/10/2020	74917	12225	110000	0
5/11/2020	108101	18249	110000	16350
5/12/2020	106609	15753	110000	12362
5/13/2020	128641	17806	110000	36447
5/14/2020	121651	17806	110000	23457
5/15/2020	114968	13012	110000	22980
Incident Counts				52

**Post-Hearing Questions for the Record  
Submitted to Louis DeJoy  
From Senator Kamala Harris**

**“Examining the Finances and Operations of the United States Postal Service  
During COVID-19 and Upcoming Elections”**

August 21, 2020

**Clarification about Announcement of Suspension of Initiatives**

On Wednesday, August 18, you announced that you were suspending “longstanding operational initiatives.”<sup>1</sup> You did not indicate which initiatives you were suspending, but offered assurances that you would not change retail hours at postal offices, remove mail processing equipment or blue collection boxes, or close mail processing facilities. Your statement also said that, “overtime has, and will continue to be, approved as needed.”<sup>2</sup>

1. Please list the specific initiatives that you are suspending until the election.

**Response:**

Since August 18, there have been: no changes to retail hours at post offices; no removal of mail processing equipment; no removal of blue collection boxes; and no closures or announcements of closures of mail processing facilities. Moreover, the Expedited to Street/Afternoon Sortation (ESAS) test pilot program was terminated, without plans to extend or expand it.

Please see the attached Clarifying Operational Instructions issued on September 21, 2020, for more details.

- a. Do you plan to continue restricting late and extra mail delivery trips?

**Response:**

After Postmaster General DeJoy took office, he reemphasized the need to ensure that the Postal Service's trucks run on time and on schedule, with the goal of mitigating unnecessary late and extra trips. This effort does not mean that mail should be left behind, (it should not), but rather that processing schedules should align with transportation schedules. Moreover, the Postmaster General has not banned the use of late or extra trips; when operationally required, late or extra trips are permitted, and the Postal Service does in fact still have a significant number of late and extra trips.

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<sup>1</sup> DeJoy, Louis, “Postmaster General Louis DeJoy Statement.” Aug. 18, 2020. Accessed at <https://about.usps.com/newsroom/national-releases/2020/0818-postmaster-general-louis-dejoy-statement.htm>

<sup>2</sup> Ibid.

Adherence to transportation schedules has long been a priority of the Postal Service. Because noncompliance with transportation schedules was a chronic problem that was causing late deliveries and unnecessary costs, there has been an organizational focus on adhering to the transportation schedules over the last two years.

We recently issued Clarifying Operational Instructions to explain that transportation, in the form of late or extra trips that are necessary to complete timely mail delivery, is not to be unreasonably restricted or prohibited. The guidance also stated that managers are authorized to use their best business judgment to meet our service commitments.

- b. Do you plan to continue test mail sorting and delivery policies, including Expedited Street/Afternoon Sortation?

**Response:**

The Expedited to Street/Afternoon Sortation (ESAS) pilot has been terminated, without plans to extend or expand it. There are no plans to make any changes to mail sorting or delivery policies prior to the November 2020 election.

- c. Do you plan to end the practice of treating all election mail as First-Class mail regardless of the postage rate paid for it?

**Response:**

The Postal Service has made a commitment to prioritize Election Mail that is entered as Marketing Mail regardless of paid class.

As a point of clarification, the Postal Service has always prioritized Election Mail, but it has never been the practice of the Postal Service to treat all Election Mail as First-Class Mail regardless of the postage rate paid for it. Instead, the Postal Service has a practice of advancing Election Mail entered as Marketing Mail to fill the processing window for each sort program after all committed First Class Mail has been cleared. This leads to Election Mail entered locally as Marketing Mail receiving delivery speeds nearly equal to First Class Mail.

Consistent with this practice and recent court orders, the Postal Service has issued directives that state that we will “prioritize Election Mail that is entered as Marketing Mail regardless of paid class.” Those directives further explain that “Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously to the extent feasible so that it is generally delivered in line with the First-Class Mail delivery standards.”

Moreover, we have issued guidance stating that “to further support the timely delivery of Election Mail, and consistent with our practices in past election cycles,

the use of extraordinary measures beyond our normal course of operations is authorized and expected to be executed by local management between October 26 and November 24, to accelerate the delivery of ballots, when the Postal Service is able to identify the mailpiece as a ballot.”

Please find attached a copy of the September 21, 2020 Clarifying Operational Instructions, September 24, 2020 Stand-Up Talk entitled “Ready to Deliver Election Mail for the Nation,” and the September 25, 2020 memorandum entitled “Additional Resources for Election Mail Beginning October 1.”

- d. Will overtime be granted under the same circumstances as it was prior to your arrival as Postmaster General?

**Response:**

Yes. Overtime policies have not changed since Postmaster General DeJoy started. Postal Service Headquarters has not imposed, and will not impose, any nationwide changes that ban or newly restrict overtime prior to Election Day. Overtime use has not been banned, nor have any caps been placed on overtime hours. Front-line supervisors and managers will continue to schedule employees' work hours and oversee employee overtime, including planning for any needed prescheduled overtime, directing unscheduled overtime, and approving employee requests for overtime work based on the workload. Supervisors will continue to set schedules with the goal of matching the expected earned work hours with appropriate staffing. Management will continue to monitor the use of work hours and overtime so that it can identify and address problems that may be the cause of work not being performed within expected work hours or managed inefficiently.

The Postal Service's consistent practice in the past is to use justified and approved overtime hours where needed to deliver the mail on time, and that practice will continue. Overtime has been, and will continue to be, utilized as necessary to fulfill our mission.

Moreover, the Postal Service recently issued guidance regarding the use of additional resources for Election Mail, in which we stated that overtime is authorized and instructed to be used in support of the additional resources and the completion of additional work, as needed.

2. For each of the suspended initiatives, please list the date that you plan to reinstate that initiative.

**Response:**

The Postal Service has committed not to reinstate the suspended operational efforts until after the 2020 Election. It has not yet been determined when the processes may start again. We are also currently subject to multiple preliminary injunction orders

**imposed by multiple federal district courts that may impact our operational decision making, as we will continue to comply with the orders as long as they remain in effect.**

3. As part of the suspension of these initiatives, will you return and reassemble removed or locked collection boxes and mail sorting machines?

**Response:**

**There is no current plan to return removed machines to service. Removed machines are generally disassembled for their usable parts, with such parts being removed to maintain or enhance other machines. Over the past month, however, a limited number of machines that were disconnected, but not dismantled and removed, have been put back into service on a case-by-case basis. We have more than sufficient capacity to process current and anticipated mail volumes with the existing machine fleet.**

**Likewise, there is no current plan to reinstall collection boxes that were removed as part of the Postal Service's routine review prior to the Postmaster General's statement concerning operational commitments issued on August 18, 2020. Customers have ample available means to deposit their Election Mail into the mail.**

4. Since the time of your installation as Postmaster General, please provide this committee by September 9<sup>th</sup> with a detailed list of where specifically these collection boxes and sorting machines were removed from, including the date, and when they were returned or unlocked.

**Response:**

**As stated above, there are a number of machines that were disconnected, but not dismantled and removed. The attached file, "Machine Utilization Changes," shows for each facility and each machine type, the number of machines that were utilized in May 2020 and the changes between June, July and August. The columns that have a negative number are machines that were disconnected for that month; the positive number are machines that have been put back into service.**

**Regarding collection boxes, please see attachment with requested data from June 15<sup>th</sup> through the August 18<sup>th</sup> directive.**

5. Have you considered, or been asked to consider, any additional policy changes that may affect on-time delivery between today and the election? If yes, please provide all relevant documentation of any additional policy changes that may be considered.

**Response:**

**No, our continued focus is to ensure timely and secure delivery for mail services across all classes of mail. And, our number one priority between now and Election Day is the secure and on-time delivery of Election Mail.**



### **Effects of Mail Slowdown on Prescription Delivery**

In 2019, about 4.9% of prescriptions were dispensed by mail.<sup>3</sup> Mail-order prescription delivery is typically used by individuals treating chronic conditions and include regular prescriptions for heart disease, diabetes, asthma, and mental health conditions. According to one study, mail-order prescriptions were up 21% during the last week in March as compared to the same period last year.<sup>4</sup>

6. Before implementing operational changes, did you assess the impact of these changes on the delivery of prescriptions?
  - a. If so, please provide that assessment.

**Response:**

**The Postal Service did not conduct a specific analysis regarding the impact on prescription deliveries prior to re-emphasizing the need to adhere to the transportation schedules because we did not anticipate a negative effect on service. While it had a temporary impact on service performance, which should not have happened, we have been and will continue to be highly focused on ensuring timely mail delivery. Our most recent service performance data, when considered collectively, indicates trending improvement in those products in which prescription drugs are mailed.**

**Prior to the Expedited Street/Afternoon Sortation test, an assessment of prescription delivery was not performed, since the handling of prescription mailings was not changed.**

7. Have you done any post-implementation assessment of the impact of operational changes on the delivery of prescriptions?
  - a. If so, please provide that assessment.
  - b. If not, will you commit to completing one by the end of September and providing it to this Committee?
  - c. If your assessment finds that operational changes significantly delay delivery of medicines by mail will you nevertheless continue with the changes?

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<sup>3</sup>IQVIA, "Medicine Spending and Affordability in the U.S." Aug. 4, 2020. Accessed at <https://www.iqvia.com/insights/the-iqvia-institute/reports/medicine-spending-and-affordability-in-the-us>

<sup>4</sup> Hopkins, Jared, "Mail-Order Drug Delivery Rises During Coronavirus Lockdowns." Wall Street Journal, May 12, 2020. Accessed at <https://www.wsj.com/articles/mail-order-drug-delivery-rises-during-coronavirus-lockdowns-11589281203>

**Response:**

**a. The Postal Service continuously monitors package service performance and engages with pharmaceutical mailers as well as our field leadership to identify opportunities and develop the necessary strategies to drive service performance.**

**b. N/A**

**c. N/A**

**No post assessment was performed on the delivery impact of prescription mail due to the Expedited Street/Afternoon Sortation test.**

**Effect of Mail Slowdown on Veterans' Prescriptions**

The U.S. Department of Veterans Affairs (VA) fills about 80% of its 120 million prescriptions per year by mail, the vast majority of these deliveries are done by the Postal Service. There have been a number of reports about prescription deliveries from the VA being delayed.

- 8. Before implementing operational changes, did you assess the impact of these changes on the delivery of VA-issued prescriptions?**
  - a. If so, please provide that assessment.**

**Response:**

**The Postal Service did not conduct a specific analysis regarding VA-issued prescriptions prior to re-emphasizing the need to adhere to the transportation schedules because we did not anticipate a negative effect on service. While it had a temporary impact on service performance, which should not have happened, we have been and will continue to be highly focused on ensuring timely mail delivery. Our most recent service performance data, when considered collectively, indicates trending improvement in those products in which prescription drugs are mailed.**

**Prior to the Expedited Street/Afternoon Sortation test, an assessment of prescription delivery was not performed, since the handling of prescription mailings was not changed.**

- 9. Have you done any post-implementation assessment of the impact of operational changes on the delivery of VA-issued prescriptions?**
  - a. If so, please provide that assessment.**
  - b. If not, will you commit to completing one by the end of September and providing it to this Committee?**
  - c. If your assessment finds that your operational changes significantly delay the delivery of medicine to veterans will you nevertheless continue with the changes?**

**Response:**

**The Postal Service continuously tracks service performance utilizing numerous analytic tools. These include diagnostic and impact tools for visibility of mail processing, delivery, and transportation. The Postal Service also engages with the VA on a regular basis to identify and correct issues as they arise.**

**We are focusing our efforts on service performance improvement and reducing last mile failures generally. No post assessment was performed on the delivery impact of prescription mail due to the Expedited Street/Afternoon Sortation test.**

**Effect of Mail Slowdown on Small Businesses**

In 2019, the Postal Service Inspector General reported that 70% of microbusinesses used the Postal Service during the preceding 6 months and 56% of microbusinesses said they shipped most frequently with the Postal Service.<sup>5</sup> That same report found that nearly 90% of microbusinesses said that the Postal Service was the same or better than other carriers in terms of price and convenience of locations to access services.<sup>6</sup>

According to news reports based on interviews with current Postal Service employees, the operational changes that you implemented, including restrictions on overtime, left the Postal Service unable to process a surge in packages.<sup>7</sup> Additionally, my office received numerous reports from constituents of delayed mail delivery.

10. Before implementing operational changes, did you assess the impact of those changes on businesses, including microbusinesses and small businesses?
  - a. If so, what was the estimated impact of the operational changes on businesses?

**Response:**

**The Postal Service did not conduct a specific analysis regarding the impact on businesses prior to re-emphasizing the need to adhere to the transportation schedules because we did not anticipate a negative effect on service. While it had a temporary impact on service performance, which should not have happened, we have been and will continue to be highly focused on ensuring timely mail delivery.**

**Overtime policies have not changed since Postmaster General DeJoy started. Postal Service Headquarters has not imposed, and will not impose, any nationwide changes that ban or newly restrict overtime prior to Election Day. Overtime use has not been**

<sup>5</sup> U.S. Postal Service Office of the Inspector General, "From Home Office to Post Office: Improving Microbusiness Engagement with the U.S. Postal Service." Sept. 4, 2019. Accessed at <https://www.uspsoig.gov/sites/default/files/document-library-files/2019/RISC-WP-19-008.pdf>

<sup>6</sup> Ibid.

<sup>7</sup> Gordon, Aaron, "The Post Office's Great Mail Slowdown is Hurting Small Businesses." Vice.com, Aug. 4, 2020. Accessed at [https://www.vice.com/en\\_us/article/n7w9nd/usps-package-delays-mail-slowdown-hurts-small-businesses](https://www.vice.com/en_us/article/n7w9nd/usps-package-delays-mail-slowdown-hurts-small-businesses)

banned, nor have any caps been placed on overtime hours. Front-line supervisors and managers will continue to schedule employees' work hours and oversee employee overtime, including planning for any needed prescheduled overtime, directing unscheduled overtime, and approving employee requests for overtime work based on the workload. Supervisors will continue to set schedules with the goal of matching the expected earned work hours with appropriate staffing. Management will continue to monitor the use of work hours and overtime so that it can identify and address problems that may be the cause of work not being performed within expected work hours or managed inefficiently.

11. Have you done any post-implementation assessment of the impact of operational changes on small businesses' and microbusinesses' mail delivery?
- If so, please provide that analysis.
  - If not, will you commit to completing one by the end of September and providing it to this Committee?
  - If your assessment finds that your operational changes will harm businesses and consumers will you nevertheless continue with the changes?

**Response:**

**The Postal Service continuously tracks service performance utilizing numerous analytic tools. These include diagnostic and impact tools for visibility of mail processing, delivery, and transportation. We have been and will continue to be highly focused on ensuring timely mail delivery.**

**Effects of Mail Slowdown on Relief Payments for Families**

According to the Government Accountability Office, nearly a quarter of all CARES Act Economic Impact Payments were sent through the mail.<sup>8</sup> At least one state allowed Unemployment Insurance (UI) applicants to submit their applications by mail due to technical problems with their online submission portal.<sup>9</sup> Another state mailed UI benefits on debit cards when they first started claiming benefits.<sup>10</sup> Approximately 550,000 Social Security beneficiaries also receive their benefits through mailed checks.<sup>11</sup>

<sup>8</sup>House Committee on Ways & Means, "Economic Impact Payments Issued to Date." June 5, 2020. Accessed at <https://waysandmeans.house.gov/sites/democrats.waysandmeans.house.gov/files/documents/2020.06.04%20EIP%20Issued%20as%20of%20June%204%20FINAL.pdf>.

<sup>9</sup> King, Steve, "Mail-in applications, new website to become available for unemployment benefits in Florida." WPBF News, Jul. 4, 2020. Accessed at <https://www.wpbfl.com/article/mail-in-applications-new-website-to-become-available-for-unemployment-benefits-in-florida/32037121>.

<sup>10</sup>Office of Unemployment Compensation, "Filing for Pandemic Unemployment Assistance." Accessed at: <https://www.uc.pa.gov/unemployment-benefits/file/Pages/Filing-for-PUA.aspx>.

<sup>11</sup> Social Security Administration, "Social Security (Title II) Direct Deposit Participation in The United States." Accessed at: [https://www.ssa.gov/deposit/T2StateSum\\_a.htm](https://www.ssa.gov/deposit/T2StateSum_a.htm)

12. Before implementing operational changes, did you assess the impact of these changes on UI applications, economic impact payments, or Social Security payments?
- If so, what was the estimated impact of the operational changes on individuals who rely on the mail to receive the funds they need to feed their families and keep a roof over their heads?

**Response:**

**The Postal Service did not conduct a specific analysis regarding the impact on these mailings prior to re-emphasizing the need to adhere to the transportation schedules because we did not anticipate a negative effect on service. While it had a temporary impact on service performance, which should not have happened, we have been and will continue to be highly focused on ensuring timely mail delivery.**

**Although the Postal Service did not specifically address CARES Act Economic Impact Payments, we have a longstanding practice of monitoring the volume of mail flow at facilities throughout the nation through transmission of electronic data from each machine. Each machine is capable of processing a specific volume of mail when it is operating at full or maximum capacity. Our computer models determine the optimum number of machines required for efficient mail processing. The model considers the variation in volume by using the 95th percentile of heaviest daily volume excluding December (a month with especially high mail volume), machine capacity, and processing windows.**

13. Have you done any post-implementation assessment of the impact of operational changes on the delivery of UI applications and benefits, economic impact payments, or Social Security payments?
- If so, please provide that assessment.
  - If not, will you commit to completing one by the end of September and providing it to this Committee?
  - If your assessment finds that the operational changes significantly delay those who receive these essential funds by mail will you nevertheless continue with the changes?

**Response:**

**As stated above, the Postal Service continuously tracks service performance utilizing numerous analytic tools. These include diagnostic and impact tools for mail processing, delivery, and transportation.**

**Effects of Mail Slowdown on the 2020 Census**

On July 29, 2020, Census Bureau Director Steven Dillingham announced that the Census Bureau would be sending an additional, seventh mailing that includes a paper questionnaire to

the lowest responding census tracts,<sup>12</sup> and that some of these mailings may not arrive until September 15, 2020. On August 20, 2020, the Census Bureau confirmed that it would only count paper questionnaires that are postmarked September 30, 2020 and received at one of its two data processing centers in Phoenix and Jeffersonville, IN by October 7, 2020.<sup>13</sup>

14. Before implementing operational changes, did you assess the impact of these changes on the 2020 Census?

a. If so, what was the estimated impact of the operational changes on the 2020 Census mailings?

**Response:**

**The Postal Service did not conduct a specific analysis regarding the impact on Census mailings prior to re-emphasizing the need to adhere to the transportation schedules because we did not anticipate a negative effect on service. While it had a temporary impact on service performance, which should not have happened, we have been and will continue to be highly focused on ensuring timely mail delivery.**

**The seventh Census 2020 mailing mentioned above was less than 16 million pieces over a two-week period which is relatively insignificant in terms of our overall processing volume. The Postal Service continues to process Census mail as soon as it is received.**

**We do not believe there was an impact on the Census 2020 mailings.**

15. Have you done any post-implementation assessment of the impact of operational changes on the delivery of 2020 Census questionnaires?

- a. If so, please provide that assessment.
- b. If not, will you commit to completing one by the end of August and providing it to this Committee?
- c. If your assessment finds that the operational changes delay the delivery of 2020 Census questionnaires to households or to the Census Bureau's data processing centers will you nevertheless continue with the policy?

**Response:**

a.

Total Finalized Manifested Pieces	Total Finalized Processing
20,375,331	19,336,132

<sup>12</sup> Dillingham, Steven, "Prepared Statement of Dr. Steven Dillingham," July 29, 2020. Accessed at: <https://www.documentcloud.org/documents/7009444-July-29-2020-Statement-by-Census-Bureau-Director.html>

<sup>13</sup> Wang, Hansi Lo, "Mail Delays Could Hurt The Census, Too," NPR, Aug. 20, 2020. Accessed at: <https://www.npr.org/2020/08/20/902774632/mail-delays-could-hurt-the-census-too>

The Postal Service successfully delivered over 20 million pieces of Census volume after August 2020. The difference in the numbers in the above chart represents pieces addressed to zones that do not receive automated Delivery Point Sequencing. These pieces were successfully processed manually in our delivery units and delivered. As stated above, the removal of excess equipment did not impact the Census 2020 mailings.

b. N/A

c. N/A

16. Will you guarantee that Census questionnaires postmarked by September 30<sup>th</sup> will be delivered to a Census Bureau data processing center by October 7<sup>th</sup>?

**Response:**

If Census questionnaires were placed in the correct return envelope with no external defects by September 30, they should have been delivered to a data processing center by October 7.

####



September 21, 2020

OFFICERS, PCES, AND PAY BAND MANAGERS

SUBJECT: Clarifying Operational Instructions

The number one priority for Postmaster General DeJoy and the Postal Service between now and Election Day is the secure and on-time delivery of the nation's election mail. Effective October 1, 2020, the Postal Service will make additional resources available in all areas of operations, including collection, processing, delivery, and transportation, to satisfy increased demand and unforeseen circumstances. These additional resources will include, as needed, additional staffing, additional transportation, and expanded mail processing windows and delivery trips, among others. Further guidance on use of additional resources will be provided separately.

To address any misinformation and clear up any confusion about the status of the Postal Service's practices concerning Overtime, Hiring, Retail Hours, Collection Boxes, Late and Extra Trips, Mail Processing, and Election Mail, these Clarifying Operational Instructions detail practices as they currently stand related to those topics.

As you may also be aware, a federal district court recently issued an order imposing certain requirements for the handling of mail. These Instructions are also intended to provide guidance to assist in carrying out the specific directives required by that order, as they relate to current operational practices.

The approach to the matters outlined in these Instructions will remain in effect until further notice and supersede any previous guidance provided on these specific topics that could be seen as conflicting with these Instructions, whether from Headquarters or the field.

**1. Overtime**

Postal Service Headquarters has not imposed, and will not impose, any nationwide changes that ban or newly restrict overtime prior to Election Day. Overtime use has not been banned, nor have any caps been placed on overtime hours. Front-line supervisors and managers will continue to schedule employees' work hours and oversee employee overtime, including planning for any needed prescheduled overtime, directing unscheduled overtime, and approving employee requests for overtime work based on the workload. Supervisors will continue to set schedules with the goal of matching the expected earned work hours with appropriate staffing. Management will continue to monitor the use of work hours and overtime so that it can identify and address problems that may be the cause of work not being performed within expected work hours or managed inefficiently.

The Postal Service's consistent practice in the past is to use justified and approved overtime hours where needed to deliver the mail on time, and that practice will continue. Overtime has been, and will continue to be, utilized as necessary to fulfill our mission. As will be discussed in more detail in the forthcoming guidance regarding the use of additional resources starting on October 1, use of overtime necessary to expeditiously move Election Mail should be approved.



## **2. Hiring**

Postal Service Headquarters has not implemented a total hiring freeze. Because of the realignment of the Postal Service's reporting structure announced on August 7, 2020, Postal Service Headquarters has suspended hiring for EAS positions to ensure proper placement of any current employees that may be impacted by the restructuring. Although hiring of EAS positions has been suspended, there is a process in place to request exceptions to fill critical EAS positions.

The suspension of EAS hiring does not impact the filling of craft positions. Craft positions will continue to be filled pursuant to the applicable collective bargaining agreement. The Postal Service has hired, and will continue to hire, new employees to address staffing shortages caused by the COVID-19 pandemic and otherwise.

## **3. Retail Hours**

Postal Service Headquarters has not directed or authorized a reduction in retail window hours. Evaluating retail hours is part of an annual process to optimize the Postal Service retail network. The Postal Service was in the process of gathering data to make decisions regarding retail hours based on customer demand. Given both congressional and public concern, the Postal Service will not be adjusting retail hours prior to the November 2020 elections.

There may be unforeseen circumstances beyond the Postal Service's control that necessitate the temporary change of retail hours or the temporary closure of a retail facility such as natural disasters, or conditions that reduce employee availability or create an unsafe environment for employees like the COVID-19 pandemic or civil unrest. However, local managers are not permitted to reduce retail hours without review and approval by both Area and Headquarters management.

There are Village Post Offices (VPO) and Contract Postal Units (CPU) that on occasion decide to terminate their contract or close due to uncontrollable circumstances. If the Postal Service is unable to negotiate an extension of services with these non-postal entities, there is no choice but to honor the contract termination. The Postal Service is currently in communication with those VPOs and CPUs that have indicated they intend to terminate their services prior to the November 2020 elections to determine whether an arrangement can be made to extend their services until after the elections.

## **4. Collection Boxes**

Pursuant to the Postmaster General's August 18, 2020 directive, the Postal Service has suspended the removal of any additional collection boxes until after the 2020 elections. The Postal Service regularly reviews the need for, and location of, collection boxes in accordance with the Postal Service Postal Operations Manual. The purpose of these reviews is to ensure that mail collection within areas served by letter carriers is accomplished in a cost-efficient manner, while still meeting customers' needs. Over the last seven years, the Postal Service has removed an average of 3,100 collection boxes per year. This year, approximately 1,500 collection boxes have been removed.

Although the Postmaster General has suspended the removal of collection boxes between now and the November 2020 elections, it is important to note that there are instances where removal of a collection box is necessary. In the event of extreme weather conditions, collection boxes may be removed or covered to prevent damage. During events that involve national security, collection boxes along the transportation route may be temporarily removed for public safety. Similarly, localized events such as wildfires or civil unrest may necessitate a temporary removal of a collection box. These removals are temporary and collection boxes must be returned as soon as possible.

Between now and the November 2020 elections, it is critical that, if any collection boxes are damaged (for example, by hurricane or a car accident) and taken out of service, that they be replaced as soon as possible. If a collection box is in an area that is restricted for security or safety reasons, any request to cover or remove a collection box must be raised through appropriate communication channels. Communication between local office and District/Area/Headquarters channels is critical. Postmaster/Station Managers must notify their District Manager when there is an issue with a collection box. District Managers must notify Area Retail & Delivery Operations Vice Presidents, who must notify the Vice President of Delivery Operations to ensure all leadership is aware of the issue and can oversee the removal and subsequent replacement of the collection box.

Postal Service Headquarters is not planning to reinstall collection boxes that were removed as part of its routine review prior to the Postmaster General's statement concerning operational commitments issued on August 18, 2020. To be clear however, no additional collection boxes should be removed until after the election, other than on a temporary basis, and only for the reasons described herein.

#### **5. Late and Extra Trips**

Adherence to transportation schedules has long been a priority of the Postal Service. Because noncompliance with transportation schedules was a chronic problem that was causing late deliveries and unnecessary costs, there has been an organizational focus on adhering to the transportation schedules over the last two years.

After the Postmaster General took office, he reemphasized the need to ensure that the Postal Service's trucks run on time and on schedule, with the goal of mitigating unnecessary late and extra trips. This effort does not mean that mail should be left behind, (it should not), but rather that processing schedules should align with transportation schedules. Moreover, the Postmaster General has not banned the use of late or extra trips; when operationally required, late or extra trips are permitted.

Consistent with the court order referenced above, transportation, in the form of late or extra trips that are reasonably necessary to complete timely mail delivery, is not to be unreasonably restricted or prohibited. Managers are authorized to use their best business judgment to meet our service commitments.

#### **6. Mail Processing**

Pursuant to the Postmaster General's August 18, 2020 directive, and consistent with the order of the federal district court, no mail processing facilities will be closed or consolidated until after the November 2020 elections. Moreover, the Postal Service has suspended all removal of letter and flat sorting machines until after the November 2020 elections. During Fiscal Year 2020, approximately 700 letter and flat sorting machines were disconnected and/or removed. These reductions were made pursuant to volume modeling and equipment reduction targets for various mail processing equipment sent to the Area Vice Presidents for review and implementation on May 15, 2020, consistent with longstanding Postal Service practice. The reduction targets, which were based on significant volume reductions in letter and flats mail volume, and with the further decline due to COVID-19, were broad targets for reduction, with the final decisions regarding machine removal being determined after discussions between local management and Headquarters. Postal Service Headquarters has determined not to make any further removal of equipment until after the November 2020 elections.

Because removed machines are generally disassembled for their usable parts, with such parts being removed to maintain or enhance other machines, there is no current plan to return removed machines to service. Over the past month, however, a limited number of machines that were disconnected, but not dismantled and removed, have been put back into service. We have more than sufficient capacity to process current and anticipated mail volumes with the existing machine fleet.

As of September 18, 2020, Headquarters has approved all requests to reconnect machines directed to the Headquarters Director of Processing Operations and has provided Regional Vice Presidents with authority to reconnect machines where doing so is necessary. Specifically, if it is determined that it is necessary to add processing capacity to fulfill our service commitments with regard to Election Mail, available processing equipment will be returned to service. Any requests to reconnect a sorting machine reduced since June 2020, because it is believed that the machine is necessary to ensure the timely processing and delivery of Election Mail should be made by the relevant installation head to the relevant Regional Vice President. Any request will be processed within three days, as required by the order of the federal district court.

## **7. Election Mail**

The Postal Service and Postmaster General DeJoy have repeatedly reaffirmed their commitment to the timely delivery of Election Mail. Election Mail is defined as "any item mailed to or from authorized election officials that enables citizens to participate in the voting process." This includes ballots, voter registration forms, ballot applications, polling place notifications, and similar materials. This specific mail qualifies as Election Mail both when it is sent to voters from election officials at the state and local levels and when it is returned by voters to those officials. This is distinct from "political mail," which is sent by political candidates, political action committees, and similar organizations in order to engage in issue advocacy or to advocate for candidates or other things, such as initiatives, that may appear on a ballot. See Postal Bulletin 22551, July 30, 2020, at 4.

Consistent with the court order referenced above, we will continue to prioritize Election Mail that is entered as Marketing Mail regardless of the paid class. Election Mail identified by the official Election Mail logo or other Postal Service visibility tools will continue to be prioritized pursuant to our long-standing practice. In that regard, please continue to use standardized log sheets to track Election Mail through processing and continue to conduct daily "all clears" as previously instructed to ensure that all Election Mail is accounted for in the system and mail scheduled or "committed" to go out is processed accordingly. Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously to the extent feasible so that it is generally delivered in line with the First-Class Mail delivery standards. In that regard, to the extent necessary, please expand processing windows on letter and flat sorting equipment to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day. Please also continue to prioritize Election Mail, including ballots entered with Green Tag 191, when loading trucks.

Consistent with our long-standing practice, we recognize that it is sometimes not operationally feasible to deliver Election Mail entered as Marketing Mail in line with First-Class Mail delivery standards. This is particularly true with respect to Election Mail Marketing Mail volume that would require air transportation to meet First-Class Mail delivery standards, as this volume typically travels through our ground transportation network, and our systems do not permit Marketing Mail to travel by air. We intend to seek clarification on this item, to make sure that the court understands this limitation and that it is consistent with the court's order.

## **8. Nationwide Changes in Service**

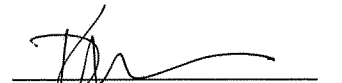
Under the applicable law, the Postal Service cannot make changes to the nature of Postal Services without first seeking an advisory opinion from the Postal Regulatory Commission. Consistent with the order of the federal district court referenced above, the Postal Service will not make any changes to our retail, delivery or processing operations, that will generally affect service on a nationwide, or substantially nationwide, basis, prior to the upcoming national election.

Thank you for your attention. If you have any questions regarding Logistics and Processing Operations, please contact Mike Barber, Vice President, Processing and Maintenance Operations. If you have any questions regarding Retail and Delivery Operations, please contact Joshua Colin, Vice President, Delivery Operations or Angela Curtis, Retail and Post Office Operations.

We are continuing to evaluate our legal obligations and will circulate updates as necessary.



Kristin A. Seaver  
Chief Retail & Delivery Officer  
and Executive Vice President



David E. Williams  
Chief Logistics & Processing Operations  
Officer and Executive Vice President

## **Mandatory Stand-Up Talk**

**Sept. 24, 2020**

### **Ready to deliver Election Mail for the nation**

The Postal Service's number one priority between now and Election Day is the secure, on-time delivery of the nation's Election Mail — and we are ready to deliver for our country.

There has been a lot of media coverage — including many reports with inaccurate information — about Election Mail. To clear up any confusion, and to ensure compliance with a recent court order requiring certain practices, management has been given operational instructions. These instructions will remain in effect until further notice. Specifically:

- **Overtime.** Front-line supervisors and managers will continue to schedule work hours based on workload. Overtime is authorized and instructed to be used as necessary to fulfill our mission and expeditiously move Election Mail.
- **Hiring.** The Postal Service has not implemented a total hiring freeze. EAS hiring was suspended August 7, because of the realignment of our reporting structure. This suspension does not impact hiring for craft positions. Craft positions will continue to be filled in accordance with collective bargaining agreements.
- **Retail Hours.** The Postal Service will not reduce retail hours before the November elections. Natural disasters, civil unrest, or lack of employee availability due to the coronavirus pandemic may necessitate temporary changes, but local managers are not permitted to reduce retail hours without review and approval by both Area and Headquarters management.
- **Collection Boxes.** The Postal Service has suspended the removal of any collection boxes until after the 2020 elections. There may be temporary removal or covering of boxes due to extreme weather, national security incidents, or local events such as wildfires or civil unrest. It is critical that any collection boxes damaged — for example, by hurricane or a car accident — be reported and replaced as soon as possible.

- **Late and Extra Trips.** Late or extra trips have not been banned; they should not be restricted if they are reasonably necessary to complete timely mail delivery. Managers are authorized to use their best business judgment to meet service commitments. Focusing on the transportation schedule does not mean that mail should be left behind — it should not. Instead, processing and transportation schedules should be aligned to help reduce late deliveries and unnecessary costs.
- **Mail Processing.** No mail processing facilities will be closed or consolidated, and no letter or flat sorting machines will be removed before the November elections. We have more than sufficient capacity to process current and anticipated mail volumes with our existing machine supply. Available machines will be returned to service if Headquarters or the Regional Vice President determine that doing so is necessary to fulfill our Election Mail service commitments.
- **Election Mail.** We will continue to expedite Election Mail that is entered as Marketing Mail, as is our long-standing practice. Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously. To make this possible, please expand processing windows on letter and flat sorting equipment to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day.

Please also continue to prioritize Election Mail, including ballots entered with Green Tag 191, when loading trucks, and continue to use standardized log sheets to track Election Mail. Conduct daily “all clears” to ensure that all Election Mail is accounted for in the system and processed accordingly.

The Postal Service and our Postmaster General have repeatedly reaffirmed our commitment to the timely delivery of Election Mail. You can help us meet that commitment and prove that we are ready to deliver. Our country and our customers are counting on us.

Thank you for your attention and thank you for your service to our customers every day.

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September 25, 2020

OFFICERS, PCES, AND PAY BAND MANAGERS

SUBJECT: Additional Resources for Election Mail Beginning October 1

The November 3, General Election is fast approaching. While normal First-Class and Marketing Mail volumes are down considerably, the volume of Election Mail will be at an all-time high this season. COVID-19 has changed the way millions of people will vote this year, and many are turning to the United States Postal Service to deliver their ballots. Recognizing our important role in the democratic process, the Postmaster General has reiterated that our number one priority is the proper handling and timely delivery of all Election Mail, especially ballots.

Effective October 1, additional resources are being made available for District Managers, Postmasters, Division Directors, and Plant Managers to utilize, as they determine, to support the timely and expeditious handling of the increased volume of Election Mail, which is defined by the Postal Service as any item mailed to or from authorized election officials that enables citizens to participate in the voting process, such as ballots, voter registration cards, ballot applications, and polling place notifications. District Managers, Postmasters, Division Directors, and Plant Managers are authorized and instructed to use these additional resources to ensure that all Election Mail is prioritized and delivered on time. These resources are in addition to the existing processes and procedures for Election Mail.

These resources include, but are not limited to:

**1. Processing**

As previously provided in the Clarifying Operational Instructions distributed on September 21, Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously to the extent feasible so that it is generally delivered in line with First-Class Mail delivery standards. Processing windows on letter and flat sorting equipment should be expanded as necessary to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day. Further, to the extent possible, Election Mail received after the Critical Entry Time should be processed and advanced as if it arrived prior to the Critical Entry Time, unless doing so would disrupt on-time service for Election Mail received prior to the Critical Entry Time.

Other additional processing resources are also authorized and instructed to be used to ensure that Election Mail stays current and moving through the Postal Service's network. This includes, but is not limited to, early cancellations the week before Election Day to ensure all collected ballots are processed timely.

**2. Transportation**

Extra transportation resources are authorized and instructed to be used to ensure that Election Mail reaches its intended destination in a timely manner. This includes, but is not limited to, extra trips from all points of processing and delivery (e.g., retail units and plants), as necessary to connect Election Mail to its intended destination or the next stage in Postal Service processing.

**3. Delivery/Collections**

Extra delivery and collection trips are authorized and instructed to be used to ensure, to the best of our ability, that completed ballots entered on Election Day reach the appropriate election official by the state's designated deadline on Election Day. This includes, but is not limited to, early collections the week before Election Day to ensure all collected ballots are processed timely, and delivery of ballots found in collections on Election Day to election boards within states requiring ballots be returned by a designated time on Election Day.

**4. Overtime**

Overtime is authorized and instructed to be used to support these additional resources and the completion of the additional work, as needed.

In addition, to further support the timely delivery of Election Mail, and consistent with our practices in past election cycles, the use of extraordinary measures beyond our normal course of operations is authorized and expected to be executed by local management between October 26 and November 24, to accelerate the delivery of ballots, when the Postal Service is able to identify the mailpiece as a ballot.

These extraordinary measures include, but are not limited to, expedited handling, extra deliveries, and special pickups as used in past elections, to connect blank ballots entered by election officials to voters or completed ballots returned by voters entered close to or on Election Day to their intended destination (e.g., Priority Mail Express, Sunday deliveries, special deliveries, running collected ballots to Boards of Elections on Election Day, etc.).

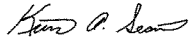
We will continue to communicate closely with election officials to encourage them to send ballots earlier. We have also educated voters across the nation to request their ballots early (if they are required to request a ballot) and to return their ballots early, if they plan on using the mail for one or both legs of the journey.

Despite our best efforts to educate and communicate, however, we know that there will be entries of ballots to and from voters that will require us to take the extra steps set forth herein to ensure timely delivery. The additional resources available beginning October 1, and our robust practices and procedures that we employ every election cycle as described above, will help ensure that we are able



to do everything in our power to meet our customers' expectations that mail will be delivered in a timely manner when our customers use the mail to facilitate or participate in the electoral process.

Thank you for your hard work and dedication in delivering America's Election Mail.



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Kristin A. Seaver  
Chief Retail & Delivery Officer  
and Executive Vice President



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David E. Williams  
Chief Logistics & Processing Operations  
Officer and Executive Vice President

BOX_REMOVAL_DATE	BOX_ADDRESS	LOCATION_CITY_NAME	LOC_STATE_ABBR
8/5/2020	520 16TH ST N	BIRMINGHAM	AL
8/5/2020	22 BIBB ST	MONTGOMERY	AL
8/5/2020	2055 NORMANDIE DR	MONTGOMERY	AL
8/5/2020	2055 NORMANDIE DR	MONTGOMERY	AL
8/1/2020	429 HOLCOMB ST	SPRINGDALE	AR
7/29/2020	5150 N 16TH ST	PHOENIX	AZ
7/29/2020	2122 E HIGHLAND AVE	PHOENIX	AZ
7/29/2020	2440 W MISSION LN	PHOENIX	AZ
7/29/2020	2440 W MISSION LN	PHOENIX	AZ
7/29/2020	7000 N 19TH AVE	PHOENIX	AZ
7/29/2020	1825 W BELL RD	PHOENIX	AZ
7/29/2020	1902 W UNION HILLS DR	PHOENIX	AZ
7/29/2020	12208 N 19TH AVE	PHOENIX	AZ
7/29/2020	4415 N MARYVALE PKWY	PHOENIX	AZ
7/29/2020	3901 E ROESER RD	PHOENIX	AZ
7/29/2020	4650 S 44TH PL	PHOENIX	AZ
8/10/2020	3920 E THOMAS RD	PHOENIX	AZ
8/10/2020	100 W FRONTIER ST	PAYSON	AZ
8/10/2020	100 W FRONTIER ST	PAYSON	AZ
8/5/2020	101 S VERMONT AVE	LOS ANGELES	CA
8/5/2020	1933 S BROADWAY	LOS ANGELES	CA
8/5/2020	2900 STOCKER PLZ	LOS ANGELES	CA
8/5/2020	9029 AIRPORT BLVD	LOS ANGELES	CA
8/5/2020	600 N GRAND AVE	LOS ANGELES	CA
8/5/2020	301 S BROADWAY	LOS ANGELES	CA
8/5/2020	760 S MAIN ST	LOS ANGELES	CA
8/5/2020	835 STANFORD AVE	LOS ANGELES	CA
8/5/2020	837 E 12TH ST	LOS ANGELES	CA
8/5/2020	2107 SAWTELLE BLVD	LOS ANGELES	CA
8/5/2020	6733 S SEPULVEDA BLVD	LOS ANGELES	CA
8/5/2020	2111 E 119TH ST	LOS ANGELES	CA
8/5/2020	9060 SANTA MONICA BLVD	LOS ANGELES	CA
8/5/2020	11634 PATTON RD	DOWNEY	CA
8/5/2020	1025 COLORADO AVE	SANTA MONICA	CA
8/5/2020	1211 W CARSON ST	TORRANCE	CA
8/5/2020	3510 MARICOPA ST	TORRANCE	CA
8/5/2020	15505 MINNESOTA AVE	PARAMOUNT	CA
8/5/2020	14109 ORANGE AVE	PARAMOUNT	CA
8/5/2020	839 S BEACON ST	SAN PEDRO	CA
8/5/2020	1840 S GAFFEY ST	SAN PEDRO	CA

8/5/2020 1360 W 6TH ST	SAN PEDRO	CA
8/5/2020 1360 W 6TH ST	SAN PEDRO	CA
8/5/2020 1401 E 28TH ST	LONG BEACH	CA
8/5/2020 1300 PARK AVE	LONG BEACH	CA
8/5/2020 940 E 20TH ST	LONG BEACH	CA
8/5/2020 2323 PACIFIC AVE	LONG BEACH	CA
8/5/2020 4496 LINDEN AVE	LONG BEACH	CA
8/5/2020 3600 OLIVE AVE	LONG BEACH	CA
8/5/2020 3725 COUNTRY CLUB DR	LONG BEACH	CA
8/5/2020 953 E CARSON ST	LONG BEACH	CA
8/8/2020 7891 MIRABEL RD	FORESTVILLE	CA
8/11/2020 691 CALDERON AVE	MOUNTAIN VIEW	CA
8/11/2020 1931 KENTFIELD	REDWOOD CITY	CA
8/11/2020 575 PRICE AVE	REDWOOD CITY	CA
8/11/2020 451 SHERMAN AVE	PALO ALTO	CA
8/11/2020 505 CALIFORNIA AVE	PALO ALTO	CA
8/11/2020 600 LAS GALLINAS AVE	SAN RAFAEL	CA
8/11/2020 6652 FRONT ST	FORESTVILLE	CA
8/11/2020 160 E STATE HIGHWAY 20	UPPER LAKE	CA
8/5/2020 2346 ACADEMY DR	U S A F ACADEMY	CO
6/16/2020 130 OLD TOWN RD	VERNON	CT
6/16/2020 75 ELM ST	HARTFORD	CT
6/16/2020 40 BRAINARD RD	HARTFORD	CT
6/16/2020 284 ALBANY AVE	HARTFORD	CT
6/16/2020 270 MONROE TPKE	MONROE	CT
6/16/2020 321 CHURCH ST	WALLINGFORD	CT
6/16/2020 181 LONG HILL RD	WATERBURY	CT
6/16/2020 299 FAIRFIELD AVE	WATERBURY	CT
6/16/2020 170 WATER ST	NAUGATUCK	CT
6/16/2020 170 WATER ST	NAUGATUCK	CT
6/16/2020 97 HIGHLAND AVE	TORRINGTON	CT
6/16/2020 350 MAIN ST	TORRINGTON	CT
6/16/2020 395 DAVIS	WATERTOWN	CT
6/16/2020 36 ARCADIA RD	OLD GREENWICH	CT
6/16/2020 150 SOUND BEACH AVE	OLD GREENWICH	CT
6/16/2020 10 CARRONA DR	OLD GREENWICH	CT
6/16/2020 2600 POST RD	SOUTHPORT	CT
6/16/2020 777 SUMMER ST	STAMFORD	CT
6/22/2020 681 BOSTON TPKE	MANCHESTER	CT
6/22/2020 157 PINES BRIDGE RD	BEACON FALLS	CT
6/22/2020 4675 MAIN ST	BRIDGEPORT	CT
6/22/2020 280 RAILROAD AVE	GREENWICH	CT
6/22/2020 273 POST RD E	WESTPORT	CT
6/23/2020 525 ORANGE CENTER RD	ORANGE	CT
6/23/2020 2 BELDEN	NORWALK	CT
6/23/2020 16 WASHINGTON	NORWALK	CT
6/23/2020 299 WESTPORT	NORWALK	CT

7/1/2020 121 SHIELD ST	WEST HARTFORD	CT
7/1/2020 121 SHIELD ST	WEST HARTFORD	CT
7/28/2020 340 HEIGHTS RD	DARIEN	CT
8/1/2020 850 MAIN ST	EAST HARTFORD	CT
8/1/2020 619 POST RD E	WESTPORT	CT
8/11/2020 141 WESTON ST	HARTFORD	CT
6/16/2020 1300 WASHINGTON AVE	MIAMI BEACH	FL
6/18/2020 3690 W 18 AVE	HIALEAH	FL
6/18/2020 1351 NW 12TH ST	MIAMI	FL
6/18/2020 8399 NW 12TH STREET	MIAMI	FL
6/18/2020 300 SW 17TH AVE	MIAMI	FL
6/18/2020 1051 STATE ROAD 544 E	HAINES CITY	FL
7/9/2020 425 NW 27 AVE	MIAMI	FL
7/9/2020 4410 W FLAGLER STREET	CORAL GABLES	FL
7/9/2020 1800 CORAL WAY	MIAMI	FL
7/9/2020 110 NE 44 ST	FT LAUDERDALE	FL
7/9/2020 170 NE 2ND ST	BOCA RATON	FL
7/9/2020 9995 SE FEDERAL HWY	HOBE SOUND	FL
7/9/2020 1095 MILITARY TRL	JUPITER	FL
7/9/2020 4401 SE FEDERAL HWY	STUART	FL
7/9/2020 4600 N HABANA AVE	TAMPA	FL
7/9/2020 1051 STATE ROAD 544 E	HAINES CITY	FL
7/11/2020 2416 LYNNDAL RD	FERNANDINA	FL
7/11/2020 2125 JACKSON BLUFF RD	TALLAHASSEE	FL
7/11/2020 801 E 6TH ST	PANAMA CITY	FL
7/25/2020 2885 SW 3RD AVE	MIAMI	FL
7/25/2020 1799 NW 28TH STREET	MIAMI	FL
7/25/2020 13100 W DIXIE HWY	NORTH MIAMI	FL
7/25/2020 8185 VIA ANCHO RD	BOCA RATON	FL
7/25/2020 212 E HILLSBORO BLVD	DEERFIELD BEACH	FL
7/25/2020 14280 MILITARY TRL	DELRAY BEACH	FL
7/25/2020 2255 SE VETERANS MEMORIAL PKWY	PORT ST LUCIE	FL
7/28/2020 1630 NW 1ST AVE	GAINESVILLE	FL
7/31/2020 1431 SW 1ST AVE	OCALA	FL
8/1/2020 400 OHIO AVE S	LIVE OAK	FL
8/1/2020 1000 SW 16TH AVE	GAINESVILLE	FL
8/4/2020 1870 N CORPORATE LAKES BLVD	WESTON	FL
8/4/2020 401 OLD DIXIE HWY	JUPITER	FL
8/8/2020 1401 N WEST SHORE BLVD	TAMPA	FL
8/8/2020 18011 US HIGHWAY 41 S	FORT MYERS	FL
8/9/2020 1601-1 N MAIN ST	JACKSONVILLE	FL
8/9/2020 4160 N CANAL ST	JACKSONVILLE	FL
8/9/2020 9409 US HIGHWAY 19	PORT RICHEY	FL
8/9/2020 9409 US HIGHWAY 19	PORT RICHEY	FL
8/11/2020 6193 NW 183RD STREET	HIALEAH	FL
8/11/2020 2100 W 76TH ST	HIALEAH	FL
8/11/2020 5771 JOHNSON STREET	HOLLYWOOD HILLS	FL

8/11/2020 2137 NW 7TH ST	MIAMI	FL
8/11/2020 3300 NW 27TH AVE	MIAMI	FL
8/11/2020 3197 SW 18TH ST	MIAMI	FL
8/11/2020 1691 SW 19TH ST	MIAMI	FL
8/11/2020 2000 SW 57TH AVE	MIAMI	FL
8/11/2020 8821 SW 136TH ST	MIAMI	FL
8/11/2020 5600 NW 72 AVE	MEDLEY	FL
8/11/2020 500 SE 17TH ST	FT LAUDERDALE	FL
8/11/2020 11528 W STATE ROAD 84	DAVIE	FL
8/11/2020 1300 N FLORIDA MANGO RD	WEST PALM BEACH	FL
8/11/2020 1300 N FLORIDA MANGO RD	WEST PALM BEACH	FL
8/11/2020 2800 N MILITARY TRL	HIGHLAND BEACH	FL
8/11/2020 8430 SPRINGLAKE DR	BOCA RATON	FL
8/11/2020 14280 MILITARY TRAIL	DELRAY BEACH	FL
8/11/2020 10290 W ATLANTIC AVE	DELRAY BEACH	FL
8/11/2020 4300 S JOG RD	GREENACRES	FL
8/12/2020 149 E 3RD STREET	HIALEAH	FL
8/12/2020 400 WHITEHEAD STREET	KEY WEST	FL
8/12/2020 2351 W ATLANTIC BLVD	POMPANO BEACH	FL
8/12/2020 5805 NW 11TH ST	MIAMI	FL
8/12/2020 1040 CARIBBEAN WAY	MIAMI	FL
8/12/2020 8350 SW 8TH ST	MIAMI	FL
8/12/2020 1035 NW 9 AVE	FORT LAUDERDALE	FL
8/12/2020 7300 CENTRAL INDUSTRIAL DR	RIVIERA BEACH	FL
8/12/2020 1200 US HIGHWAY 1	PALM BCH GDNS	FL
8/12/2020 10299 SOUTHERN BLVD	ROYAL PLM BCH	FL
8/12/2020 1301 N CONGRESS AVE	BOYNTON BEACH	FL
8/12/2020 19605 STATE ROAD 7	BOCA RATON	FL
8/12/2020 1530 W BOYNTON BEACH BLVD	BOYNTON BEACH	FL
8/12/2020 1095 MILITARY TRL	JUPITER	FL
8/12/2020 340 ROYAL POINCIANA WAY	PALM BEACH	FL
8/13/2020 7150 TIPPIN AVE	PENSACOLA	FL
7/11/2020 1355A JOHN B GORDON ST	BELLVILLE	GA
7/11/2020 525 8TH ST	AUGUSTA	GA
8/1/2020 300 NORTH ST W	VIDALIA	GA
8/1/2020 3726 WOODRUFF RD	COLUMBUS	GA
8/13/2020 901 18TH ST E	TIFTON	GA
8/13/2020 907 18TH ST E	TIFTON	GA
8/13/2020 2000 DEVONSHIRE DR	COLUMBUS	GA
6/24/2020 8000 SCHULINE RD	EVANSVILLE	IL
7/30/2020 202 S VINE ST	ARTHUR	IL
6/16/2020 4250 W 86TH ST	INDIANAPOLIS	IN
6/16/2020 2700 VALPARAISO ST	VALPARAISO	IN
6/24/2020 7048 CHESTNUT AVE	HAMMOND	IN
6/29/2020 141 E WASHINGTON ST	INDIANAPOLIS	IN
8/5/2020 2002 STAFFORD RD	PLAINFIELD	IN
8/5/2020 107 E MAIN ST	ATTICA	IN

6/24/2020 6420 E CENTRAL AVE	WICHITA	KS
7/6/2020 206 CENTRAL ST	HILLSDALE	KS
8/3/2020 1740 SW WANAMAKER RD	TOPEKA	KS
8/3/2020 5325 SW 21ST ST	TOPEKA	KS
8/11/2020 6401 E KELLOGG DR	WICHITA	KS
8/11/2020 3100 E LINCOLN ST	WICHITA	KS
8/12/2020 2963 N ROCK RD	WICHITA	KS
6/22/2020 8085 KY ROUTE 40 W	OIL SPRINGS	KY
8/13/2020 7828 ENTRANCE RD	FORT POLK	LA
6/16/2020 164 RIVIERA DR	AGAWAM	MA
6/16/2020 35 JOY ST	CHICOPEE	MA
6/16/2020 20 MAIN ST	SOUTH HADLEY	MA
6/16/2020 16 W LEYDEN RD	BERNARDSTON	MA
6/22/2020 780 CHESTNUT ST	SPRINGFIELD	MA
8/13/2020 128 MAIN ST	MONSON	MA
6/19/2020 11859 HG TRUEMAN RD	LUSBY	MD
6/19/2020 7915 OLD BRANCH AVE	CLINTON	MD
6/19/2020 601 KEITH LN	OWINGS	MD
7/2/2020 4500 KNOX RD	BERWYN HEIGHTS	MD
7/2/2020 4891 TOWNE PARK RD	SUITLAND	MD
7/17/2020 103 CENTERWAY	GREENBELT	MD
8/8/2020 301 MAINE ST	BRUNSWICK	ME
8/8/2020 603 CENTER ST	AUBURN	ME
8/11/2020 83 HOSPITAL ST	AUGUSTA	ME
8/11/2020 76 NORTH ST	CALAIS	ME
6/17/2020 121 E 1ST AVE	OSAKIS	MN
6/17/2020 121 1ST ST S	SAINT CLOUD	MN
6/28/2020 701 4TH AVE S	MINNEAPOLIS	MN
6/30/2020 400 1ST AVE N	MINNEAPOLIS	MN
6/30/2020 129 N 2ND ST	MINNEAPOLIS	MN
6/30/2020 300 1ST AVE N	MINNEAPOLIS	MN
6/30/2020 174 3RD ST N	MINNEAPOLIS	MN
6/30/2020 333 WASHINGTON AVE N	MINNEAPOLIS	MN
6/30/2020 420 N 5TH ST	MINNEAPOLIS	MN
7/1/2020 401 N 3RD ST	MINNEAPOLIS	MN
7/1/2020 401 N 3RD ST	MINNEAPOLIS	MN
7/1/2020 126 3RD AVE N	MINNEAPOLIS	MN
7/1/2020 126 3RD AVE N	MINNEAPOLIS	MN
7/3/2020 2827 ANTHONY LN NE	MINNEAPOLIS	MN
7/9/2020 1414 COLLEGE WAY	FERGUS FALLS	MN
7/9/2020 1205 W LINCOLN AVE	FERGUS FALLS	MN
7/10/2020 450 SYNDICATE ST N	SAINT PAUL	MN
7/14/2020 1690 UNIVERSITY AVE W	SAINT PAUL	MN
7/18/2020 369 WABASHA ST N	SAINT PAUL	MN
7/22/2020 15 2ND ST NW	ELBOW LAKE	MN
7/23/2020 1525 HIGHWAY 59 S	THIEF RVR FLS	MN
8/4/2020 901 WASHINGTON AVE	DETROIT LAKES	MN

8/4/2020 1204 WASHINGTON AVE	DETROIT LAKES	MN
8/4/2020 115 HOLMES ST E	DETROIT LAKES	MN
8/4/2020 544 CENTER ST N	ROTHSAY	MN
8/4/2020 106 2ND ST SW	ROTHSAY	MN
8/6/2020 3001 BROADWAY ST NE	MINNEAPOLIS	MN
8/10/2020 1620 S CEDAR AVE	OWATONNA	MN
7/6/2020 100 US HIGHWAY 160	HARDENVILLE	MO
7/6/2020 1211 PORTER WAGONER BLVD	WEST PLAINS	MO
7/15/2020 240 S UNION AVE	SPRINGFIELD	MO
7/20/2020 2001 MAIN ST	HIGGINSVILLE	MO
7/20/2020 30 W PERSHING RD	KANSAS CITY	MO
6/23/2020 96 N WEAVER ST	BELGRADE	MT
6/23/2020 96 N WEAVER ST	BELGRADE	MT
6/24/2020 218 MAIN ST	ANACONDA	MT
6/24/2020 218 MAIN ST	ANACONDA	MT
6/25/2020 120 W MAIN ST	MANHATTAN	MT
6/25/2020 201 N RAILROAD AVE E	MANHATTAN	MT
7/15/2020 117 S IDAHO ST	DILLON	MT
7/16/2020 100 S MERRILL AVE	GLENDIVE	MT
7/16/2020 221 N KENDRICK AVE	GLENDIVE	MT
7/16/2020 145 1ST AVE SE	SHELBY	MT
7/16/2020 226 1ST ST S	SHELBY	MT
7/23/2020 325 S MAIN ST	LIVINGSTON	MT
7/23/2020 104 HAWTHORNE AVE	LEWISTOWN	MT
7/23/2020 211 E MAIN ST	LEWISTOWN	MT
7/23/2020 305 W WATSON ST	LEWISTOWN	MT
7/23/2020 1900 BROOKS ST	MISSOULA	MT
7/23/2020 2205 OXFORD ST	MISSOULA	MT
7/23/2020 539 UNIVERSITY AVE	MISSOULA	MT
7/23/2020 701 S ORANGE ST	MISSOULA	MT
7/23/2020 2801 S RUSSELL ST	MISSOULA	MT
7/23/2020 2510 S RESERVE ST	MISSOULA	MT
7/23/2020 3700 S RUSSELL ST	MISSOULA	MT
7/23/2020 501 S HIGGINS AVE	MISSOULA	MT
7/23/2020 3800 S RUSSELL ST	MISSOULA	MT
7/23/2020 1130 S HIGGINS AVE	MISSOULA	MT
7/23/2020 902 N ORANGE ST	MISSOULA	MT
7/23/2020 101 E FRONT ST	MISSOULA	MT
7/23/2020 225 W BROADWAY ST	MISSOULA	MT
7/23/2020 147 W MAIN ST	MISSOULA	MT
7/23/2020 1035 VAN BUREN ST	MISSOULA	MT
7/23/2020 301 W FRONT ST	MISSOULA	MT
7/23/2020 101 E BROADWAY ST	MISSOULA	MT
7/23/2020 2420 N RESERVE ST	MISSOULA	MT
8/12/2020 1 W MAIN ST	BOZEMAN	MT
8/12/2020 424 E MAIN ST	BOZEMAN	MT
8/12/2020 301 W MAIN ST	BOZEMAN	MT

8/12/2020 103 CULBERTSON HALL	BOZEMAN	MT
8/12/2020 903 W COLLEGE ST	BOZEMAN	MT
8/12/2020 220 W LAMME ST	BOZEMAN	MT
8/12/2020 1001 N 17TH AVE	BOZEMAN	MT
7/14/2020 148 CENTRAL AVE S	VALLEY CITY	ND
7/14/2020 100 2ND ST SE	JAMESTOWN	ND
7/14/2020 2400 8TH AVE SW	JAMESTOWN	ND
7/15/2020 23 S 4TH ST	GRAND FORKS	ND
7/15/2020 501 N COLUMBIA RD	GRAND FORKS	ND
7/20/2020 100 A AVE	EMERADO	ND
7/22/2020 517 17TH AVE SW	MINOT	ND
7/22/2020 315 MAIN ST S	MINOT	ND
7/22/2020 300 3RD AVE SW	MINOT	ND
7/22/2020 15 MAIN ST N	MINOT	ND
7/23/2020 116 MORTON AVE	PAGE	ND
7/29/2020 203 W STUTSMAN ST	PEMBINA	ND
8/3/2020 375 MAIN AVE	SOURIS	ND
8/6/2020 202 MAIN ST	EMERADO	ND
8/6/2020 3252 JOHNSTOWN ST	GILBY	ND
8/11/2020 501 MAIN ST	BUFFALO	ND
6/25/2020 7120 S 29TH ST	LINCOLN	NE
6/26/2020 201 N 8TH ST	LINCOLN	NE
6/26/2020 121 S 13TH ST	LINCOLN	NE
6/26/2020 121 S 13TH ST	LINCOLN	NE
6/26/2020 115 N 13TH ST	LINCOLN	NE
6/26/2020 115 N 13TH ST	LINCOLN	NE
6/28/2020 245 S 84TH ST	LINCOLN	NE
6/28/2020 6040 VILLAGE DR	LINCOLN	NE
6/28/2020 1240 W O ST	LINCOLN	NE
7/10/2020 1607 S LOCUST ST	GRAND ISLAND	NE
7/10/2020 420 N DEWEY ST	NORTH PLATTE	NE
7/14/2020 203 W SOUTH FRONT ST	GRAND ISLAND	NE
7/14/2020 204 W SOUTH FRONT ST	GRAND ISLAND	NE
7/14/2020 1811 W 2ND ST	GRAND ISLAND	NE
7/14/2020 515 S WEBB RD	GRAND ISLAND	NE
7/14/2020 515 S WEBB RD	GRAND ISLAND	NE
7/14/2020 1510 N DIERS AVE	GRAND ISLAND	NE
7/14/2020 1510 N DIERS AVE	GRAND ISLAND	NE
7/15/2020 2427 N 48TH ST	LINCOLN	NE
7/20/2020 1299 FARNAM ST	OMAHA	NE
7/20/2020 2232 S 64TH ST	OMAHA	NE
7/20/2020 11404 W DODGE RD	OMAHA	NE
7/20/2020 11421 DAVENPORT ST	OMAHA	NE
7/20/2020 11421 DAVENPORT ST	OMAHA	NE
7/20/2020 2125 N 117TH AVE	OMAHA	NE
7/20/2020 13310 W MAPLE RD	OMAHA	NE
7/20/2020 13310 W MAPLE RD	OMAHA	NE



7/22/2020 8712 W DODGE RD	OMAHA	NE
7/22/2020 505 N 155TH PLZ	OMAHA	NE
7/27/2020 7811 DAVENPORT ST	OMAHA	NE
7/27/2020 12255 W CENTER RD	OMAHA	NE
7/27/2020 12255 W CENTER RD	OMAHA	NE
7/27/2020 13920 GOLD CIR	OMAHA	NE
7/27/2020 13920 GOLD CIR	OMAHA	NE
7/27/2020 10902 MILL VALLEY RD	OMAHA	NE
7/27/2020 10902 MILL VALLEY RD	OMAHA	NE
7/29/2020 10730 PACIFIC ST	OMAHA	NE
7/29/2020 4246 S 50TH ST	OMAHA	NE
7/29/2020 4420 S 89TH ST	OMAHA	NE
8/12/2020 11414 W CENTER RD	OMAHA	NE
8/13/2020 6401 Q ST STE 100	LINCOLN	NE
8/11/2020 277 UNION AVE	LACONIA	NH
6/16/2020 301 S STILES ST	WINFIELD PARK	NJ
6/16/2020 401 FAIRVIEW AVE	CLARK	NJ
6/16/2020 3461 S CLINTON AVE	S PLAINFIELD	NJ
6/16/2020 880 SALEM AVE	HILLISIDE	NJ
6/16/2020 14 BURMA RD	JERSEY CITY	NJ
6/16/2020 5-27 DOROTHY ST	FAIRLAWN	NJ
6/16/2020 434 PULIS AVE	FRANKLIN LAKES	NJ
6/16/2020 123 CHAPEL RD	MAHWAH	NJ
6/16/2020 10 S FRANKLIN TPKE	RAMSEY	NJ
6/16/2020 160 E MAIN ST	RAMSEY	NJ
6/16/2020 79 N FRANKLIN TPKE	RAMSEY	NJ
6/16/2020 175 E MAIN ST UNIT 1	RAMSEY	NJ
6/16/2020 175 E MAIN ST UNIT 2	RAMSEY	NJ
6/16/2020 199 DAYTON ST	RIDGEWOOD	NJ
6/16/2020 31 VAN HOUTEN ST	PATERSON	NJ
6/16/2020 726 MARKET ST	PATERSON	NJ
6/16/2020 226 STATE ST	HACKENSACK	NJ
6/16/2020 226 STATE ST	HACKENSACK	NJ
6/16/2020 360 SPRINGFIELD AVE	BERKELEY HTS	NJ
6/16/2020 111 RIDGEDALE AVE	FLORHAM PARK	NJ
6/16/2020 614 CRANBURY RD	EAST BRUNSWICK	NJ
6/16/2020 3530 STATE ROUTE 27	KENDALL PARK	NJ
6/16/2020 131 PERRINEVILLE RD	JAMESBURG	NJ
6/16/2020 2 S MIDDLESEX AVE	JAMESBURG	NJ
6/16/2020 701 W CAMPLAIN RD STE 1	MANVILLE	NJ
6/16/2020 6D BRYNWOOD GDNS APT 24	OLD BRIDGE	NJ
6/16/2020 28 OWENS RD	OLD BRIDGE	NJ
6/16/2020 713 PARK AVE	PHILLIPSBURG	NJ
6/16/2020 347 ELIZABETH AVE	SOMERSET	NJ
6/16/2020 601A SOUTH MAIN ST	STEWARTSVILLE	NJ
7/13/2020 7 GLENWOOD AVE	EAST ORANGE	NJ
7/13/2020 60 WALNUT AVE # 1	CLARK	NJ

7/13/2020 60 WALNUT AVE STE 2	CLARK	NJ
7/13/2020 302 VALLEY RD	CLARK	NJ
7/13/2020 55 MEADOWLANDS PKWY	SECAUCUS	NJ
7/13/2020 962 SHERMAN AVE	ELIZABETH	NJ
7/13/2020 3130 JOHN F KENNEDY BLVD	JERSEY CITY	NJ
7/13/2020 177 E SADDLE RIVER RD	U SADDLE RIV	NJ
7/13/2020 20 WASHINGTON ST # 2	CRESSKILL	NJ
7/13/2020 20 WASHINGTON ST	CRESSKILL	NJ
7/13/2020 124 PARIS AVE	NORTHVALE	NJ
7/13/2020 15 WHITE OAK LN APT D	OLD BRIDGE	NJ
7/13/2020 65 OLD STAGE RD	SPOTSWOOD	NJ
7/20/2020 1 E MAIN ST	MAPLE SHADE	NJ
7/20/2020 2600 MOUNT EPHRAIM AVE	CAMDEN	NJ
7/20/2020 3311 ATLANTIC AVE	WILDWOOD	NJ
7/28/2020 2932 JOHN F KENNEDY BLVD	JERSEY CITY	NJ
7/28/2020 23 QUIMBY LN	BERNARDSVILLE	NJ
7/28/2020 3 HOSPITAL PLZ	OLD BRIDGE	NJ
7/29/2020 800B BROADWAY BLVD NE	ALBUQUERQUE	NM
7/29/2020 800B BROADWAY BLVD NE	ALBUQUERQUE	NM
7/29/2020 800B BROADWAY BLVD NE	ALBUQUERQUE	NM
7/29/2020 800B BROADWAY BLVD NE	ALBUQUERQUE	NM
7/29/2020 201 5TH ST SW	ALBUQUERQUE	NM
7/29/2020 625 SILVER AVE SW	ALBUQUERQUE	NM
7/29/2020 40 FIRST PLAZA CTR NW STE 38	ALBUQUERQUE	NM
7/29/2020 111 ALVARADO DR SE	ALBUQUERQUE	NM
7/29/2020 7412 JEFFERSON ST NE	ALBUQUERQUE	NM
7/29/2020 7200 MONTGOMERY BLVD NE	ALBUQUERQUE	NM
7/29/2020 6100 SAN MATEO BLVD NE	ALBUQUERQUE	NM
7/29/2020 7901 MOUNTAIN RD NE	ALBUQUERQUE	NM
7/29/2020 4300 SAN MATEO BLVD NE	ALBUQUERQUE	NM
7/29/2020 2500 LOUISIANA BLVD NE	ALBUQUERQUE	NM
7/29/2020 2500 LOUISIANA BLVD NE	ALBUQUERQUE	NM
7/29/2020 1412 EUBANK BLVD NE	ALBUQUERQUE	NM
7/29/2020 8500 MENAUL BLVD NE	ALBUQUERQUE	NM
7/29/2020 4500 BIGGS AVE SE	ALBUQUERQUE	NM
7/29/2020 2100 GEORGE RD SE	ALBUQUERQUE	NM
7/29/2020 6200 COORS BLVD NW	ALBUQUERQUE	NM
6/22/2020 1761 3RD AVE	NEW YORK	NY
6/22/2020 417 LENOX AVE	NEW YORK	NY
6/22/2020 1111 LONGWOOD AVE	BRONX	NY
7/20/2020 2091 PRE EMPTION RD	OAKS CORNERS	NY
7/28/2020 2102 MONTAUK HWY	SOUTHAMPTON	NY
6/17/2020 401 MARKET ST	STEUBENVILLE	OH
6/17/2020 100 MALL DR	STEUBENVILLE	OH
6/17/2020 339 MARKET ST	STEUBENVILLE	OH
6/17/2020 4000 SUNSET BLVD	STEUBENVILLE	OH
6/17/2020 500 MARKET ST	STEUBENVILLE	OH

6/17/2020 500 MARKET ST	STEUBENVILLE	OH
6/17/2020 166 S HIGH ST	AKRON	OH
6/17/2020 2000 BRITTAIN RD	AKRON	OH
6/17/2020 840 W MAPLE ST	HARTVILLE	OH
6/18/2020 137 S MAIN ST	AKRON	OH
6/18/2020 50 S MAIN ST	AKRON	OH
6/18/2020 50 S MAIN ST	AKRON	OH
6/18/2020 189 MONTROSE WEST AVE	COPLEY	OH
6/18/2020 189 MONTROSE WEST AVE	COPLEY	OH
6/24/2020 75 S BROADWAY ST	AKRON	OH
6/24/2020 80 S SUMMIT ST	AKRON	OH
7/17/2020 6020 W BANCROFT ST	TOLEDO	OH
7/20/2020 4822 MARKET ST	YOUNGSTOWN	OH
7/20/2020 724 BOARDMAN POLAND RD	YOUNGSTOWN	OH
7/31/2020 10 N MAIN ST	AKRON	OH
8/14/2020 5800 MONROE ST	SYLVANIA	OH
8/14/2020 405 N HURON ST	TOLEDO	OH
8/14/2020 401 JEFFERSON AVE	TOLEDO	OH
8/14/2020 1300 JEFFERSON AVE	TOLEDO	OH
7/9/2020 121 W BROADWAY AVE	WAURIKA	OK
7/31/2020 2200 NW 50TH ST	OKLAHOMA CITY	OK
7/31/2020 3433 NW 56TH ST	OKLAHOMA CITY	OK
8/8/2020 100 W 5TH ST	TULSA	OK
6/20/2020 15875 BOONES FERRY RD	LAKE OSWEGO	OR
7/14/2020 2100 NE COLUMBIA BLVD	PORTLAND	OR
7/16/2020 2100 NE COLUMBIA BLVD	PORTLAND	OR
8/4/2020 9300 SW BEAVERTON HILLSDALE HWY	BEAVERTON	OR
8/4/2020 6110 SW ARCTIC DR	BEAVERTON	OR
8/4/2020 8905 SW NIMBUS AVE	BEAVERTON	OR
8/4/2020 12100 SE SUNNYSIDE RD	CLACKAMAS	OR
8/4/2020 390 NW BURNSIDE RD	GRESHAM	OR
8/4/2020 150 W POWELL BLVD	GRESHAM	OR
8/4/2020 17455 SCALES AVE	SANDY	OR
8/4/2020 39261 PROCTOR BLVD	SANDY	OR
8/4/2020 33 N CENTRAL AVE	MEDFORD	OR
8/4/2020 33 N CENTRAL AVE	MEDFORD	OR
8/4/2020 399 W MAIN ST	MEDFORD	OR
8/4/2020 399 W MAIN ST	MEDFORD	OR
8/4/2020 113 N ROSS LN	MEDFORD	OR
8/4/2020 1301 CENTER DR	MEDFORD	OR
8/4/2020 1000 BIDDLE RD	MEDFORD	OR
8/4/2020 881 OHARE PKWY	MEDFORD	OR
8/5/2020 4800 SW GRIFFITH DR	BEAVERTON	OR
8/5/2020 14292 SW ALLEN BLVD	BEAVERTON	OR
8/5/2020 1825 NW 167TH PL	BEAVERTON	OR
8/5/2020 14555 SW TEAL BLVD	BEAVERTON	OR
8/5/2020 8625 SW CASCADE AVE	BEAVERTON	OR

8/5/2020 8285 SW NIMBUS AVE	BEAVERTON	OR
8/5/2020 1377 MCVEY AVE	LAKE OSWEGO	OR
8/5/2020 5335 MEADOWS RD	LAKE OSWEGO	OR
8/5/2020 5335 MEADOWS RD	LAKE OSWEGO	OR
8/5/2020 4500 KRUSE WAY	LAKE OSWEGO	OR
8/5/2020 5000 MEADOWS RD	LAKE OSWEGO	OR
8/5/2020 3 MONROE PKWY	LAKE OSWEGO	OR
8/5/2020 4000 KRUSE WAY PL	LAKE OSWEGO	OR
8/5/2020 5 CENTERPOINTE DR	LAKE OSWEGO	OR
8/5/2020 5 CENTERPOINTE DR	LAKE OSWEGO	OR
8/5/2020 4000 KRUSE WAY PL	LAKE OSWEGO	OR
8/5/2020 4000 KRUSE WAY PL	LAKE OSWEGO	OR
8/5/2020 5285 MEADOWS RD	LAKE OSWEGO	OR
8/5/2020 5300 MEADOWS RD	LAKE OSWEGO	OR
8/5/2020 8605 SW ELLIGSEN RD	WILSONVILLE	OR
8/5/2020 9200 SW HILLMAN CT	WILSONVILLE	OR
8/5/2020 9200 SW HILLMAN CT	WILSONVILLE	OR
8/5/2020 8605 SW ELLIGSEN RD	WILSONVILLE	OR
8/5/2020 9450 SW COMMERCE CIR	WILSONVILLE	OR
8/5/2020 9200 SW HILLMAN CT	WILSONVILLE	OR
8/5/2020 9450 SW WILSONVILLE RD	WILSONVILLE	OR
8/5/2020 6800 SW HAMPTON ST	PORTLAND	OR
8/5/2020 15115 SW SEQUOIA PKWY	PORTLAND	OR
8/6/2020 1919 WILLAMETTE FALLS DR	WEST LINN	OR
8/6/2020 1021 SW 4TH AVE	PORTLAND	OR
8/6/2020 900 SW 4TH AVE	PORTLAND	OR
8/6/2020 7095 SW SANDBURG ST	PORTLAND	OR
8/6/2020 10240 SW NIMBUS AVE	PORTLAND	OR
8/6/2020 410 MILL ST SE	SALEM	OR
8/6/2020 410 MILL ST SE	SALEM	OR
8/6/2020 410 MILL ST SE	SALEM	OR
8/6/2020 1247 NE MEDICAL CENTER DR	BEND	OR
8/6/2020 1001 SW EMKAY DR	BEND	OR
8/6/2020 61155 S HIGHWAY 97	BEND	OR
8/10/2020 500 N COLUMBIA RIVER HWY	DEER ISLAND	OR
8/10/2020 333 HIGH ST NE	SALEM	OR
8/10/2020 530 CENTER ST NE	SALEM	OR
8/10/2020 530 CENTER ST NE	SALEM	OR
8/10/2020 585 LIBERTY ST SE	SALEM	OR
8/10/2020 295 STATE ST	SALEM	OR
8/10/2020 4992 RIVER RD N	SALEM	OR
8/10/2020 1495 EDGEWATER ST NW	SALEM	OR
8/10/2020 3284 LANCASTER DR NE	SALEM	OR
8/10/2020 2025 LANCASTER DR NE	SALEM	OR
8/10/2020 2025 LANCASTER DR NE	SALEM	OR
8/10/2020 500 COUNTRY CLUB PKWY	EUGENE	OR
8/10/2020 500 COUNTRY CLUB PKWY	EUGENE	OR

8/10/2020 500 COUNTRY CLUB PKWY	EUGENE	OR
8/10/2020 2815 CHAD DR	EUGENE	OR
8/10/2020 1056 GREEN ACRES RD STE 102	EUGENE	OR
8/10/2020 1600 CENTENNIAL BLVD	SPRINGFIELD	OR
8/10/2020 1600 CENTENNIAL BLVD	SPRINGFIELD	OR
8/10/2020 225 5TH ST	SPRINGFIELD	OR
8/11/2020 1143 SANTIAM HWY SE	ALBANY	OR
8/11/2020 3100 PACIFIC BLVD SE	ALBANY	OR
8/11/2020 1990 14TH AVE SE	ALBANY	OR
8/11/2020 1640 9TH AVE SE	ALBANY	OR
8/11/2020 600 LYON ST S	ALBANY	OR
8/11/2020 2818 SANTIAM HWY SE	ALBANY	OR
8/11/2020 1895 14TH AVE SE	ALBANY	OR
8/11/2020 2825 29TH AVE SW	ALBANY	OR
8/11/2020 1600 OAK ST	EUGENE	OR
8/11/2020 1145 PEARL ST	EUGENE	OR
8/11/2020 1145 PEARL ST	EUGENE	OR
8/11/2020 1600 OAK ST	EUGENE	OR
8/11/2020 1600 OAK ST	EUGENE	OR
8/11/2020 1190 OLIVE ST	EUGENE	OR
8/12/2020 950 NW CIRCLE BLVD	CORVALLIS	OR
8/12/2020 910 S PARK ST	LEBANON	OR
8/12/2020 2300 OAKMONT WAY	EUGENE	OR
8/12/2020 2149 CENTENNIAL LOOP	EUGENE	OR
8/12/2020 2149 CENTENNIAL LOOP	EUGENE	OR
8/12/2020 390 W 11TH AVE	EUGENE	OR
8/12/2020 2149 CENTENNIAL LOOP	EUGENE	OR
8/12/2020 132 E BROADWAY	EUGENE	OR
8/12/2020 1560 COBURG RD	EUGENE	OR
8/12/2020 1200 HIGH ST	EUGENE	OR
8/12/2020 1200 HILYARD ST	EUGENE	OR
8/12/2020 3333 W 11TH AVE	EUGENE	OR
8/13/2020 1108 12TH ST	HOOD RIVER	OR
8/13/2020 111 SW OAK ST	PORTLAND	OR
8/13/2020 1200 EXECUTIVE PKWY	EUGENE	OR
8/13/2020 1200 EXECUTIVE PKWY	EUGENE	OR
8/13/2020 1200 EXECUTIVE PKWY	EUGENE	OR
8/13/2020 777 HIGH ST	EUGENE	OR
8/13/2020 975 OAK	EUGENE	OR
8/13/2020 975 OAK	EUGENE	OR
8/13/2020 1650 VALLEY RIVER DR	EUGENE	OR
8/13/2020 1650 VALLEY RIVER DR	EUGENE	OR
8/13/2020 800 WILLAMETTE ST	EUGENE	OR
7/20/2020 100 MACDADE BLVD	FOLSOM	PA
7/24/2020 212 ARCH ST	MEADVILLE	PA
8/14/2020 7 OAKLAND AVE	UNIONTOWN	PA
8/14/2020 36 W MAIN ST	UNIONTOWN	PA

7/2/2020 1 POSTON RD	CHARLESTON	SC
8/4/2020 2441 WHISKEY RD	AIKEN	SC
6/23/2020 31095 451ST AVE	GAYVILLE	SD
7/20/2020 915 CORNELL ST	VERMILLION	SD
7/21/2020 1200 W UNIVERSITY AVE	MITCHELL	SD
7/21/2020 210 N LAWLER ST	MITCHELL	SD
7/21/2020 611 N MAIN ST	MITCHELL	SD
7/21/2020 1100 N MAIN ST	MITCHELL	SD
7/29/2020 4501 E ARROWHEAD PKWY	SIOUX FALLS	SD
8/3/2020 805 E RICE ST	SIOUX FALLS	SD
8/3/2020 3709 E 10TH ST	SIOUX FALLS	SD
8/4/2020 2520 W 8TH ST	SIOUX FALLS	SD
8/4/2020 3812 N CLIFF AVE	SIOUX FALLS	SD
8/4/2020 701 E 60TH ST N	SIOUX FALLS	SD
8/4/2020 5108 N CLIFF AVE	SIOUX FALLS	SD
8/5/2020 817 W RUSSELL ST	SIOUX FALLS	SD
8/5/2020 1601 W 41ST ST	SIOUX FALLS	SD
8/5/2020 3101 W 41ST ST	SIOUX FALLS	SD
8/5/2020 3500 S MINNESOTA AVE	SIOUX FALLS	SD
8/10/2020 3700 S WESTPORT AVE	SIOUX FALLS	SD
6/16/2020 122 W GOODWIN ST	PLEASANTON	TX
6/16/2020 321 N CENTER	SAN ANTONIO	TX
6/16/2020 100 W HOUSTON ST	SAN ANTONIO	TX
7/9/2020 200 N GREEN ST	GRAND SALINE	TX
7/9/2020 100 TENNESSEE ST	GRAHAM	TX
7/9/2020 100 TENNESSEE ST	GRAHAM	TX
7/25/2020 2736 ROYAL LN	DALLAS	TX
7/25/2020 235 NE LOOP 820	HURST	TX
8/1/2020 5100 RANDOL MILL RD	FORT WORTH	TX
8/7/2020 3200 E AIRFIELD DR	DALLAS	TX
8/7/2020 3200 E AIRFIELD DR	DALLAS	TX
8/7/2020 3200 E AIRFIELD DR	DALLAS	TX
8/7/2020 3200 E AIRFIELD DR	DALLAS	TX
8/7/2020 3200 E AIRFIELD DR	DALLAS	TX
8/7/2020 824 PECAN ST	NEW ULM	TX
8/8/2020 902 AYERS ST	CORPUS CHRISTI	TX
8/8/2020 2313 RED RIVER ST	AUSTIN	TX
8/8/2020 602 DENSON DR	AUSTIN	TX
8/8/2020 5200 W UNIVERSITY BLVD	ODESSA	TX
8/9/2020 101 COLLEGE ST	KILLEEN	TX
8/9/2020 100 HILLCREST MEDICAL	WACO	TX
8/9/2020 4801 BROADWAY ST	SAN ANTONIO	TX
8/9/2020 4801 BROADWAY ST	SAN ANTONIO	TX
8/9/2020 4801 BROADWAY ST	SAN ANTONIO	TX
8/9/2020 1948 AUSTIN HWY	SAN ANTONIO	TX
8/9/2020 1948 AUSTIN HWY	SAN ANTONIO	TX
8/9/2020 4150 LOOP 1604 E S	SAN ANTONIO	TX

8/9/2020 700 S CHURCH ST	GEORGETOWN	TX
8/9/2020 98 SAN JACINTO BLVD	AUSTIN	TX
8/9/2020 44 EAST AVE	AUSTIN	TX
8/9/2020 512 E RIVERSIDE DR	AUSTIN	TX
8/9/2020 4029 S CAPITAL OF TEXAS HWY	AUSTIN	TX
8/9/2020 1400 PHILOMENA ST	AUSTIN	TX
8/9/2020 1212 W PARMER LN	AUSTIN	TX
8/9/2020 6201 BRIDGE POINT PKWY	AUSTIN	TX
8/9/2020 5321 INDUSTRIAL OAKS BLVD	AUSTIN	TX
8/9/2020 1110 W WILLIAM CANNON DR	AUSTIN	TX
8/9/2020 2200 BARTON SKWY	WEST LAKE HILLS	TX
8/9/2020 12124 PARK THIRTY FIVE CIR	AUSTIN	TX
8/9/2020 8711 BURNET RD	AUSTIN	TX
8/9/2020 8200 N MOPAC EXPY	AUSTIN	TX
8/9/2020 8701 N MOPAC EXPY	AUSTIN	TX
8/9/2020 4001 PENBROOK ST	ODESSA	TX
8/9/2020 4001 E 42ND ST	ODESSA	TX
8/9/2020 5934 W IH 20	ODESSA	TX
8/9/2020 5200 W UNIVERSITY BLVD	ODESSA	TX
8/9/2020 724 S EDDY ST	PECOS	TX
8/9/2020 200 W MAIN	SARAGOSA	TX
8/9/2020 9580 HIGHWAY 290	SHEFFIELD	TX
8/11/2020 1509 ROSE ST	EDNA	TX
8/11/2020 10850 PEARSALL RD	ATASCOSA	TX
8/11/2020 1801 MARTIN LUTHER KING DR	SAN ANTONIO	TX
8/11/2020 111 SOLEDAD ST	SAN ANTONIO	TX
8/11/2020 414 NAVARRO ST	SAN ANTONIO	TX
8/11/2020 7718 BROADWAY ST	SAN ANTONIO	TX
8/11/2020 2612 W SOUTHCROSS BLVD	SAN ANTONIO	TX
8/11/2020 7047 W MILITARY DR	SAN ANTONIO	TX
8/11/2020 6475 BAYWATER DR	SAN ANTONIO	TX
8/11/2020 2121 PEASE ST	HARLINGEN	TX
8/11/2020 711 N L ST	HARLINGEN	TX
8/11/2020 1320 CABELAS DR	BUDA	TX
8/11/2020 402 TRADESMENS PARK DR	HUTTO	TX
8/11/2020 308 VENTURE BLVD N	LAGO VISTA	TX
8/11/2020 1469 HIGHWAY 290 E	MC DADE	TX
8/11/2020 10603 US HIGHWAY 281 N	ROUND MOUNTAIN	TX
8/11/2020 896 SUMMIT ST	ROUND ROCK	TX
8/11/2020 710 NEWMAN DR	AUSTIN	TX
8/11/2020 110 INNER CAMPUS DR	AUSTIN	TX
8/11/2020 6611 E HIGHWAY 290	AUSTIN	TX
8/11/2020 1200 CAMINO LA COSTA	AUSTIN	TX
8/11/2020 3575 FAR WEST BLVD	AUSTIN	TX
8/11/2020 13420 GALLERIA CIR # A-110	AUSTIN	TX
8/11/2020 1615 WOODWARD ST	AUSTIN	TX
8/11/2020 7952 ANDERSON SQ	AUSTIN	TX

8/11/2020 11500 METRIC BLVD	AUSTIN	TX
8/11/2020 4159 STECK AVE	AUSTIN	TX
8/11/2020 3001 W LOOP 250 N	MIDLAND	TX
8/12/2020 8111 PRESTON RD	DALLAS	TX
8/12/2020 705 COMMERCE ST	SOUTHLAKE	TX
8/12/2020 3128 HANDLEY DR	FORT WORTH	TX
8/12/2020 6320 HULEN BEND BLVD	FORT WORTH	TX
8/12/2020 4701 ALTAMESA BLVD	FORT WORTH	TX
8/12/2020 5300 MEMORIAL DR	HOUSTON	TX
8/12/2020 6023 NAVIGATION BLVD	HOUSTON	TX
8/12/2020 13111 EAST FWY	HOUSTON	TX
8/12/2020 8900 JAMEEL RD	JERSEY VILLAGE	TX
8/12/2020 7800 GROW LN	JERSEY VILLAGE	TX
8/12/2020 9997 RICHMOND AVE	HOUSTON	TX
8/12/2020 800 W SAM HOUSTON PKWY S	HOUSTON	TX
8/12/2020 1002 CONRAD SAUER DR	HOUSTON	TX
8/12/2020 1750 W SAM HOUSTON PKWY N	HOUSTON	TX
8/12/2020 500 SAGE RD	HOUSTON	TX
8/12/2020 350 GLENBOROUGH DR	HOUSTON	TX
8/12/2020 3303 FM 1960 RD W	HOUSTON	TX
8/12/2020 6350 TELEPHONE RD	HOUSTON	TX
8/12/2020 4500 KINGWOOD DR	HUMBLE	TX
8/12/2020 16720 CHAMPION FOREST DR	SPRING	TX
8/12/2020 25701 INTERSTATE 45	SPRING	TX
8/12/2020 2305 NORTH ST	BEAUMONT	TX
8/13/2020 3810 ATASCOCITA RD	HUMBLE	TX
8/13/2020 1107 AUSTIN HWY	SAN ANTONIO	TX
8/13/2020 7300 BLANCO RD	SAN ANTONIO	TX
8/13/2020 13740 N HIGHWAY 183	AUSTIN	TX
8/13/2020 105 E SAN ANTONIO AVE	EL PASO	TX
8/13/2020 2900 N MESA ST	EL PASO	TX
8/13/2020 2001 N OREGON ST	EL PASO	TX
8/13/2020 1071 COUNTRY CLUB RD	EL PASO	TX
7/9/2020 20 S MAIN ST	SIGURD	UT
7/9/2020 3010 S STATE ST	MOUNT CARMEL	UT
7/29/2020 80 E MAIN ST	MYTON	UT
8/6/2020 1075 W 100 N	HURRICANE	UT
8/6/2020 1075 W 100 N	HURRICANE	UT
8/11/2020 16 S 100 W	BRIGHAM CITY	UT
8/11/2020 16 S 100 W	BRIGHAM CITY	UT
6/19/2020 5515 SPOTSWOOD TRL	BARBOURSVILLE	VA
6/19/2020 952 CAPITOL LANDING RD	WILLIAMSBURG	VA
6/19/2020 2011 HUGUENOT RD	N CHESTERFLD	VA
6/19/2020 281 INDEPENDENCE BLVD	VIRGINIA BEACH	VA
7/2/2020 190 JANAF SHOPPING CTR	NORFOLK	VA
7/2/2020 300 LAKE RESORT DR	VALENTINES	VA
7/10/2020 16000 CONTINENTAL BLVD	COLONIAL HGTS	VA



8/4/2020 9023 GRANBY RD	GRANBY	VT
8/8/2020 221 MAIN ST	GUILFORD	VT
8/11/2020 18 THE GRN	WOODSTOCK	VT
8/6/2020 1111 MAIN ST	VANCOUVER	WA
8/6/2020 1111 MAIN ST	VANCOUVER	WA
8/6/2020 205 E 11TH ST	VANCOUVER	WA
8/6/2020 1300 WASHINGTON ST	VANCOUVER	WA
8/6/2020 7701 NE PARKWAY DR	VANCOUVER	WA
8/6/2020 7701 NE PARKWAY DR	VANCOUVER	WA
8/6/2020 5512 NE 109TH CT	VANCOUVER	WA
8/6/2020 5512 NE 109TH CT	VANCOUVER	WA
8/6/2020 404 E 15TH ST	VANCOUVER	WA
8/6/2020 4500 NE ST JAMES RD	VANCOUVER	WA
8/6/2020 12009 NE 99TH ST	VANCOUVER	WA
8/6/2020 11700 NE 95TH ST	VANCOUVER	WA
8/6/2020 11700 NE 95TH ST	VANCOUVER	WA
8/6/2020 11700 NE 95TH ST	VANCOUVER	WA
8/6/2020 12009 NE 99TH ST	VANCOUVER	WA
8/10/2020 411 THREE RIVERS DR	KELSO	WA
8/10/2020 711 VINE ST	KELSO	WA
8/10/2020 805 C ST	VANCOUVER	WA
8/10/2020 805 C ST	VANCOUVER	WA
8/10/2020 601 W EVERGREEN BLVD	VANCOUVER	WA
8/10/2020 916 MAIN ST	VANCOUVER	WA
8/10/2020 505 NE 87TH AVE	VANCOUVER	WA
8/10/2020 16400 SE MCGILLIVRAY BLVD	VANCOUVER	WA
8/10/2020 16400 SE MCGILLIVRAY BLVD	VANCOUVER	WA
8/10/2020 11818 SE MILL PLAIN BLVD	VANCOUVER	WA
8/13/2020 135 E JEWETT BLVD	WHITE SALMON	WA
6/23/2020 1625 WOODARD RD	BLOOMER	WI
8/14/2020 3377 BECKLEY RD	PRINCETON	WV
8/14/2020 109 BOLT RD	GLEN DANIEL	WV
8/14/2020 3400 UNIVERSITY AVE	MORGANTOWN	WV
8/5/2020 600 S 6TH ST	THERMOPOLIS	WY

**Post-Hearing Questions for the Record  
Submitted to Louis DeJoy  
From Senator Kyrsten Sinema**

**“Examining the Finances and Operations of the United States Postal Service  
During COVID-19 and Upcoming Elections”**

**August 21, 2020**

1. Over the past several weeks, over 25,000 Arizonans have contacted me expressing support and concern for the Postal Service. Many describe service getting noticeably worse after the Postal Service instituted some of its recent operational changes. I appreciate that you have paused those changes until after the upcoming election.
  - a. When you restart these initiatives after the election or explore other changes which could impact service standards or service performance, what specific steps will you take to ensure the recent negative customer experiences about degraded service are taken into consideration?

**Response:**

**The Postal Service will track service performance to ensure positive customer experience utilizing tools including, but not limited to, Mail Condition Visualization (MCV), Mail Processing and Performance, and End to End Diagnostics.**

- b. What are your plans to improve how USPS tracks the impact of operational changes? For example, if USPS focuses on improving on-time truck departures, how will USPS track the impact of such focus on how long it takes customers in the area to receive their mail?

**Response:**

**The Postal Service has a number of service analysis tools that it uses to track performance of each product. We will continue to use these tools to identify areas of opportunity to improve, including processing operations, delivery, and transportation. Data are reviewed on a daily basis and communicated to all operations.**

2. In information my office received after the August 21 hearing, your office stated that USPS has implemented policies designed to protect employees from retaliation related to their whistleblowing activity.
  - a. What specific policies has USPS instituted to protect employees from whistleblowing retaliation?

**Response:**

Long standing Postal policy prohibits any postal employee from taking or failing to take a personnel action, or threatening to do so, with respect to any employee or applicant for employment because the employee or applicant discloses information that is not prohibited by law to be disclosed and that he or she believes evidences 1) a violation of any law, rule, or regulation, or 2) a gross waste of funds, gross mismanagement, an abuse of authority, or a substantial and specific danger to public health or safety. The policy also prohibits reprisal for disclosures to the Postal Service's Office of the Inspector General unless the complaint was made, or the information disclosed with the knowledge that it was false or with willful disregard for its truth or falsity. The policy is found in the Postal Service's Employee and Labor Relations Manual (ELM) Chapter 6, Section 666.18.

The Postal Service has a robust whistleblower protection program, currently outlined in the ELM Chapter 6, Section 666.3. The ELM provides that employees with allegations of reprisal for the release of information may contact the Postal Service's Office of the Inspector General (OIG), who conducts a preliminary review of the allegations to determine whether further action is necessary. The policy provides mechanisms and procedures for the OIG to recommend and/or obtain a stay of the personnel action in question if they believe the action was taken in reprisal for the release of information.

- b. Were these programs initiated in the wake of the recent controversies related to the operational changes?

**Response:**

These programs have been longstanding postal policy and were not implemented in response to recent events. In the Employee and Labor Manual archives on USPS.com, similar statements can be found in the earliest posted version, published Sept. 26, 1996, in section 668.118.

- c. What whistleblowing protection programs has USPS initiated that go beyond what is required in U.S. Code?

**Response:**

Under Section 202 of the No FEAR Act, all federal agencies, including the Postal Service, must provide training regarding the rights and remedies available to its employees (including supervisors and managers), under the Antidiscrimination laws and Whistleblower Protection Laws applicable to them. The FY20 Notification and Federal Employee Antidiscrimination and Retaliation (No

**FEAR) Act meets this requirement and is mandatory training for all employees. In our library of learning opportunities, which are available to all employees, we partner with SkillsSoft and offer additional learning opportunities, including titles such as:**

- **OSHA Whistleblower Protection**
- **The No FEAR Act**
- **Integrity in the Workplace**

**Additionally, Poster 159, which addresses workplace harassment and contains a section regarding retaliation, is instructed to be prominently displayed in all Postal Service facilities.**

3. Local USPS officials are best positioned to determine what steps need to be taken in order to successfully process the mail in the facilities they oversee on any given day. I appreciate your answers at the hearing regarding the allowance of overtime when needed to process election mail and to meet service standards.
  - a. What steps are you taking to ensure that local USPS leaders are both empowered to make decisions, such as approving overtime or tweaking truck schedules, to successfully process regular and election mail?

**Response:**

**Please find attached a copy of the September 21, 2020 Clarifying Operational Instructions, September 24, 2020 Stand-Up Talk entitled “Ready to Deliver Election Mail for the Nation,” and the September 25, 2020 memorandum entitled “Additional Resources for Election Mail Beginning October 1.”**

- b. How are you communicating with local USPS leaders so they know that the processing of election mail is of the highest priority, as you mentioned during the hearing?

**Response:**

**Please find attached a copy of the September 21, 2020 Clarifying Operational Instructions, September 24, 2020 Stand-Up Talk entitled “Ready to Deliver Election Mail for the Nation,” and the September 25, 2020 memorandum entitled “Additional Resources for Election Mail Beginning October 1.” We also constantly communicate via email, web meetings and individual phone calls.**

4. If USPS updates previously conducted Area Mail Processing (AMP) studies to further consider changes, such as the closure or consolidation of postal processing facilities, what changes to the traditional AMP procedure is USPS considering integrating into the process? For example, is USPS considering collecting different or additional data than what was collected and analyzed in 2011 during that AMP process?

**Response:**

**We will continue to follow the process as outlined in Handbook PO-408, Area Mail Processing (AMP) Guidelines as appropriate. As necessary, we will account for any changes made due to the reporting structure and other changes since the handbook was published.**



September 21, 2020

OFFICERS, PCES, AND PAY BAND MANAGERS

SUBJECT: Clarifying Operational Instructions

The number one priority for Postmaster General DeJoy and the Postal Service between now and Election Day is the secure and on-time delivery of the nation's election mail. Effective October 1, 2020, the Postal Service will make additional resources available in all areas of operations, including collection, processing, delivery, and transportation, to satisfy increased demand and unforeseen circumstances. These additional resources will include, as needed, additional staffing, additional transportation, and expanded mail processing windows and delivery trips, among others. Further guidance on use of additional resources will be provided separately.

To address any misinformation and clear up any confusion about the status of the Postal Service's practices concerning Overtime, Hiring, Retail Hours, Collection Boxes, Late and Extra Trips, Mail Processing, and Election Mail, these Clarifying Operational Instructions detail practices as they currently stand related to those topics.

As you may also be aware, a federal district court recently issued an order imposing certain requirements for the handling of mail. These Instructions are also intended to provide guidance to assist in carrying out the specific directives required by that order, as they relate to current operational practices.

The approach to the matters outlined in these Instructions will remain in effect until further notice and supersede any previous guidance provided on these specific topics that could be seen as conflicting with these Instructions, whether from Headquarters or the field.

**1. Overtime**

Postal Service Headquarters has not imposed, and will not impose, any nationwide changes that ban or newly restrict overtime prior to Election Day. Overtime use has not been banned, nor have any caps been placed on overtime hours. Front-line supervisors and managers will continue to schedule employees' work hours and oversee employee overtime, including planning for any needed prescheduled overtime, directing unscheduled overtime, and approving employee requests for overtime work based on the workload. Supervisors will continue to set schedules with the goal of matching the expected earned work hours with appropriate staffing. Management will continue to monitor the use of work hours and overtime so that it can identify and address problems that may be the cause of work not being performed within expected work hours or managed inefficiently.

The Postal Service's consistent practice in the past is to use justified and approved overtime hours where needed to deliver the mail on time, and that practice will continue. Overtime has been, and will continue to be, utilized as necessary to fulfill our mission. As will be discussed in more detail in the forthcoming guidance regarding the use of additional resources starting on October 1, use of overtime necessary to expeditiously move Election Mail should be approved.

## **2. Hiring**

Postal Service Headquarters has not implemented a total hiring freeze. Because of the realignment of the Postal Service's reporting structure announced on August 7, 2020, Postal Service Headquarters has suspended hiring for EAS positions to ensure proper placement of any current employees that may be impacted by the restructuring. Although hiring of EAS positions has been suspended, there is a process in place to request exceptions to fill critical EAS positions.

The suspension of EAS hiring does not impact the filling of craft positions. Craft positions will continue to be filled pursuant to the applicable collective bargaining agreement. The Postal Service has hired, and will continue to hire, new employees to address staffing shortages caused by the COVID-19 pandemic and otherwise.

## **3. Retail Hours**

Postal Service Headquarters has not directed or authorized a reduction in retail window hours. Evaluating retail hours is part of an annual process to optimize the Postal Service retail network. The Postal Service was in the process of gathering data to make decisions regarding retail hours based on customer demand. Given both congressional and public concern, the Postal Service will not be adjusting retail hours prior to the November 2020 elections.

There may be unforeseen circumstances beyond the Postal Service's control that necessitate the temporary change of retail hours or the temporary closure of a retail facility such as natural disasters, or conditions that reduce employee availability or create an unsafe environment for employees like the COVID-19 pandemic or civil unrest. However, local managers are not permitted to reduce retail hours without review and approval by both Area and Headquarters management.

There are Village Post Offices (VPO) and Contract Postal Units (CPU) that on occasion decide to terminate their contract or close due to uncontrollable circumstances. If the Postal Service is unable to negotiate an extension of services with these non-postal entities, there is no choice but to honor the contract termination. The Postal Service is currently in communication with those VPOs and CPUs that have indicated they intend to terminate their services prior to the November 2020 elections to determine whether an arrangement can be made to extend their services until after the elections.

## **4. Collection Boxes**

Pursuant to the Postmaster General's August 18, 2020 directive, the Postal Service has suspended the removal of any additional collection boxes until after the 2020 elections. The Postal Service regularly reviews the need for, and location of, collection boxes in accordance with the Postal Service Postal Operations Manual. The purpose of these reviews is to ensure that mail collection within areas served by letter carriers is accomplished in a cost-efficient manner, while still meeting customers' needs. Over the last seven years, the Postal Service has removed an average of 3,100 collection boxes per year. This year, approximately 1,500 collection boxes have been removed.

Although the Postmaster General has suspended the removal of collection boxes between now and the November 2020 elections, it is important to note that there are instances where removal of a collection box is necessary. In the event of extreme weather conditions, collection boxes may be removed or covered to prevent damage. During events that involve national security, collection boxes along the transportation route may be temporarily removed for public safety. Similarly, localized events such as wildfires or civil unrest may necessitate a temporary removal of a collection box. These removals are temporary and collection boxes must be returned as soon as possible.

Between now and the November 2020 elections, it is critical that, if any collection boxes are damaged (for example, by hurricane or a car accident) and taken out of service, that they be replaced as soon as possible. If a collection box is in an area that is restricted for security or safety reasons, any request to cover or remove a collection box must be raised through appropriate communication channels. Communication between local office and District/Area/Headquarters channels is critical. Postmaster/Station Managers must notify their District Manager when there is an issue with a collection box. District Managers must notify Area Retail & Delivery Operations Vice Presidents, who must notify the Vice President of Delivery Operations to ensure all leadership is aware of the issue and can oversee the removal and subsequent replacement of the collection box.

Postal Service Headquarters is not planning to reinstall collection boxes that were removed as part of its routine review prior to the Postmaster General's statement concerning operational commitments issued on August 18, 2020. To be clear however, no additional collection boxes should be removed until after the election, other than on a temporary basis, and only for the reasons described herein.

#### **5. Late and Extra Trips**

Adherence to transportation schedules has long been a priority of the Postal Service. Because noncompliance with transportation schedules was a chronic problem that was causing late deliveries and unnecessary costs, there has been an organizational focus on adhering to the transportation schedules over the last two years.

After the Postmaster General took office, he reemphasized the need to ensure that the Postal Service's trucks run on time and on schedule, with the goal of mitigating unnecessary late and extra trips. This effort does not mean that mail should be left behind, (it should not), but rather that processing schedules should align with transportation schedules. Moreover, the Postmaster General has not banned the use of late or extra trips; when operationally required, late or extra trips are permitted.

Consistent with the court order referenced above, transportation, in the form of late or extra trips that are reasonably necessary to complete timely mail delivery, is not to be unreasonably restricted or prohibited. Managers are authorized to use their best business judgment to meet our service commitments.

#### **6. Mail Processing**

Pursuant to the Postmaster General's August 18, 2020 directive, and consistent with the order of the federal district court, no mail processing facilities will be closed or consolidated until after the November 2020 elections. Moreover, the Postal Service has suspended all removal of letter and flat sorting machines until after the November 2020 elections. During Fiscal Year 2020, approximately 700 letter and flat sorting machines were disconnected and/or removed. These reductions were made pursuant to volume modeling and equipment reduction targets for various mail processing equipment sent to the Area Vice Presidents for review and implementation on May 15, 2020, consistent with longstanding Postal Service practice. The reduction targets, which were based on significant volume reductions in letter and flats mail volume, and with the further decline due to COVID-19, were broad targets for reduction, with the final decisions regarding machine removal being determined after discussions between local management and Headquarters. Postal Service Headquarters has determined not to make any further removal of equipment until after the November 2020 elections.

Because removed machines are generally disassembled for their usable parts, with such parts being removed to maintain or enhance other machines, there is no current plan to return removed machines to service. Over the past month, however, a limited number of machines that were disconnected, but not dismantled and removed, have been put back into service. We have more than sufficient capacity to process current and anticipated mail volumes with the existing machine fleet.



As of September 18, 2020, Headquarters has approved all requests to reconnect machines directed to the Headquarters Director of Processing Operations and has provided Regional Vice Presidents with authority to reconnect machines where doing so is necessary. Specifically, if it is determined that it is necessary to add processing capacity to fulfill our service commitments with regard to Election Mail, available processing equipment will be returned to service. Any requests to reconnect a sorting machine reduced since June 2020, because it is believed that the machine is necessary to ensure the timely processing and delivery of Election Mail should be made by the relevant installation head to the relevant Regional Vice President. Any request will be processed within three days, as required by the order of the federal district court.

#### **7. Election Mail**

The Postal Service and Postmaster General DeJoy have repeatedly reaffirmed their commitment to the timely delivery of Election Mail. Election Mail is defined as "any item mailed to or from authorized election officials that enables citizens to participate in the voting process." This includes ballots, voter registration forms, ballot applications, polling place notifications, and similar materials. This specific mail qualifies as Election Mail both when it is sent to voters from election officials at the state and local levels and when it is returned by voters to those officials. This is distinct from "political mail," which is sent by political candidates, political action committees, and similar organizations in order to engage in issue advocacy or to advocate for candidates or other things, such as initiatives, that may appear on a ballot. See Postal Bulletin 22551, July 30, 2020, at 4.

Consistent with the court order referenced above, we will continue to prioritize Election Mail that is entered as Marketing Mail regardless of the paid class. Election Mail identified by the official Election Mail logo or other Postal Service visibility tools will continue to be prioritized pursuant to our long-standing practice. In that regard, please continue to use standardized log sheets to track Election Mail through processing and continue to conduct daily "all clears" as previously instructed to ensure that all Election Mail is accounted for in the system and mail scheduled or "committed" to go out is processed accordingly. Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously to the extent feasible so that it is generally delivered in line with the First-Class Mail delivery standards. In that regard, to the extent necessary, please expand processing windows on letter and flat sorting equipment to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day. Please also continue to prioritize Election Mail, including ballots entered with Green Tag 191, when loading trucks.

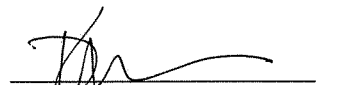
Consistent with our long-standing practice, we recognize that it is sometimes not operationally feasible to deliver Election Mail entered as Marketing Mail in line with First-Class Mail delivery standards. This is particularly true with respect to Election Mail Marketing Mail volume that would require air transportation to meet First-Class Mail delivery standards, as this volume typically travels through our ground transportation network, and our systems do not permit Marketing Mail to travel by air. We intend to seek clarification on this item, to make sure that the court understands this limitation and that it is consistent with the court's order.

#### **8. Nationwide Changes in Service**

Under the applicable law, the Postal Service cannot make changes to the nature of Postal Services without first seeking an advisory opinion from the Postal Regulatory Commission. Consistent with the order of the federal district court referenced above, the Postal Service will not make any changes to our retail, delivery or processing operations, that will generally affect service on a nationwide, or substantially nationwide, basis, prior to the upcoming national election.

Thank you for your attention. If you have any questions regarding Logistics and Processing Operations, please contact Mike Barber, Vice President, Processing and Maintenance Operations. If you have any questions regarding Retail and Delivery Operations, please contact Joshua Colin, Vice President, Delivery Operations or Angela Curtis, Retail and Post Office Operations.

We are continuing to evaluate our legal obligations and will circulate updates as necessary.

  
Kristin A. Seaver  
Chief Retail & Delivery Officer  
and Executive Vice President  
David E. Williams  
Chief Logistics & Processing Operations  
Officer and Executive Vice President

## **Mandatory Stand-Up Talk**

**Sept. 24, 2020**

### **Ready to deliver Election Mail for the nation**

The Postal Service's number one priority between now and Election Day is the secure, on-time delivery of the nation's Election Mail — and we are ready to deliver for our country.

There has been a lot of media coverage — including many reports with inaccurate information — about Election Mail. To clear up any confusion, and to ensure compliance with a recent court order requiring certain practices, management has been given operational instructions. These instructions will remain in effect until further notice. Specifically:

- **Overtime.** Front-line supervisors and managers will continue to schedule work hours based on workload. Overtime is authorized and instructed to be used as necessary to fulfill our mission and expeditiously move Election Mail.
- **Hiring.** The Postal Service has not implemented a total hiring freeze. EAS hiring was suspended August 7, because of the realignment of our reporting structure. This suspension does not impact hiring for craft positions. Craft positions will continue to be filled in accordance with collective bargaining agreements.
- **Retail Hours.** The Postal Service will not reduce retail hours before the November elections. Natural disasters, civil unrest, or lack of employee availability due to the coronavirus pandemic may necessitate temporary changes, but local managers are not permitted to reduce retail hours without review and approval by both Area and Headquarters management.
- **Collection Boxes.** The Postal Service has suspended the removal of any collection boxes until after the 2020 elections. There may be temporary removal or covering of boxes due to extreme weather, national security incidents, or local events such as wildfires or civil unrest. It is critical that any collection boxes damaged — for example, by hurricane or a car accident — be reported and replaced as soon as possible.

- **Late and Extra Trips.** Late or extra trips have not been banned; they should not be restricted if they are reasonably necessary to complete timely mail delivery. Managers are authorized to use their best business judgment to meet service commitments. Focusing on the transportation schedule does not mean that mail should be left behind — it should not. Instead, processing and transportation schedules should be aligned to help reduce late deliveries and unnecessary costs.
- **Mail Processing.** No mail processing facilities will be closed or consolidated, and no letter or flat sorting machines will be removed before the November elections. We have more than sufficient capacity to process current and anticipated mail volumes with our existing machine supply. Available machines will be returned to service if Headquarters or the Regional Vice President determine that doing so is necessary to fulfill our Election Mail service commitments.
- **Election Mail.** We will continue to expedite Election Mail that is entered as Marketing Mail, as is our long-standing practice. Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously. To make this possible, please expand processing windows on letter and flat sorting equipment to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day.

Please also continue to prioritize Election Mail, including ballots entered with Green Tag 191, when loading trucks, and continue to use standardized log sheets to track Election Mail. Conduct daily “all clears” to ensure that all Election Mail is accounted for in the system and processed accordingly.

The Postal Service and our Postmaster General have repeatedly reaffirmed our commitment to the timely delivery of Election Mail. You can help us meet that commitment and prove that we are ready to deliver. Our country and our customers are counting on us.

Thank you for your attention and thank you for your service to our customers every day.

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September 25, 2020

**OFFICERS, PCES, AND PAY BAND MANAGERS**

**SUBJECT:** Additional Resources for Election Mail Beginning October 1

The November 3, General Election is fast approaching. While normal First-Class and Marketing Mail volumes are down considerably, the volume of Election Mail will be at an all-time high this season. COVID-19 has changed the way millions of people will vote this year, and many are turning to the United States Postal Service to deliver their ballots. Recognizing our important role in the democratic process, the Postmaster General has reiterated that our number one priority is the proper handling and timely delivery of all Election Mail, especially ballots.

Effective October 1, additional resources are being made available for District Managers, Postmasters, Division Directors, and Plant Managers to utilize, as they determine, to support the timely and expeditious handling of the increased volume of Election Mail, which is defined by the Postal Service as any item mailed to or from authorized election officials that enables citizens to participate in the voting process, such as ballots, voter registration cards, ballot applications, and polling place notifications. District Managers, Postmasters, Division Directors, and Plant Managers are authorized and instructed to use these additional resources to ensure that all Election Mail is prioritized and delivered on time. These resources are in addition to the existing processes and procedures for Election Mail.

These resources include, but are not limited to:

**1. Processing**

As previously provided in the Clarifying Operational Instructions distributed on September 21, Election Mail entered as Marketing Mail should be advanced ahead of all other Marketing Mail and processed expeditiously to the extent feasible so that it is generally delivered in line with First-Class Mail delivery standards. Processing windows on letter and flat sorting equipment should be expanded as necessary to ensure that all Election Mail received prior to the First-Class Mail Critical Entry Time is processed that same day. Further, to the extent possible, Election Mail received after the Critical Entry Time should be processed and advanced as if it arrived prior to the Critical Entry Time, unless doing so would disrupt on-time service for Election Mail received prior to the Critical Entry Time.

Other additional processing resources are also authorized and instructed to be used to ensure that Election Mail stays current and moving through the Postal Service's network. This includes, but is not limited to, early cancellations the week before Election Day to ensure all collected ballots are processed timely.

**2. Transportation**

Extra transportation resources are authorized and instructed to be used to ensure that Election Mail reaches its intended destination in a timely manner. This includes, but is not limited to, extra trips from all points of processing and delivery (e.g., retail units and plants), as necessary to connect Election Mail to its intended destination or the next stage in Postal Service processing.

**3. Delivery/Collections**

Extra delivery and collection trips are authorized and instructed to be used to ensure, to the best of our ability, that completed ballots entered on Election Day reach the appropriate election official by the state's designated deadline on Election Day. This includes, but is not limited to, early collections the week before Election Day to ensure all collected ballots are processed timely, and delivery of ballots found in collections on Election Day to election boards within states requiring ballots be returned by a designated time on Election Day.

**4. Overtime**

Overtime is authorized and instructed to be used to support these additional resources and the completion of the additional work, as needed.

In addition, to further support the timely delivery of Election Mail, and consistent with our practices in past election cycles, the use of extraordinary measures beyond our normal course of operations is authorized and expected to be executed by local management between October 26 and November 24, to accelerate the delivery of ballots, when the Postal Service is able to identify the mailpiece as a ballot.

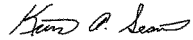
These extraordinary measures include, but are not limited to, expedited handling, extra deliveries, and special pickups as used in past elections, to connect blank ballots entered by election officials to voters or completed ballots returned by voters entered close to or on Election Day to their intended destination (e.g., Priority Mail Express, Sunday deliveries, special deliveries, running collected ballots to Boards of Elections on Election Day, etc.).

We will continue to communicate closely with election officials to encourage them to send ballots earlier. We have also educated voters across the nation to request their ballots early (if they are required to request a ballot) and to return their ballots early, if they plan on using the mail for one or both legs of the journey.

Despite our best efforts to educate and communicate, however, we know that there will be entries of ballots to and from voters that will require us to take the extra steps set forth herein to ensure timely delivery. The additional resources available beginning October 1, and our robust practices and procedures that we employ every election cycle as described above, will help ensure that we are able

to do everything in our power to meet our customers' expectations that mail will be delivered in a timely manner when our customers use the mail to facilitate or participate in the electoral process.

Thank you for your hard work and dedication in delivering America's Election Mail.



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Kristin A. Seaver  
Chief Retail & Delivery Officer  
and Executive Vice President



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David E. Williams  
Chief Logistics & Processing Operations  
Officer and Executive Vice President

**Post-Hearing Questions for the Record  
Submitted to Louis DeJoy  
From Senator Jacky Rosen**

**“Examining the Finances and Operations of the United States Postal Service  
During COVID-19 and Upcoming Elections”**

**August 21, 2020**

1. According to news reports, since you became Postmaster General just a few months ago, the U.S. Postal Service (USPS) has slated for removal or taken offline nearly 700 sorting machines.
  - a. Can you share with the committee the states and zip codes in which USPS removed sorting or postmarking machines, and how many seniors and veterans live in the zip codes where sorting machines were removed?

**Response:**

**The attached file, “Machine Utilization Changes”, shows for each facility and each machine type, the number of machines that were utilized in May 2020 and the changes between June, July and August. The columns that have a negative number are machines that were disconnected for that month; the positive number are machines that have been put back into service. Also included is the state that each facility resides in and the Sectional Center Facility (SCF), which is the 3-digit ZIP Code prefix that is serviced by the plant.**

2. Prior to your tenure, sorting machines that were deemed to be superfluous, perhaps given a decrease in mail volume, were placed in a storage unit for available use should a sorting machine break down or otherwise be unusable.
  - a. Why did you decide to remove and dispose of sorting machines instead of placing them in storage? Did you provide the USPS facilities where sorting machines were removed, a plan for implementation should the remaining sorting machines break down or require repair, now that those facilities may not have extra machines in storage?

**Response:**

**Most, if not all, of the facilities that have removed mail processing equipment do not have the space to store these machines.**

**All remaining machines are maintained at such a level that extended breakdowns are extremely rare, however there are internal procedures in place to assist a site in bringing a machine that has possibly experienced downtime back up in a most expeditious manner.**



3. Recent reports indicate that you do not intend to replace sorting machines that USPS removed, and that there are no plans in the works to restore overtime hours for postal workers in order to ensure timely mail delivery.

- a. Why did you decide to implement a policy specifying narrow circumstances in which overtime hours would be allowed?

**Response:**

**Overtime use has not been banned, nor have any caps been placed on overtime hours. We continue to adhere to long-standing procedures for front-line supervisors and managers to oversee employee overtime—including planning for any needed prescheduled overtime, directing unscheduled overtime, and approving employee requests for overtime work—based on their assessment of the working conditions using standard factors that include volume, staffing, and approximated clearance times for their respective operations.**

- b. If not by replacing sorting machines or restoring overtime, how do you plan to address slowdowns in mail delivery for the seniors and veterans living in the zip codes referenced in Question 1(a)? Do you plan to increase manpower in the affected zip codes?

**Response:**

**We utilize daily inventory reports and address and issues as they arise. Supervisors authorize overtime based on workload and the use of late or extra trips are permitted when operationally required.**

4. Can you commit that, while your policy changes are suspended, you will use this time to analyze the negative effects that those changes will have and have had on our seniors, veterans, working families, small businesses, and rural and tribal communities?

**Response:**

**The Postal Service has been, and will continue to, highly focused on ensuring timely mail delivery. In addition, Postmaster General DeJoy wants to ensure a bright future and financial sustainability for the Postal Service. To address the fundamental problems with our business model, transformational change is necessary. Necessary reform efforts will begin after the election. It is essential for the organization to operate efficiently and effectively, while continuing to provide services that fulfill the postal Service's universal service mandate and meet the current and future needs of Americans. The Postal Service commits to consulting with all stakeholders regarding any decisions that are reached as part of our strategic planning process, and to following all required legal processes.**

5. After you instituted operational changes at the Postal Service, newspapers reported nationwide delays in mail deliveries. Federal law states (39 U.S.C. § 3661) “when the Postal Service determines that there should be a change in the nature of postal services that will generally affect service on a nationwide or substantially nationwide basis, it shall submit a proposal, within a reasonable time prior to the effective date of such proposal, to the Postal Regulatory Commission requesting an advisory opinion on the change.”
  - a. Did you consult the Postal Regulatory Commission (PRC) before implementing these major operational changes? If yes, would you please provide the Committee with the PRC’s opinion with regards to your operational changes? If no, why not?
  - b. Given the potential nationwide impact, will you assure the Committee that you will submit any future proposal or a proposal to resume your suspended policy changes to the Postal Regulatory Commission for an advisory opinion before such policies are enacted, as required by law?

**Response:**

The Postal Service requests an advisory opinion in any instance when we are implementing a “change in the nature of postal services” within the meaning of 39 U.S.C. 3661 that impacts service on a nationwide or substantially nationwide basis. The precise meaning of this provision is subject to active litigation. As we have and will continue to articulate, the Postal Service does not consider it necessary or appropriate to request an advisory opinion prior to implementing operational initiatives that seek to enhance operational efficiency while continuing to meet our service standards. While the Postal Service’s recent efforts to better adhere to our transportation schedule had the unintended consequence of impacting the Postal Service’s service performance, which should not have happened, and which is being fixed, such unintended and temporary reductions in service performance due to implementation challenges do not mean that Section 3661 applies to such efforts.

The Postal Service’s ability to achieve our statutory mission of providing prompt, reliable, and efficient universal postal services in a self-sustaining manner depends fundamentally on Postal Service management continually undertaking efforts to reduce costs and improve efficiency. If all such efforts were subject to the extensive on-the-record hearing procedures of the advisory opinion process, simply because of the possibility that implementation problems could arise that result in a temporary impact on the Postal Service service levels, then the Postal Service’s managerial flexibility would be substantially if not entirely curtailed. We do not believe that Section 3661 was intended to have this effect.

6. At the hearing, I asked you to provide this Committee with any transcripts or minutes of all closed, non-public Board of Governors meetings from this year, to which you replied by stating that you were not sure if you could provide those items legally. Additionally, I

later asked you for any data and analysis that you used to understand the impact of your policies at the Postal Service on seniors, veteran, servicemembers, and working families, and you replied by stating that you would get back to me. I requested this data by Sunday, August 23, 2020, but have yet to receive any documents from your office.

- a. Did you speak with your legal counsel regarding the transcripts or minutes of all closed, non-public Board of Governors meeting that I requested? What was the outcome of that discussion and will you provide the Committee with any transcripts or minutes of all closed, non-public Board of Governors meetings?
- b. Why have you not provided the Committee with any of the any data and analysis that you used to understand the impact of your policies at the Postal Service?

**Response:**

**The Postal Service General Counsel provided you with a letter dated September 18, 2020, explaining why the Board of Governors has decided not to provide you with all recordings and minutes of the Postal Service Board of Governors meetings during this calendar year.**

**The Postal Service did not conduct a specific analysis regarding seniors, veterans, or working families prior to re-emphasizing the need to adhere to the transportation schedules because we did not anticipate a negative effect on service. While it had a temporary impact on service performance, which should not have happened, the Postal Service has been and will continue to be highly focused on ensuring timely mail delivery.**

7. On September 1, 2020, Department of Veterans Affairs (VA) Secretary Robert Wilkie published an opinion editorial in the Washington Examiner titled, "Ignore the conspiracy theories: Veterans can trust VA prescription drug delivery through the mail."

In the publication, Secretary Wilkie denies any nationwide delays to veterans' prescriptions delivered by the Postal Service, and states, "it's only natural that some isolated problems will occur, given the volume of prescriptions we send in the mail."

However, Secretary Wilkie's characterization of the situation contrasts with the thousands of reports my colleagues and I are receiving from veterans describing delays in the previously timely delivery of their prescription medications through the mail. Additionally, Secretary Wilkie's comments do not match up with the recent announcement by the VA, the agency which he heads, confirming that that Postal Service, which is responsible for delivering about 80% of all VA prescriptions to veterans, has indeed been delayed in delivering these critical medications by an average of almost 25% over the past year, with many locations experiencing much more significant delays.

Nevertheless, Secretary Wilkie states in his editorial, “some are speculating that the policy changes at the USPS are hurting veterans. There are no data backing up this assertion.”

During the August 21, 2020 hearing at which you testified, you were unable to cite any analysis that USPS had conducted reviewing the potential or actual impact of your operational changes on veterans.

- a. Did you provide Secretary Wilkie with data that shows that the policy changes that you implemented at the Postal Service would not and have not adversely impacted veterans and the timely delivery of their prescriptions? If yes, would you please provide the Committee with that data, and would you explain why you did not provide this data to the Committee during the August 21st hearing?
- b. Did you have conversations with Secretary Wilkie or otherwise provide the Secretary with information that demonstrates that policy changes at the Postal Service within the last year would not cause and have not caused delays in VA mail order prescriptions? If yes, would you please provide the Committee with that information? Did these conversations or communications take place before or after August 21, 2020?

**Response:**

**The Veterans Health Administration, under the Department of Veterans Affairs, ships prescription packages to veterans primarily through the Consolidated Mail Outpatient Pharmacy (CMOP). CMOP uses a vendor to prepare, sort, containerize, transport, and tender their prescription shipments to the Postal Service. Although the vendor currently provides electronic data for the individual packages of prescriptions, the lack of tracking numbers for their respective containers tendered to the Postal Service, referred to as “nesting,” limits visibility and our ability to measure end-to-end performance for the individual packages of prescriptions. We are working with the vendor to improve the electronic data provided to the Postal Service about those shipments. This will improve our ability to generate proactive, actionable information, and to identify and manage risks to timely service.**

**The Postal Service continuously reviews pharmaceutical package service performance, and we work closely with all mail-order prescription mailers to correct any issues that arise. We have established weekly operational briefings, as well as daily touchpoints, to provide CMOP management and their vendor with any updates as necessitated by current service conditions.**

**Prescription packages are inducted by the vendor deep in the postal network at Delivery Destination Units or Sectional Center Facilities closer to the final mile of the delivery. Both of these processes expedite the packages to the final mile of**

**delivery. Additional operational processes are being implemented to ensure the timely processing, transport, and delivery of these critical parcels.**

AFCS		May Utilized	June	July	August	SCFs
Site Name	State					
ANCHORAGE AR P&DC	AK	1	0	0	0	995-997
JUNEAU AK PO	AK	0	0	0	0	998-999
BIRMINGHAM AL ANNEX	AL	0	0	0	0	350-355 359-362
HUNTSVILLE AL P&DC	AL	5	0	0	0	350-355 359-362
HUNTSVILLE AL P&DF	AL	0	0	0	0	356-358
MOBILE AL P&DC	AL	2	0	-1	0	365-368
MOBILE ANNEX	AL	0	0	0	0	365-368
MONTGOMERY AL P&DC	AL	2	0	0	0	361-364 367-368
FAYETTEVILLE AR P&DF	AR	1	0	0	0	283-285
LITTLE ROCK AR ANNEX	AR	0	0	0	0	716-717 719-722 725-728
LITTLE ROCK AR P&DC	AR	3	0	0	-1	716-717 719-722 725-728
PHOENIX AZ P&DC	AZ	8	0	0	-1	850-853 855 859-860 863
TUCSON AZ P&DC	AZ	0	0	0	0	856-857
WEST VALLEY AZ P&DC	AZ	0	0	0	0	850-853 855 859-860 863
OAKLAND CA P&DC	CA	5	0	0	0	946-948
SAN FRANCISCO CA NDC	CA	0	0	0	0	940-941 943-944
SAN JOSE CA P&DC	CA	3	0	0	0	939 950-951
WILLOW GLEN ANNEX CA	CA	0	0	0	0	
LOS ANGELES CA ISC	CA	0	0	0	0	900-905 907-908
LOS ANGELES CA NDC	CA	0	0	0	0	900-905 907-908
LOS ANGELES CA P&DC	CA	4	2	-2	0	900-905 907-908
SO CA PEAK ANNEX	CA	0	0	0	0	
FRESNO CA P&DC	CA	2	0	0	0	936-938
REDDING CA MPF	CA	0	0	0	0	960
SACRAMENTO CA P&DC	CA	7	0	-1	0	942 952-953 956-959
MIL SELLERS CA P&DC	CA	5	0	0	-1	919-921
MORENO VALLEY CA DDC	CA	0	0	0	0	925
SAN BERNARDINO CA P&DC	CA	4	0	0	-1	922-924
EUREKA CA	CA	1	0	0	0	955
NORTH BAY CA P&DC	CA	0	0	0	0	949 954
NORTH PENINSULA CA DDC	CA	0	0	0	0	949 954
SAN FRANCISCO CA ISC	CA	0	0	0	0	
SAN FRANCISCO CA P&DC	CA	5	-1	1	-1	940-941 943-944
SAN MATEO CA PO	CA	0	0	0	0	940-941 943-944
TOWNSEND CA CARRIER ANNEX	CA	0	0	0	0	
ANAHEIM CA P&DF	CA	0	0	0	0	926-928
INDUSTRY CA P&DC	CA	0	0	0	0	917-918
NORTH GRAND DDC	CA	0	0	0	0	
SANTA ANA CA P&DC	CA	9	0	-1	0	917-918 926-928
BAKERSFIELD CA P&DC	CA	0	0	0	0	932-933-935
BURBANK CA PO	CA	0	0	0	0	
PASADENA CA PO	CA	0	0	0	0	
PASADENA MPA	CA	0	0	0	0	
SANTA BARBARA CA P&DC	CA	3	0	0	0	930-931-934
SANTA CLARITA CA P&DC	CA	7	0	0	0	910-916
VAN NUYS CA FSS ANNEX	CA	0	0	0	0	
COLORADO SPRINGS CO P&DC	CO	0	0	0	0	808-812
DENVER CO P&DC	CO	8	0	0	0	800-807



[illegible]





ALBANY NY P&DC	NY	4	-1	0	0	128-129
STRACUSE NY P&DC	NY	4	0	-1	1	130-139
MID-ISLAND NY P&DC	NY	6	0	1	-1	005-117-119
WESTERN NASSAU NY P&DC	NY	0	0	0	0	110-115
FDR NY	NY	0	0	0	0	
MORGAN NY P&DC	NY	8	0	0	0	100-102-104
BETHPAGE NY P&DC	NY	0	0	0	0	103-110-119
NY ISC-JFK	NY	0	0	0	0	
BROOKLYN NY P&DC	NY	0	0	0	0	103-111-114, 116
QUEENS NY P&DC	NY	0	0	0	0	111-113-114
MID HUDSON NY P&DC	NY	0	0	0	0	124-127
WESTCHESTER NY P&DC	NY	5	0	0	0	086-088-089-105-109
CINCINNATI OH NDC	OH	0	0	0	0	410-450-455-459-470
AKRON OH P&DC	OH	0	0	0	0	440-443-446-449
CLEVELAND OH FSS ANNEX	OH	0	0	0	0	440-441-448-449
CLEVELAND OH P&DC	OH	7	0	0	0	440-441-448-449
TOLEDO OH P&DC	OH	0	0	0	0	434-436
YOUNGSTOWN OH P&DC	OH	0	0	0	0	444-445
CINCINNATI OH P&DC	OH	4	0	0	0	410-450-452-459-470
COLUMBUS OH FSS ANNEX	OH	0	0	0	0	430-433-437-438-456-458
COLUMBUS OH P&DC	OH	7	1	-1	0	430-433-437-438-456-458
DAYTON OH P&DC	OH	0	0	0	0	453-455
SPRINGDALE OH ANNEX	OH	0	0	0	0	
OKLAHOMA CITY OK P&DC	OK	3	2	-2	1	730-731-734-738-748
TULSA OK P&DC	OK	0	0	0	-1	740-741-743-747-749
BEND OR P&DC	OR	0	0	0	0	974
EUGENE OR P&DC	OR	2	0	0	-1	975-976
MEDFORD OR	OR	2	0	0	-1	970-973-978-985
PORTLAND OR P&DC	OR	6	0	-1	0	254
HARRISBURG PA P&DC	PA	0	0	0	0	172-179-195-196
LANCASTER PA P&DC	PA	3	0	0	0	184-185
LEHIGH VALLEY PA P&DC	PA	0	0	0	0	189-194
SCRANTON PA P&DC	PA	0	0	0	0	150-154-156-160-165-280-444-445
PHILADELPHIA PA NDC	PA	0	0	0	0	
PITTSBURGH PA P&DC	PA	7	0	0	-1	189-192-194
PASCHALL STATION	PA	0	0	0	0	166-168
PHILADELPHIA PA P&DC	PA	0	0	0	0	164-165
ALTOONA PA P&DC	PA	0	0	0	0	155-157-159
ERIE PA P&DC	PA	2	0	0	0	150-154-156-160-165-260-265-439
JOHNSTOWN PA P&DC	PA	0	0	0	0	
PENNSWOOD PLACE PA P&DC	PA	8	0	0	-1	006-009
PITTSBURGH PA P&DC	PA	0	0	0	0	025-029
CATANO DMDU ANNEX	PR	2	0	0	0	294-299
SAN JUAN PR P&DC	PR	4	-1	0	0	290-292-295
PROVIDENCE RI P&DC	RI	2	0	0	-1	287-289-293-296
CHARLESTON SC P&DC	SC	3	0	0	0	572-575
COLUMBIA SC P&DC	SC	4	0	-1	0	
GREENVILLE SC P&DC	SC	2	0	0	-1	510-513-570-571
DAKOTA CENTRAL SD P&DC	SD	1	0	0	0	375-380-383-386-388-723-724
RAPID CITY SD P&DC	SD	3	0	-1	0	
SIoux FALLS SD	SD	0	0	0	0	
MEMPHIS TN NDC	TN	0	0	0	0	

CHATTANOOGA TN P&DC	TN	3	0	0	-1	0	0	307,373-374
JET COVE ANNEX	TN	0	0	0	0	0	0	375,380-383,386,388,723-724
JOHNSON CITY TN P&DF	TN	0	0	0	0	0	0	242,376
KNOXVILLE TN P&DC	TN	4	0	0	0	0	-1	377-379,407-409,417,418,425-426
MEMPHIS TN P&DC	TN	0	0	0	0	0	0	375,380-383,386,388,723-724
MUSIC CITY ANNEX	TN	0	0	0	0	0	0	370-372,384-385,421-422
NASHVILLE TN AMF	TN	0	0	0	0	0	0	370-372,384-385,421-422
NASHVILLE TN P&DC	TN	6	0	-1	-1	0	0	370-372,384-385,421-422
DALLAS TX P&DC	TX	0	0	0	0	0	0	751-753
MCKINNEY PO	TX	0	0	0	0	0	0	
NORTH TEXAS TX P&DC	TX	10	0	0	0	0	0	750,754,757,758
ABILENE TX P&DF	TX	2	0	0	0	0	0	768-769,795-796
AMARILLO TX P&DF	TX	2	0	0	0	0	0	679,739,790-792
FORT WORTH TX P&DC	TX	0	0	0	0	0	0	761-764,766-767
LUBBOCK TX P&DF	TX	2	0	0	-1	1	0	793-794,881-882
BEAUMONT TX P&DF	TX	0	0	0	0	0	0	776-777
HOUSTON TX NORTH DDC	TX	0	0	0	0	0	0	773-775,778
NORTH HOUSTON TX P&DC	TX	9	0	0	-2	0	0	773-775,778
AUSTIN TX ANNEX	TX	0	0	0	0	0	0	733,765,766-767,769
AUSTIN TX P&DC	TX	3	0	0	1	-1	0	733,765,766-767,769
CORPUS CHRISTI TX P&DC	TX	2	0	0	0	-1	0	779,783-784
EL PASO TX P&DC	TX	2	0	0	-1	0	0	798-799,880,883,885
MCCALLEN TX PO	TX	2	0	0	0	0	0	785
MIDLAND TX P&DF	TX	2	0	0	0	0	0	797
SAN ANTONIO TX ANNEX	TX	0	0	0	0	0	0	780-782,786
SAN ANTONIO TX P&DC	TX	4	0	0	-2	1	0	780-782,786
DALLAS TX NDC	TX	0	0	0	0	0	0	751-753
PROVO UT	UT	1	0	0	0	0	0	845-847
SALT LAKE CITY UT ASF	UT	0	0	0	0	0	0	840-844,896
SALT LAKE CITY UT P&DC	UT	4	0	0	0	0	0	840-844,896
DULLES VA P&DC	VA	0	0	0	0	0	0	201,206
MERRIFIELD VA P&DC	VA	5	0	0	0	-1	0	220-223,227,268
SULLY STATION VA	VA	0	0	0	0	0	0	
NORFOLK VA P&DC	VA	0	0	0	0	0	0	233-237
RICHMOND VA P&DC, 1	VA	8	-1	-1	0	-1	0	224-225,228-232,238,239,244
ROANOKE VA P&DC	VA	0	0	0	0	0	0	240-243-245
BURLINGTON VT P&DF	VT	1	0	0	0	0	0	054-056
WHITE RIVER JUNCTION VT P&DC	VT	2	0	0	-1	0	0	035-037,050-053,057-059
SEATTLE WA DDC-EAST	WA	0	0	0	0	0	0	
SEATTLE WA P&DC	WA	6	0	0	0	0	0	980,982
SEATTLE WA PMA	WA	0	0	0	0	0	0	980,982
SOUTH WA DDC	WA	0	0	0	0	0	0	
SPOKANE WA P&DC	WA	3	0	0	0	0	0	835,838,990-994
TACOMA WA P&DC	WA	3	0	0	0	-1	0	983-985
WENATCHEE WA	WA	0	0	0	0	0	0	988
YAKIMA WA MPO	WA	0	0	0	0	0	0	989
SEATTLE WA NDC	WA	0	0	0	0	0	0	980-985
GREEN BAY WI P&DC	WI	3	0	0	0	0	0	541-545
MADISON WI P&DC	WI	0	0	0	0	0	0	535,537-539
MILWAUKEE WI MPA	WI	0	0	0	0	0	0	530-532,534,539
MILWAUKEE WI P&DC	WI	9	0	0	-1	-1	0	530-532,534,544,549
OSHKOSH WI P&DF	WI	0	0	0	0	0	0	543-545,548

MAUSAU WI P&DF	WI	0	0	0	0	0	0	547-546
EAU CLAIRE WI P&DF	WI	0	0	0	0	0	0	294-298
CHARLESTON WW P&DC	WY	3	1	0	0	-1	0	824-828
CASPER WY PO	WY	1	0	0	0	0	0	820-822 823
CHEYENNE WY P&DC	WY	1	0	0	0	0	0	829-831
ROCK SPRINGS WY	WY	0	0	0	0	0	0	
TOTAL		553	-12	-32	-34			
AFCSs								-78

AFSM100		May Utilized	June	July	August	SCFs
Site Name	State	AFSM100	AFSM100 Change	AFSM100 Change	AFSM100 Change	
ANCHORAGE AK P&DC	AK	1	0	0	0	995-997
LINEAU AK PO	AK	0	0	0	0	998-999
BIRMINGHAM AL ANNEX	AL	3	-1	0	0	350-355 359 362
BIRMINGHAM AL P&DC	AL	0	0	0	0	350-355 359 362
HUNTSVILLE AL P&DF	AL	0	0	0	0	356-359
MOBILE AL P&DC	AL	1	0	0	0	360-366
MOBILE ANNEX	AL	0	0	0	0	365-368
MONTGOMERY AL P&DC	AL	1	0	0	0	361-364 367-368
PAYETTEVILLE AR P&DF	AR	1	0	0	0	283-285
LITTLE ROCK AR ANNEX	AR	0	0	0	0	716-717 719-722 725 728
LITTLE ROCK AR P&DC	AR	2	0	0	0	716-717 719-722 725 728
PHOENIX AZ P&DC	AZ	0	0	0	0	850-853 855 859 860 863
TUCSON AZ P&DC	AZ	2	0	0	0	856-857
WEST VALLEY AZ P&DC	AZ	5	0	0	0	850-853 855 859 860 863
OAKLAND CA P&DC	CA	3	0	0	0	946-948
SAN FRANCISCO CA NDC	CA	0	0	0	0	940-941 943-944
SAN JOSE CA P&DC	CA	3	0	0	0	939 950-951
WILLOW GLEN ANNEX CA	CA	0	0	0	0	
LOS ANGELES CA ISC	CA	0	0	0	0	900-905 907-908
LOS ANGELES CA NDC	CA	0	0	0	0	900-905 907-908
LOS ANGELES CA P&DC	CA	5	0	0	0	900-905 907-908
SO CA PEAK ANNEX	CA	0	0	0	0	
FRESNO CA P&DC	CA	2	0	0	0	936-938
REDDING CA MPF	CA	1	0	0	0	960
SACRAMENTO CA P&DC	CA	5	0	0	0	942 952-953 956-959
ML SELLERS CA P&DC	CA	2	0	1	-1	919-921
MORENO VALLEY CA DDC	CA	3	0	-1	0	926
SAN BERNARDINO CA P&DC	CA	0	0	0	0	922-924
EUREKA CA	CA	0	0	0	0	955
NORTH BAY CA P&DC	CA	1	-1	0	0	949 954
NORTH PENINSULA CA DDC	CA	0	0	0	0	
SAN FRANCISCO CA ISC	CA	0	0	0	0	
SAN FRANCISCO CA P&DC	CA	4	0	0	0	940-941 943-944
SAN MATEO CA PO	CA	0	0	0	0	940-941 943-944
TOWNSEND CA CARRIER ANNEX	CA	0	0	0	0	
ANAHEIM CA P&DF	CA	2	0	0	0	926-928
INDUSTRY CA P&DC	CA	0	0	0	0	917-918
NORTH GRAND DDC	CA	2	-2	0	0	
SANTA ANA CA P&DC	CA	3	0	0	0	917-918 926-928
BAKERSFIELD CA P&DC	CA	1	0	0	0	932-933-935
BURBANK CA PO	CA	0	0	0	0	
PASADENA CA PO	CA	0	0	0	0	
PASADENA MPA	CA	1	0	0	0	
SANTA BARBARA CA P&DC	CA	2	0	0	0	930-931-934
SANTA CLARITA CA P&DC	CA	2	0	0	0	910-916
VAN NUYS CA FSS ANNEX	CA	1	0	0	1	0

[illegible]

	PEORIA IL P&DF	IL	1	0	0	0	613,611
	SOUTH SUBURBAN IL P&DC	IL	3	0	0	0	604
	CARROSS COLLINS IL P&DC	IL	3	0	0	0	688-608
	CHICAGO INTL SVC CTR	IL	1	0	0	0	688-608
	CHICAGO IL METRO STC	IL	1	0	0	0	688-608
	CHAMPAIGN IL P&DF	IL	2	0	0	0	609,617-619,624
	SPRINGFIELD IL P&DC	IL	1	0	0	0	623,625-627
	PALATINE IL P&DC	IL	4	0	0	0	600,602,610,611
	QUAD CITIES IL P&DF	IL	1	0	0	0	526-528,612
	EVANSVILLE IN MPA	IN	1	0	0	0	420,423-424,475-477
	EVANSVILLE IN P&DF	IN	1	0	0	0	420,423-424,475-477
	FORT WAYNE IN P&DC	IN	1	0	0	0	487-488
	GARY IN P&DC	IN	1	0	0	0	463-464
	INDIANAPOLIS IN MPA	IN	0	0	0	0	465-469,472-474,478-479
	INDIANAPOLIS IN P&DC	IN	5	0	-1	0	460-462,469,472-474,478-479
	MUNCIE IN P&DF	IN	1	0	0	0	473
	SOUTH BEND IN P&DF	IN	1	0	0	0	465-466
	WICHITA KS P&DC	KS	2	0	0	0	669-676,678
	KANSAS CITY KS NDC	KS	0	0	0	0	635,640-641,644-653,660-662,664-668
	LEXINGTON KY P&DC	KY	1	0	0	0	403-406,413-414
	LOUISVILLE KY P&DC	KY	3	0	0	0	400-402,427,471
	PADUCAH KY P&DF	KY	0	0	0	0	420
	BATON ROUGE LA P&DC	LA	1	0	0	0	707-708
	LAFAYETTE LA P&DF	LA	1	0	0	0	706-706
	NEW ORLEANS LA P&DC	LA	2	0	0	0	700-701,703-704
	SHREVEPORT LA P&DC	LA	2	0	0	0	710-714,718-756,759
	SPRINGFIELD MA NDC	MA	4	0	0	-1	010-012,060-065,067
	BOSTON MA P&DC	MA	2	1	-1	0	018-022,024
	BROCKTON MA P&DC	MA	1	0	0	0	020,023
	CENTRAL MASSACHUSETTS P&DC	MA	2	0	0	0	013-017
	CHELSEA STATION	MA	0	0	0	0	
	MIDDLESEX-ESSEX MA P&DC	MA	2	0	0	0	055
	BAL TIMORE MD IMF	MD	2	0	0	0	210-11,214,216,218
	BAL TIMORE MD P&DC	MD	3	0	0	0	210-215,217,219
	EASTERN SHORE MD P&DF	MD	1	0	0	0	216,218
	CAPITAL BELTWAY FACILITY	MD	0	0	0	0	206-207
	SOUTHERN MD P&DC	MD	2	0	0	-1	200-209
	SUBURBAN MD P&DC	MD	2	0	0	0	205-209
	EASTERN MAINE ME P&DF	ME	1	0	0	0	044,046-047,049
	SOUTHERN MAINE P&DC	ME	1	0	0	0	038-043,045,048
	DETROIT MI NDC	MI	0	0	0	0	434-436,480-487,492
	DETROIT MI P&DC	MI	4	0	-1	0	481-482,492
	MICHIGAN METROPLEX P&DC	MI	5	0	-1	0	480,483-487
	GRAND RAPIDS MI ANNEX	MI	3	0	-1	0	480-491,493-495
	GRAND RAPIDS MI P&DC	MI	0	0	0	0	480-491,493-495
	IRON MOUNTAIN MI P&DF	MI	1	0	0	0	
	LANSING MI P&DC	MI	1	0	0	0	483-489
	TRAVERSE CITY MI P&DF	MI	1	0	0	0	496-497
	BEAUMONT MN	MN	0	0	0	0	566
	DULUTH MN P&DC	MN	1	0	0	0	548,556-558
	MANAKATO MN P&DC	MN	1	0	0	0	560,561





LAS VEGAS NY P&DC	NY	3	0	-1	0	0	864,889,591,593
RENO NY P&DC	NY	1	0	0	0	0	894,895,897,961
BUFFALO NY P&DC	NY	2	0	0	0	0	140,143
NW ROCHESTER NY P&DC	NY	2	0	0	0	0	144,149,167
ROCHESTER NY P&DC	NY	2	0	0	0	0	144,149,167
ALBANY NY P&DC	NY	2	0	0	0	0	120,129
SYRACUSE NY P&DC	NY	2	0	0	0	0	130,139
MID ISLAND NY P&DC	NY	3	0	0	0	0	005,117,119
WESTERN NASSAU NY P&DC	NY	1	0	0	0	0	110,115
FDR NY	NY	0	0	0	0	0	
MORGAN NY P&DC	NY	6	-1	0	0	0	100,102,104
BETHPAGE NY P&DC	NY	0	0	0	0	0	103,110,119
NY ISC-JFK	NY	1	0	0	0	0	
BROOKLYN NY P&DC	NY	4	0	0	0	0	103,111,114,116
QUEENS NY P&DC	NY	0	0	0	0	0	111,113,114
MID HUDSON NY P&DC	NY	0	0	0	0	0	124,127
WESTCHESTER NY P&DC	NY	3	0	0	0	0	068,068,069,105,109
CINCINNATI OH NDC	OH	0	0	0	0	0	410,450,455,459,470
AKRON OH P&DC	OH	1	0	0	0	0	440,443,446,448
CLEVELAND OH FSS ANNEX	OH	1	0	0	0	0	440,441,448,448
CLEVELAND OH P&DC	OH	3	0	-1	0	0	440,441,448,448
TOLEDO OH P&DC	OH	2	0	0	-1	0	434,436
YOUNGSTOWN OH P&DF	OH	1	0	0	0	0	444,445
CINCINNATI OH P&DC	OH	4	0	0	0	0	410,450,452,459,470
COLUMBUS OH FSS ANNEX	OH	1	0	0	0	0	430,433,437,438,456,468
COLUMBUS OH P&DC	OH	4	0	-1	0	0	430,433,437,438,456,468
DAYTON OH P&DC	OH	2	0	0	-1	0	453,455
SPRINGDALE OH ANNEX	OH	0	0	0	0	0	
OKLAHOMA CITY OK P&DC	OK	4	0	0	-1	0	730,731,734,738,748
TULSA OK P&DC	OK	2	0	0	0	0	740,741,743,747,749
BEND OR P&DF	OR	0	0	0	0	0	977
EUGENE OR P&DF	OR	1	0	0	0	0	974
MEDFORD OR	OR	1	0	0	0	0	975,976
PORTLAND OR P&DC	OR	4	0	0	0	0	970,973,976,986
HARRISBURG PA P&DC	PA	4	0	0	0	0	254
LANCASTER PA P&DC	PA	0	0	0	0	0	172,179,186,196
LEHIGH VALLEY PA P&DF	PA	2	0	0	0	0	180,189
SCRANTON PA P&DF	PA	1	0	0	-1	0	184,188
PHILADELPHIA PA NDC	PA	0	0	0	0	0	189,194
PITTSBURGH PA NDC	PA	0	0	0	0	0	150,154,156,160,165,280,444,445
PASCHALL STATION	PA	0	0	0	0	0	
PHILADELPHIA PA P&DC	PA	5	0	0	-1	0	188,192,194
ALTOONA PA P&DF	PA	1	0	0	0	0	166,168
ERIE PA P&DC	PA	1	0	0	0	0	164,165
JOHNSTOWN PA P&DF	PA	1	0	0	0	0	155,157,159
PENNWOOD PLACE PA P&DC	PA	1	0	0	0	0	155,157,159,166,168,265,439
PITTSBURGH PA P&DC	PA	4	0	0	0	0	150,154,156,160,165,260,265,439
CATANO DMDU ANNEX	PR	0	0	0	0	0	
SAN JUAN PR P&DC	PR	1	0	-1	0	0	006,009
PROVIDENCE RI P&DC	RI	2	1	-1	0	0	025,029
CHARLESTON SC P&DF	SC	2	0	-1	0	0	294,298

[illegible]

YAKIMA WA MPO	WA	1	0	0	0	0	0	989
SEATTLE WA NDC	WA	0	0	0	0	0	0	980-985
GREEN BAY WI P&DC	WI	2	0	0	0	0	0	541-545
MADISON WI P&DC	WI	2	0	0	0	0	-1	535-537-539
MILWAUKEE WI MPA	WI	0	0	0	0	0	0	530-532-534-539
MILWAUKEE WI P&DC	WI	4	0	0	0	0	0	530-532-534-544-549
OSHKOSH WI P&DF	WI	0	0	0	0	0	0	543-545-549
WAUSAU WI P&DF	WI	0	0	0	0	0	0	
EAU CLAIRE WI P&DF	WI	1	0	0	0	0	0	547-549
CHARLESTON WY P&DC	WY	2	0	0	0	0	0	294-299
CASPER WY PO	WY	0	0	0	0	0	0	824-828
CHEYENNE WY P&DC	WY	1	0	0	0	0	0	820-822-823
ROCK SPRINGS WY	WY	0	0	0	0	0	0	825-831
<b>TOTAL</b>		<b>437</b>	<b>-6</b>	<b>-19</b>	<b>-20</b>			AFSM100s
								-45

DBCS (includes both DBCS and DIOS)		May Utilized	June	July	August	SCFs
Site Name	State	DBCS	DBCS Change	DBCS Change	DBCS Change	
ANCHORAGE AK P&DC	AK	5	0	0	0	995-997
JUNEAU AK PO	AK	1	0	0	0	998-999
BIRMINGHAM AL ANNEX	AL	0	0	0	0	350-355 358 362
BIRMINGHAM AL P&DC	AL	20	2	-1	-1	350-355 358 362
HUNTSVILLE AL P&DF	AL	8	0	0	0	356-358
MOBILE AL P&DC	AL	7	-1	0	0	365-368
MOBILE ANNEX	AL	0	0	0	0	365-368
MONTGOMERY AL P&DC	AL	13	0	0	0	361-364 367-369
FAYETTEVILLE AR P&DF	AR	6	0	0	-1	235-239
LITTLE ROCK AR ANNEX	AR	17	0	0	0	716-717 719-722 723 725
LITTLE ROCK AR P&DC	AR	17	-1	2	0	716-717 719-722 723 725
PLACEMIN AR P&DC	AR	53	0	-1	0	830-853 855 859 860 863
TUCSON AZ P&DC	AZ	12	1	0	-2	865-868
WEST VALLEY AZ P&DC	AZ	0	0	0	0	850-853 855 859 860 863
OAKLAND CA P&DC	CA	36	0	-2	0	846-848
SAN FRANCISCO CA NDC	CA	0	0	0	0	940-941 943-944
SAN JOSE CA P&DC	CA	19	-2	1	-1	939 950-951
WILLOW GLEN ANNEX CA	CA	0	0	0	0	
LOS ANGELES CA ISC	CA	1	0	0	0	900-905 907-908
LOS ANGELES CA NDC	CA	0	0	0	0	900-905 907-908
LOS ANGELES CA P&DC	CA	53	-4	-3	0	900-905 907-908
SO CA PEAK ANNEX	CA	0	0	0	0	
FRESNO CA P&DC	CA	9	0	0	0	936-938
REDDING CA MPF	CA	3	0	0	0	960
SACRAMENTO CA P&DC	CA	47	2	-1	-1	942 952-953 956-959
ML SELLERS CA P&DC	CA	38	0	0	-3	918-921
MORENO VALLEY CA DDC	CA	12	-2	0	0	925
SAN BERNARDINO CA P&DC	CA	22	0	0	-1	922-924
EUREKA CA	CA	2	0	0	0	955
NORTH BAY CA P&DC	CA	12	0	-1	0	948 954
NORTH PENINSULA CA DDC	CA	0	0	0	0	948 954
SAN FRANCISCO CA ISC	CA	0	0	0	0	
SAN FRANCISCO CA P&DC	CA	21	-1	1	0	940-941 943-944
SAN MATEO CA PO	CA	0	0	0	0	
TOWNSEND CA CARRIER ANNEX	CA	0	0	0	0	
ANAHEIM CA P&DF	CA	0	0	0	0	928-928
INDUSTRY CA P&DC	CA	0	0	0	0	917-918
NORTH GRAND DDC	CA	0	0	0	0	
SANTA ANA CA P&DC	CA	56	0	0	0	917-918 926-928
BAKERSFIELD CA P&DC	CA	16	-3	0	1	932 933-935
BURBANK CA PO	CA	0	0	0	0	
PASADENA CA PO	CA	0	0	0	0	
PASADENA MPF	CA	0	0	0	0	
SANTA BARBARA CA P&DC	CA	14	0	1	-1	930-931 934
SANTA BARTICA P&DC	CA	34	-2	0	0	910-916
VAN NUYS CA FSS ANNEX	CA	0	0	0	0	
COLORADO SPRINGS CO P&DC	CO	10	0	0	0	808-812
DENVER CO P&DC	CO	48	-2	-2	-2	800-807
FT COLLINS CO ASPEN ANNEX	CO	0	0	0	0	
GRAND JUNCTION CO	CO	5	0	0	0	814-816



PALATINE IL P&DC	IL	24	0	-1	-2	500,602,810,611
PEORIA IL P&DC	IL	9	0	-1	0	526-23,612
EVANSVILLE IN P&DC	IN	9	0	0	0	420,423,424,425-47
EVANSVILLE IN P&DC	IN	9	0	0	0	420,423,424,425-47
FORT WAYNE IN P&DC	IN	10	0	0	-2	487-488
GARY IN P&DC	IN	10	0	0	-2	487-488
INDIANAPOLIS IN P&DC	IN	0	0	0	0	485-489, 472-474, 475-478
INDIANAPOLIS IN P&DC	IN	41	0	-1	0	480-482, 469, 472, 474, 475-478
MUNCIE IN P&DC	IN	4	0	0	-1	473
SOUTH BEND IN P&DC	IN	9	0	-1	-1	465-468
WICHITA KS P&DC	KS	12	0	-1	0	669-676, 678
KANSAS CITY KS NDC	KS	0	0	0	0	635, 640-641, 644-653, 660-662, 664-668
LEXINGTON KY P&DC	KY	8	0	-1	0	403-406, 413-414
LOUISVILLE KY P&DC	KY	18	0	-2	-2	400-402, 427, 471
PADUCAH KY P&DC	KY	2	0	0	0	420
BATON ROUGE LA P&DC	LA	8	0	0	-1	707-708
LAFAYETTE LA P&DC	LA	10	-1	0	-1	706-706
NEW ORLEANS LA P&DC	LA	20	-1	-3	0	700-701, 703-704
SHREVEPORT LA P&DC	LA	18	-1	-1	2	710-714, 718, 755-756, 758
SPRINGFIELD MA NDC	MA	0	0	0	0	010-012, 060-065, 067
BOSTON MA P&DC	MA	41	1	-5	-2	018-022, 024
BROCKTON MA P&DC	MA	11	-1	-1	0	020, 023
CENTRAL MASSACHUSETTS P&DC	MA	13	0	-2	0	013-017
CHELSEA STATION	MA	0	0	0	0	
MIDDLESEX-ESSEX MA P&DC	MA	0	0	0	0	055
BALTIMORE MD P&DC	MD	13	0	0	-2	210-11, 214, 216, 218
BALTIMORE MD P&DC	MD	25	1	1	-4	210-215, 217, 219
EASTERN SHORE MD P&DC	MD	4	0	0	-1	216, 218
CAPITAL BELTWAY FACILITY	MD	0	0	0	0	206-207
SOUTHERN MD P&DC	MD	13	0	0	-3	200-209
SUBURBAN MD P&DC	MD	15	0	0	-3	205-209
EASTERN MAINE ME P&DC	ME	5	0	0	0	044, 046-047, 049
SOUTHERN MAINE P&DC	ME	10	0	-1	0	038-043, 045, 049
DETROIT MI NDC	MI	0	0	0	0	434-436, 450-487, 492
DETROIT MI P&DC	MI	29	0	-2	-4	481-483, 487
MICHIGAN METROPLEX P&DC	MI	44	-2	-7	0	480, 483-487
GRAND RAPIDS MI ANNEX	MI	0	0	0	0	490-491, 493-495
GRAND RAPIDS MI P&DC	MI	24	0	0	-1	490-491, 493-495
IRON MOUNTAIN MI P&DC	MI	4	0	0	0	
LANSING MI P&DC	MI	7	0	0	0	488-489
TRAVERSE CITY MI P&DC	MI	6	-1	0	0	496-497
BEMIDJIE MN	MIN	1	0	0	0	566
DULUTH MN P&DC	MIN	3	0	0	1	548, 556-558
WANTATO MN P&DC	MIN	3	0	1	0	560-561
WINNEAPOLIS MN P&DC	MIN	33	0	-1	-3	553-555
SAINT CLOUD MN	MIN	6	0	0	-1	562-564
SAN FRANCISCO P&DC - NEW	MIN	28	0	1	-2	540, 546, 550-551, 559
WINNEPESETT PAUL MN NDC	MIN	0	0	0	0	546-548, 552-554, 568
MID MISSOURI MO P&DC	MO	7	0	0	-1	630-632, 634-635
SAINT LOUIS MO ANNEX	MO	0	0	0	0	630, 632, 638, 631, 633, 634
SAINT LOUIS MO P&DC	MO	44	0	-2	0	630, 632, 638, 631, 633, 634
ST LOUIS MO NDC	MO	4	0	0	0	636-639, 613-615, 620, 622-631, 633, 634
CAPE GIRARDEAU MO P&DC	MO	0	0	0	0	636-639
KANSAS CITY MO P&DC	MO	40	0	-2	-1	640-641, 644-647, 649, 660-662, 664-668

SPRINGFIELD MO	MO	11	-1	0	0	0	648,654,556,559
GRENOUA MS CSE	MS	4	-1	0	0	0	367,358,357
GUTHRIE MS P&DC	MS	3	0	0	0	0	15,000,000
HATTIESBURG MS PO	MS	3	0	0	0	0	369,390,393,395
JACKSON MS P&DC	MS	10	0	-1	0	0	590,593,597,591
BILLINGS MT P&DC	MT	6	0	-1	0	0	594,595
GREAT FALLS MT	MT	4	0	0	-1	0	598,599
MISSOULA MT	MT	4	0	0	0	0	270,274,265
GREENSBORO NC NDC	NC	0	0	0	0	0	
CARY NC PO	NC	0	0	0	0	0	
GREENSBORO NC P&DC	NC	26	1	-3	-2	-2	240,241,243,245,270,274,285
RALEIGH NC P&DC	NC	21	0	-3	-2	-2	275,276
ROCKY MOUNT NC P&DF	NC	7	0	0	0	0	278,279
CHARLOTTE NC P&DC	NC	27	2	-1	0	-1	360,282,297
FAYETTEVILLE NC ANNEX	NC	0	0	0	0	0	283,285
FAYETTEVILLE NC P&DC	NC	14	0	-1	-2	0	283,285
MID-CAROLINA NC P&DC	NC	0	0	0	0	0	280,282,297
BISMARCK ND	ND	4	0	0	0	0	576,585,588
FARGO ND ASF	ND	0	0	0	0	0	565,590,581,584
FARGO ND P&DC	ND	6	0	-1	0	0	565,590,581,584
GRAND FORKS ND	ND	3	0	0	0	0	567,582,583
GRAND FORKS ND	ND	2	-1	0	0	0	
MINOT ND P&DF	ND	2	0	0	0	0	688,689
GRAND ISLAND NE P&DF	NE	3	0	0	-1	-1	683,685
LINCOLN NE P&DF	NE	6	0	0	0	0	686,687
NORFOLK NE P&DF	NE	3	0	0	0	0	677,690,693
NORTH PLATTE NE	NE	0	0	0	0	0	515-516,680,661
OMAHA NE MCA	NE	0	0	0	-2	0	515-516,680,661
OMAHA NE P&DC	NE	16	0	0	0	0	030-034,038
MANCHESTER NH	NH	14	-1	0	-1	-1	030-038,050,054,056,059
NASHUA NH L&DC	NH	0	0	0	0	0	080,087
SOUTH JERSEY P&DC	NJ	24	-2	0	0	-4	
TOMS RIVER NJ	NJ	0	0	0	0	0	
TRENTON NJ P&DC	NJ	0	0	0	0	0	077
GREATER NEWARK NJ P&DC	NJ	23	-1	1	-8	-8	070-073,077,079,089
NEW JERSEY NJ IMF	NJ	0	0	0	0	0	074-076,078
NEW JERSEY NJ NDC	NJ	0	0	0	0	0	074-076,078
DVD NJ P&DC	NJ	47	0	0	-3	0	070-073,079,088,089
NORTHERN NJ METRO P&DC	NJ	14	0	0	0	0	074-076,078
ALBUQUERQUE NM ANNEX	NM	0	0	0	0	0	813,865,870,879,884
ALBUQUERQUE NM P&DC	NM	13	1	0	-2	-2	813,865,870,879,884
LAS VEGAS NPA	NV	0	0	0	0	0	864,869,881,883
LAS VEGAS NV P&DC	NV	26	0	-2	-1	-1	864,869,881,883
RENO NV P&DC	NV	8	0	-1	0	0	894,895,897,951
BUFFALO NY P&DC	NY	20	-1	0	-4	-4	140,143
NORTHWEST ROCHESTER NY P&DC	NY	0	0	0	0	0	144-148,167
ROCHESTER NY P&DC	NY	16	-2	0	-2	-2	144-148,167
ALBANY NY P&DC	NY	20	-1	0	0	0	150,153
SYRACUSE NY P&DC	NY	26	-2	-2	-2	-2	150,153
MID ISLAND NY P&DC	NY	26	0	2	-1	-1	005,17-119
WESTERN MASSAUA NY P&DC	NY	10	0	0	-2	-2	10,115
FOR NY	NY	0	0	0	0	0	
MORGAN NY P&DC	NY	38	-2	-2	-1	-1	100-102,104
BETHPAGE NY P&DC	NY	0	0	0	0	0	103,10-119
NY ISC-JFK	NY	3	0	0	0	0	

BROOKLYN NY P&DC	NY	42	-1	-2	0	103,111-114,118
QUEENS NY P&DC	NY	9	0	0	0	111,113-114
WESTCHESTER NY P&DC	NY	26	-3	0	0	124-127
CINCINNATI OH NDC	OH	0	-2	0	0	068,069-089,163-165
AKRON OH P&DC	OH	0	0	0	0	410-450,455-469,473
CLEVELAND OH FSS ANNEX	OH	0	0	0	0	440-443,448-449
CLEVELAND OH P&DC	OH	41	0	0	0	440-441,448-449
TOLEDO OH P&DC	OH	10	0	0	0	440-441,448-449
YOUNGSTOWN OH P&DF	OH	7	0	0	0	434-436
CINCINNATI OH P&DC	OH	31	-2	-2	0	410,450-452,453-470
COLUMBUS OH FSS ANNEX	OH	0	0	0	0	430-433,437-438,456-458
COLUMBUS OH P&DC	OH	43	-6	0	0	430-433,437-438,456-458
DAYTON OH P&DC	OH	13	-1	0	-1	453-455
SPRINGDALE OH ANNEX	OH	0	0	0	0	
OKLAHOMA CITY OK P&DC	OK	19	0	1	-2	730-731,734-738,748
TULSA OK P&DC	OK	19	0	-1	-2	740-741,743-747,749
BEND OR P&DF	OR	4	0	0	-1	977
EUGENE OR P&DF	OR	9	0	-2	0	974
MEDFORD OR	OR	5	0	0	0	975-976
PORTLAND OR P&DC	OR	42	0	-3	-2	970-973,976,985
HARRISBURG PA P&DC	PA	34	-1	0	-1	254
LANCASTER PA P&DC	PA	0	0	0	0	172-179,195-196
LEHIGH VALLEY PA P&DF	PA	15	-1	-1	-1	180-189
SCRANTON PA P&DF	PA	10	-2	1	-1	184-188
PHILADELPHIA PA NDC	PA	0	0	0	0	189,194
PITTSBURGH PA NDC	PA	0	0	0	0	150-154,156-160,165,260,444-445
PASCHALL STATION	PA	0	0	0	0	
PHILADELPHIA PA P&DC	PA	44	-2	1	-3	189-192,194
ALTOONA PA P&DF	PA	5	-1	0	0	166,168
ERIE PA P&DC	PA	6	0	0	-2	164-165
JOHNSTOWN PA P&DF	PA	7	0	-1	0	155,157-159
PENNSWOOD PLACE PA P&DC	PA	0	-2	0	0	150-154,156-160,165,260,265,438
PITTSBURGH PA P&DC	PA	41	0	-3	0	
CATANO DMU ANNEX	PR	0	0	0	0	
SAN JUAN PR P&DC	PR	8	-2	0	0	006-009
PROVIDENCE RI P&DC	RI	22	0	-1	-1	025-029
CHARLESTON SC P&DF	SC	10	0	-1	-1	294,299
COLUMBIA SC P&DC	SC	18	-1	1	-2	290-292,295
GREENVILLE SC P&DC	SC	16	0	-1	-2	297-299,293,298
DAKOTA CENTRAL SD P&DC	SD	6	0	0	-1	572-575
RAPID CITY SD P&DF	SD	3	0	0	0	577
SIOUX FALLS SD	SD	8	0	-2	0	510-513,570-571
MEMPHIS TN NDC	TN	9	0	0	0	375,380-383,386,388,723-724
CHATTANOOGA TN P&DC	TN	9	1	-1	0	307,373-374
JEFFERSON TN P&DC	TN	7	0	0	0	375,380-383,386,388,723-724
KNOXVILLE TN P&DF	TN	17	-1	0	-2	242,376
KNOXVILLE TN P&DC	TN	17	0	-1	0	377,379,407,408,417,418,423-425
MEMPHIS TN P&DC	TN	24	0	-3	0	375,380-383,386,388,723-724
MUSC CITY ANNEX	TN	0	0	0	0	370-372,384,385,431-432
NASHVILLE TN ANNEX	TN	0	0	0	0	370-372,384,385,431-432
NASHVILLE TN P&DC	TN	30	-2	0	-1	370-372,384,385,431-432
DALLAS TX P&DC	TX	22	0	-1	-3	751-753
MCKINNEY PO	TX	0	0	0	0	



NORTH TEXAS TX P&DC	TX	27	0	3	-6	750,754,751,758
ABILENE TX P&DF	TX	5	-1	0	0	768-769,795-796
AMARILLO TX P&DF	TX	5	0	-1	0	679,739,790-792
FORT WORTH TX P&DC	TX	27	-1	-2	0	761-764,766-767
LUBBOCK TX P&DF	TX	6	0	-1	0	783-794,881-882
BEAUMONT TX P&DF	TX	5	0	0	0	776-777
HOUSTON TX NORTH DDC	TX	0	0	0	0	773-775,778
NORTH HOUSTON TX P&DC	TX	52	5	-4	-5	733,765,766-767,769
AUSTIN TX ANNEX	TX	0	0	0	0	733,765,766-767,769
AUSTIN TX P&DC	TX	22	2	-4	0	733,765,766-767,769
CORPUS CHRISTI TX P&DC	TX	5	0	1	-1	779,783-784
EL PASO TX P&DC	TX	8	0	-1	0	798-799,860,883,885
MCALLEN TX PO	TX	8	0	0	0	785
MIDLAND TX P&DF	TX	6	-1	0	0	797
SAN ANTONIO TX ANNEX	TX	0	0	0	0	780-782,788
SAN ANTONIO TX P&DC	TX	22	0	4	-4	780-782,788
DALLAS TX NDC	TX	0	0	0	0	751-753
PROVO UT	UT	4	0	0	0	845-847
SALT LAKE CITY UT ASF	UT	0	0	0	0	840-844,898
SALT LAKE CITY UT P&DC	UT	29	0	-2	-1	840-844,898
DULLES VA P&DC	VA	11	-1	0	0	201,206
MERRIFIELD VA P&DC	VA	20	-1	0	1	220-223,227,268
SULLY STATION VA	VA	0	0	0	0	
NORFOLK VA P&DC	VA	14	0	0	0	233-237
RICHMOND VA P&DC_1	VA	26	-2	0	-2	224-225,228-232,238,239,244
ROANOKE VA P&DC	VA	8	-1	0	-1	240-243,245
BURLINGTON VT P&DF	VT	4	0	0	0	034-056
WHITE RIVER JUNCTION VT P&DC	VT	4	0	0	0	035-037,050-053,057-059
SEATTLE WA DDC-EAST	WA	12	0	0	0	
SEATTLE WA P&DC	WA	21	0	-1	-3	980,982
SEATTLE WA PMA	WA	0	0	0	0	980,982
SOUTH WA DDC	WA	10	0	0	0	
SPOKANE WA P&DC	WA	13	0	0	-1	835,838,990-994
TACOMA WA P&DC	WA	3	0	-1	-1	983-985
WENATCHEE WA	WA	3	0	0	0	986
YAKIMA WA MPO	WA	3	0	0	0	989
SEATTLE WA NDC	WA	0	0	0	0	980-985
GREEN BAY WI P&DC	WI	10	0	0	0	541-545
MADISON WI P&DC	WI	11	0	-1	-2	535,537,538
MILWAUKEE WI MPA	WI	0	0	0	0	530-532,534,539
MILWAUKEE WI P&DC	WI	33	0	-2	-3	530-532,534,544,549
OSHKOSH WI P&DF	WI	0	0	0	0	543-545,549
WAUSAU WI P&DF	WI	6	-1	0	0	
EAU CLAIRE WI P&DF	WI	4	0	0	0	547-548
CHARLESTON WV P&DC	WV	16	-1	0	0	294,299
CASPER WY PO	WY	4	0	0	-1	824-828
CHEYENNE WY P&DC	WY	2	0	0	0	820,822,823
ROCK SPRINGS WY	WY	2	0	0	0	829-831
TOTAL		3476	-74	-118	-194	
						DBCS Total
						-386 -528

FSS		May Utilized	June	July	August	SCFs
Site Name	State	FSS	FSS Change	FSS Change	FSS Change	
ANCHORAGE AK P&DC	AK	0	0	0	0	885-887
JUNEAU AK PO	AK	0	0	0	0	885-889
BIRMINGHAM AL ANNEX	AL	0	0	0	0	350-355 358 362
BIRMINGHAM AL P&DC	AL	0	0	0	0	350-355 358 362
HUNTSVILLE AL P&DF	AL	0	0	0	0	355-368
MOBILE AL P&DC	AL	0	0	0	0	365-368
MOBILE ANNEX	AL	0	0	0	0	365-368
MONTGOMERY AL P&DC	AL	0	0	0	0	361-364 367-368
FAYETTEVILLE AR P&DF	AR	0	0	0	0	283-285
LITTLE ROCK AR ANNEX	AR	0	0	0	0	716-717 719-722 725 728
LITTLE ROCK AR P&DC	AR	0	0	0	0	716-717 719-722 725 728
PHOENIX AZ P&DC	AZ	0	0	0	0	850-853 855 859 860 863
TUCSON AZ P&DC	AZ	0	0	0	0	856-857
WEST VALLEY AZ P&DC	AZ	2	-1	1	0	850-853 855 859 860 863
OAKLAND CA P&DC	CA	0	0	0	0	945-948
SAN FRANCISCO CA NDC	CA	0	0	0	0	940-941 943-944
SAN JOSE CA P&DC	CA	4	0	0	0	939 950-951
WILLOW GLEN ANNEX CA	CA	0	0	0	0	
LOS ANGELES CA ISC	CA	0	0	0	0	900-905 907-908
LOS ANGELES CA NDC	CA	0	0	0	0	900-905 907-908
LOS ANGELES CA P&DC	CA	2	0	-2	0	900-905 907-908
SO CA PEAK ANNEX	CA	0	0	0	0	
FRESNO CA P&DC	CA	0	0	0	0	936-938
REDDING CA MPF	CA	0	0	0	0	960
SACRAMENTO CA P&DC	CA	1	0	0	-1	942 952-953 955-959
MIL SELLERS CA P&DC	CA	2	0	0	0	919-921
MORENO VALLEY CA DDC	CA	0	0	0	0	925
SAN BERNARDINO CA P&DC	CA	0	0	0	0	922-924
EUREKA CA	CA	0	0	0	0	955
NORTH BAY CA P&DC	CA	0	0	0	0	948 954
NORTH PENINSULA CA DDC	CA	0	0	0	0	948 954
SAN FRANCISCO CA ISC	CA	0	0	0	0	
SAN FRANCISCO CA P&DC	CA	1	0	0	-1	940-941 943-944
SAN MATEO CA PO	CA	0	0	0	0	940-941 943-944
TOWNSEND CA CARRIER ANNEX	CA	0	0	0	0	
ANAHEIM CA P&DF	CA	2	0	0	0	926-928
INDUSTRY CA P&DC	CA	0	0	0	0	917-918
NORTH GRAND DDC	CA	0	0	0	0	
SANTA ANA CA P&DC	CA	0	0	0	0	917-918 926-928
BAKERSFIELD CA P&DC	CA	0	0	0	0	932-933-935
BURBANK CA PO	CA	0	0	0	0	
PASADENA CA PO	CA	0	0	0	0	
PASADENA MPA	CA	0	0	0	0	
SANTA BARBARA CA P&DC	CA	0	0	0	0	930-931-934
SANTA CLARITA CA P&DC	CA	0	0	0	0	910-916
VAN NUYS CA FSS ANNEX	CA	3	0	0	0	





MINNEAPOLIS MN P&DC	MN	0	0	0	0	0	553-555
SAINT CLOUD MN	MN	0	0	0	0	0	562-564
SAINT PAUL MN P&DC - NEW	MN	2	0	0	0	0	540-546 550-551 559
MINNEAPOLIS/ST. PAUL MN NDC	MN	0	0	0	0	0	546-548 556-564 566
MID MISSOURI MO P&DF	MO	0	0	0	0	0	635-650-653
SAINT LOUIS MO ANNEX	MO	0	0	0	0	0	620-622-628-631 633-634
SAINT LOUIS MO P&DC	MO	0	0	0	0	0	620-622-628-631 633-634
ST LOUIS MO NDC	MO	0	0	0	0	0	636-639-613-616 620-622-631 633-634
CAPE GIRARDEAU MO P&DF	MO	0	0	0	0	0	636-639
KANSAS CITY MO P&DC	MO	2	0	0	0	-2	640-641 644-647 649-660-662-664-668
SPRINGFIELD MO	MO	0	0	0	0	0	648-654-656-658
GRENADA MS CSF	MS	0	0	0	0	0	357-360-367
GULFPORT MS P&DC	MS	0	0	0	0	0	395
HATTIESBURG MS PO	MS	0	0	0	0	0	369-390-393-396
JACKSON MS P&DC	MS	0	0	0	0	0	590-593-597-621
BILLINGS MT P&DC	MT	0	0	0	0	0	594-596
GREAT FALLS MT	MT	0	0	0	0	0	598-599
MISSOULA MT	MT	0	0	0	0	0	270-274-266
GREENSBORO NC NDC	NC	0	0	0	0	0	240-241 243-245 270-274-266
CARY NC PO	NC	0	0	0	0	0	275-279
GREENSBORO NC P&DC	NC	1	0	0	0	0	360-382-267
RALEIGH NC P&DC	NC	1	0	0	0	0	263-265
ROCKY MOUNT NC P&DF	NC	0	0	0	0	0	263-265
CHARLOTTE NC P&DC	NC	0	0	0	0	0	280-282-287
FAYETTEVILLE NC ANNEX	NC	0	0	0	0	0	576-585-588
FAYETTEVILLE NC P&DC	NC	0	0	0	0	0	585-590-581-584
MID-CAROLINA NC P&DC	NC	1	0	0	0	0	567-582-583
BISMARCK ND	ND	0	0	0	0	0	686-689
FARGO ND ASF	ND	0	0	0	0	0	683-685
GRAND FORKS ND	ND	0	0	0	0	0	686-687
MINOT ND P&DF	ND	0	0	0	0	0	677-690-693
GRAND ISLAND NE P&DF	NE	0	0	0	0	0	515-516-680-681
LINCOLN NE P&DF	NE	0	0	0	0	0	515-516-680-681
NORFOLK NE P&DF	NE	0	0	0	0	0	030-034-038
NORTH PLATTE NE	NE	0	0	0	0	0	056-059
OMAHA NE MCA	NE	0	0	0	0	0	080-087
OMAHA NE P&DC	NE	0	0	0	0	0	077
MANCHESTER NH	NH	0	0	0	0	0	076-073-077 079-088
NASHUA NH L&DC	NH	0	0	0	0	0	074-076-078
SOUTH JERSEY P&DC	NJ	0	0	0	0	0	074-076-078
TOMS RIVER NJ	NJ	0	0	0	0	0	076-073 079-088-089
TRENTON NJ P&DC	NJ	3	0	0	0	-1	074-076-078
GREATER NEWARK NJ P&DC	NJ	0	0	0	0	0	076-073 079-088-089
NEW JERSEY NJ IMF	NJ	4	0	0	0	0	813-865-870-873-884
NEW JERSEY NJ NDC	NJ	0	0	0	0	0	813-865-870-873-884
DVD NJ P&DC	NJ	0	0	0	0	0	864-869-881-893
NORTHERN NJ METRO P&DC	NJ	0	0	0	0	0	
ALBUQUERQUE NM ANNEX	NM	0	0	0	0	0	
ALBUQUERQUE NM P&DC	NM	0	0	0	0	0	
LAS VEGAS MPA	NV	0	0	0	0	0	



COLUMBIA SC P&DC	SC	0	0	0	0	0	290-292,285
GREENVILLE SC P&DC	SC	0	0	0	0	0	287-289,293,296
DAKOTA CENTRAL SD P&DC	SD	0	0	0	0	0	572-575
RAPID CITY SD P&DF	SD	0	0	0	0	0	577
SIOUX FALLS SD	SD	0	0	0	0	0	510-513,570-571
MEMPHIS TN NDC	TN	0	0	0	0	0	375-380-383,386,388,723-724
CHATTANOOGA TN P&DC	TN	0	0	0	0	0	307,373-374
JET COVE ANNEX	TN	0	0	0	0	0	375-380-383,386,388,723-724
JOHNSON CITY TN P&DF	TN	0	0	0	0	0	242,376
KNOXVILLE TN P&DC	TN	0	0	0	0	0	377-379,407-408,417-418,428-428
MEMPHIS TN P&DC	TN	0	0	0	0	0	375-380-383,386,388,723-724
MUSIC CITY ANNEX	TN	0	0	0	0	0	370-372,384-385,421-422
NASHVILLE TN AMF	TN	0	0	0	0	0	370-372,384-385,421-422
NASHVILLE TN P&DC	TN	0	0	0	0	0	370-372,384-385,421-422
DALLAS TX P&DC	TX	1	0	0	0	0	751-753
MCKINNEY PO	TX	0	0	0	0	0	
NORTH TEXAS TX P&DC	TX	0	0	0	0	0	750-754,757,758
ABILENE TX P&DF	TX	0	0	0	0	0	788-789,795-796
AMARILLO TX P&DF	TX	0	0	0	0	0	679,739,790-792
FORT WORTH TX P&DC	TX	0	0	0	0	0	761-764,766-767
LUBBOCK TX P&DF	TX	0	0	0	0	0	763-794,881-882
BEAUMONT TX P&DF	TX	0	0	0	0	0	776-777
HOUSTON TX NORTH DDC	TX	0	0	0	0	0	773-775,778
NORTH HOUSTON TX P&DC	TX	1	0	0	0	0	773-775,778
AUSTIN TX ANNEX	TX	0	0	0	0	0	733,765,786-787,789
AUSTIN TX P&DC	TX	0	0	0	0	0	733,785,786-787,789
CORPUS CHRISTI TX P&DC	TX	0	0	0	0	0	779,783,784
EL PASO TX P&DC	TX	0	0	0	0	0	798-799,880,883,885
MCALLEN TX P&DC	TX	0	0	0	0	0	785
MIDLAND TX P&DF	TX	0	0	0	0	0	797
SAN ANTONIO TX ANNEX	TX	0	0	0	0	0	780-782,788
SAN ANTONIO TX P&DC	TX	0	0	0	0	0	780-782,788
DALLAS TX NDC	TX	0	0	0	0	0	751-753
PROVO UT	UT	0	0	0	0	0	845-847
SALT LAKE CITY UT ASF	UT	0	0	0	0	0	840-844,868
SALT LAKE CITY UT P&DC	UT	0	0	0	0	0	840-844,868
DULLES VA P&DC	VA	4	0	0	0	0	201,206
MERRIFIELD VA P&DC	VA	0	0	0	0	0	220-223,227,268
SULLY STATION VA	VA	0	0	0	0	0	
NORFOLK VA P&DC	VA	0	0	0	0	0	233-237
RICHMOND VA P&DC, 1	VA	3	0	0	0	0	224-225,228-232,238,239,244
ROANOKE VA P&DC	VA	0	0	0	0	0	240-243,245
BURLINGTON VT P&DF	VT	0	0	0	0	0	054-056
WHITE RIVER JUNCTION VT P&DC	VT	0	0	0	0	0	035-037,050-053,057-059
SEATTLE WA DDC-EAST	WA	0	0	0	0	0	
SEATTLE WA P&DC	WA	0	0	0	0	0	980,982
SEATTLE WA PMA	WA	0	0	0	0	0	980,982
SOUTH WA DDC	WA	0	0	0	0	0	
SPOKANE WA P&DC	WA	0	0	0	0	0	835,838,990-994
TACOMA WA P&DC	WA	0	0	0	0	0	993-995
WENATCHEE WA	WA	0	0	0	0	0	988

YAKIMA WA MPO	WA	0	0	0	0	989
SEATTLE WA NDC	WA	0	0	0	0	980,985
GREEN BAY WI P&DC	WI	0	0	0	0	541,545
MADISON WI P&DC	WI	0	0	0	0	535,537,539
MILWAUKEE WI MPA	WI	0	0	0	0	530,532,534,539
MILWAUKEE WI P&DC	WI	0	0	0	0	530,532,534,544,549
OSHKOSH WI P&DC	WI	0	0	0	0	543,545,549
WAUSAU WI P&DF	WI	0	0	0	0	
EAU CLAIRE WI P&DF	WI	0	0	0	0	547,548
CHARLESTON WV P&DC	WV	0	0	0	0	294,299
CASPER WY PO	WY	0	0	0	0	824,828
CHETENNE WY P&DC	WY	0	0	0	0	820,822,823
ROCK SPRINGS WY	WY	0	0	0	0	829,831
<b>TOTAL</b>		<b>99</b>	<b>-1</b>	<b>-3</b>	<b>-3</b>	<b>FSS</b>
						<b>-19</b>