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December 30, 2022

Mr. Roman Martinez IV, Chairman  
POSTAL BOARD OF GOVERNORS  
USPS – Headquarters  
475 L'Enfant Plaza SW  
Washington DC 20260-0004

Dear Chairman Martinez:

Your remarks published in the November 10, 2022; GOVERNMENT EXECUTIVE resonated with the unanimous skepticism that the Postal Regulatory Commissioners initially published regarding DELIVERING FOR AMERICA. This 10-year plan is never going to take the American mail system to its financial breakeven point. As the author of strategy for the one thriving competitor from the mass market typewriter industry of the 1990s, I offer uncommon and appropriate skills with a better idea.

Where rubber hits the road, DELIVERING FOR AMERICA disregards the engine that drives any business: Customers' needs. The enclosed documents, which I sent to Chairman Bloom two years ago, caution that the 10-year plan could accelerate volume losses universally, reduce no expense, and set the future of the citizen-owned postal system in a dangerous trajectory. Now, two years after launching, here we are:

- Today, the package delivery service that CHAIN STORE AGE reported to have far-and-away outperformed all other packaging delivering competitors in 2019, is losing unit volume during the industry's record-setting growth trajectory.
- In remarks last July, Postmaster General boasted of a 1% improvement in on-time mail delivery. This number falls short of the 95% goal despite 31% of all mail now served from a slower standard. Not seen in this result is mail measured as "on-time" while sitting statically for days on post office floors. "On time" performance recorded for First-Class mail, marketing mail, and periodicals is "enhanced."
- "Metrics Enhancement" prompted management of the Philadelphia District in 2021 to instruct letter carriers to deliver all packages (where "on-time" is measured at the customer mailbox) and to "bring back" undelivered letter mail that was already measured as "on-time." After transferring to South Carolina in January 2022, I learned this was not an instruction unique to Philadelphia District. My direct observations would conclude this order could skew reported results by at least 4%.
- At the postal window, a customer may ask "How much to get this to Pittsburgh before noon tomorrow?" The answer once was about \$30. Today the reply is, "We don't do that anymore."
- The elevation of tens-of-thousands to career positions may sound great, but it has resulted in too few to do the work and created even higher overtime demands. Without a successful plan to hire and retain quality employees, converting large numbers of employees to career status is incompatible with

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mail delivery goals, and the roles of employees described in the various collective bargaining agreements.

- The conversion of regional distribution centers and the elimination of perceived redundancies has resulted in more labor expenses and damages for the company to bear at the local post office. This reality demonstrates the complexity of mail delivery (that the Postal Regulatory Commissioners said DELIVERING FOR AMERICA did not consider).
- Before the decision to eliminate mail delivery by air carriers, the OIG noted air carriers had not been adequately monitored by USPS. One air carrier may have received \$5 billion for services not delivered within its \$17 billion agreement. This issue was correctable. In contrast, the Postal Regulatory Commissioners implied that expecting benefits by transporting mail more slowly was unproven, untested, and based on flawed conclusions. Today, “on-time” mail delivery is worse, even with a standard that includes 31% of all mail moving more slowly.

In 2021, you were amongst 108 others in Washington who received three documents from me that prioritized products (which have become increasingly valueless), customers (which now bring fewer transactions to post office windows), and employees (which efforts have failed to recruit and keep). Now, this enclosed proposal and supporting documents reveal methods to eclipse “obvious” ideas and paint-by-number business disciplines.

Solutions to America’s mail delivery needs are not drawn from B-to-B trucking logistics, risk-averse contracting, valuation principles, and the exit-strategy manipulation of numbers. Instead, the plans the United States Postal Service need will focus on the uncontracted relationships built with private consumers at the demanding speed of American life. When it comes to the sustained and self-funded financial health of the American mail system, you have a MISSION POSSIBLE.

Since early 2020, I have persisted in encouraging a better idea than DELIVERING FOR AMERICA. Today, I continue to offer my help to you through the enclosed proposal. I hope it is welcome. I hope you allow it.

Best regards,

Thomas Allen Malm, Employee  
United States Postal Service  
Call or text (484) 358-3868

cc: President Joe Biden  
Michael M. Kubayanda, Postal Regulatory Commission  
USPS Legal Department  
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