



BOARD OF GOVERNORS

October 21, 2020

Hon. Elizabeth Warren
United States Senator
309 Hart Senate Office Building
Washington, DC 20510-2105

Dear Senator Warren:

I am writing in response to your letter to the United States Postal Service Board of Governors (the Board) dated August 17, 2020, regarding Postmaster General Louis DeJoy and Postal Service operations. The Board welcomes the opportunity to discuss the Postal Service and why it believes Mr. DeJoy to be the right person to lead the Postal Service.

The bi-partisan Board unanimously selected Mr. DeJoy as Postmaster General because of their confidence in his ability to transform, build, and strengthen the Postal Service to fulfill its public service mission over the long-term, consistent with the Mission Statement that the Board approved in April. A copy of the Mission Statement is provided. Mr. DeJoy has an extensive record of excellence and executive success in the logistics business. As Chairman and CEO of New Breed Logistics, Inc., Mr. DeJoy led a small, family owned transportation company with 10 employees and transformed the business into a national firm employing over 9,000 employees and providing logistics solutions for companies including Boeing and Verizon. New Breed Logistics was also an important contractor for the Postal Service for over two decades (and received several Quality Supplier Awards from the Postal Service), providing Mr. DeJoy with significant knowledge of the Postal Service and our business. Mr. DeJoy was, in the judgment of the Board, the best candidate for the role.

The Board believed that selecting a transformational leader was crucial in order to position the Postal Service for long-term success. The Mission Statement envisions a Postal Service that remains the most trusted part of the U.S. Government, providing our essential public services to all communities in the Nation in a modern, efficient, and effective manner. The Board believes this to be vital if the Postal Service is to remain a vibrant part of the Nation's critical infrastructure. As you are well aware, however, the Postal Service has been in a financially precarious position for many years, and fundamental changes must occur in order for the Postal Service to continue to meet the evolving needs of the American people in a financially sustainable manner. It was evident to the Board during the selection process that Mr. DeJoy believed strongly in the foundational principles of our Mission Statement, and that he also had the business and strategic acumen necessary to enact the transformational changes necessary to ensure the Postal Service's long-term viability.

The Board also remains fully confident that Mr. DeJoy is the right person for the job. The Board of course recognizes that, over the course of several weeks in July, service performance declined temporarily as Postal Service management undertook efforts to improve adherence to their transportation schedules. As the Postmaster General has made it clear, both to the Board and to Congress, these service declines should not have happened. As management has made the necessary adjustments, however, service performance results are improving, while late or extra trips have remained substantially below prior levels. In other words, the Postal Service is in the

process of putting itself in a better position than before: providing prior (or better) levels of service, while running the transportation network in a much more efficient manner. It is critical that the Postal Service take the necessary steps to enhance efficiency and effectiveness, and that the Postal Service not be dissuaded from doing so by the temporary challenges that may result. The Board is completely confident that Mr. DeJoy has the fortitude and vision to drive this necessary change.

Thank you for your attention to the important work of the Board. Please feel free to contact me if you have any additional questions.

Sincerely,

A handwritten signature in blue ink that reads "Robert M. Duncan". The signature is written in a cursive style with a large initial 'R'.

Robert M. Duncan
Chairman



The United States Postal Service

Mission Statement adopted by the Board of Governors on April 1, 2020

A. Our History

The United States Postal Service has a storied history as the institution of our Government guaranteeing safe and secure communication among and between the Government and the American people.

Many are familiar with our history, which began with the Second Continental Congress and Benjamin Franklin in 1775 and continued in 1787 when the Postal Clause of the U.S. Constitution empowered Congress to establish post offices and post roads. Congress exercised those powers with the passage of The Post Office Act of 1792, which made the Postal Service a permanent fixture of the Federal Government. The Act included provisions to facilitate freedom of the press, the privacy of personal correspondence, and expand the nation's physical infrastructure, all vital to our nation's growth and prosperity.

These principles and objectives endure. While radio, television and the Internet have irrevocably altered our information-gathering habits, postal correspondence remains the most secure and resilient form of communication, providing the American People with a delivery infrastructure vital to our National Security.

The USPS retains the largest physical and logistical infrastructure of any non-military government institution, providing an indispensable foundation supporting an ever changing and evolving nationwide communication network. Capitalizing on its expertise in scheduling and high-volume sorting, the USPS also serves a vital role enabling digital commerce.

B. Our Mission

- To serve the American people and, through the universal service obligation, bind our nation together by maintaining and operating our unique, vital and resilient infrastructure.

- To provide trusted, safe and secure communications and services between our Government and the American people, businesses and their customers, and the American people with each other.
- To serve all areas of our nation, making full use of evolving technologies.

C. Carrying Out Our Mission

To meet this Mission we will:

- Remain an integral part of the United States Government, providing all Americans with universal and open access to our unrivalled delivery and storefront network.
- Maintain and enhance our reputation and role as a trusted face of the federal government in every community and provide all levels of government with access to our network and services.
- Provide frequent, reliable, safe and secure delivery of mail, packages and other communications to all Americans.
- Use technology, innovation and where appropriate private sector partnerships, to optimize and adapt our network, operations and business model to meet the changing needs of our customers and delivery recipients, while maintaining our core mission.
- Operate in a modern, efficient and effective manner that allows us to minimize what we charge for our services, consistent with meeting, in a fair way, our obligations to our current and retired employees and other stakeholders.
- Remain an employer of choice, able to attract retain and develop high quality employees that possess the skills necessary to excel in a rapidly changing business environment