



COALITION FOR A  
21<sup>st</sup> CENTURY  
POSTAL SERVICE

The Hon. Mike Duncan  
Chairman  
Board of Governors  
US Postal Service  
475 L'Enfant Plaza, SW  
Washington, DC 20260

December 19, 2019

Dear Mr. Chairman:

The Coalition for a 21<sup>st</sup> Century Postal Service (C21)<sup>1</sup> broadly represents the nation's mailing and shipping communities, and the suppliers who work with them. A list of our members is attached. As one of the key stakeholders in the postal system, we write now on a topic of exceptional importance to its future: the selection of the next Postmaster General (PMG). Outlined below are several attributes and qualifications that we believe are vital for the next PMG to possess. We ask that you consider these recommendations as you fulfill your statutory responsibility to select the next PMG.

We believe that the next PMG must possess certain fundamental attributes and principles in order to lead this historic and indispensable institution into a brighter and forward-looking future. At the core of that leadership must lie a belief in the mission of the Postal Service: tying the nation together through universal service at an affordable price at least six days a week. This remains essential to the nation's commerce and communications.

The individual you hire, in our view, must be someone with in-depth experience and a demonstrated record of accomplishment in managing a large, labor-intensive enterprise. Direct experience with unions and labor relations generally would be an important plus.

The next PMG must be able to drive consensus around a strategic vision for the Postal Service and then guide its execution. Amid competition from a wide variety of digital, paper and logistics purveyors, a key part of that vision and execution must be for growth incorporating the integral role of innovation and technology. In fact, in our opinion, technological savviness may be the quality most useful in leading the Postal Service out of its current challenges. Although,

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<sup>1</sup> The Coalition for a 21<sup>st</sup> Century Postal Service (C21) consists of public and private companies and industry associations representing newspapers, advertisers, catalogers, e-commerce, parcels, greeting cards, financial services, telecommunications, insurance, retail, paper, printing, technology, envelope manufacturing, and mail services, which understand the essential role of USPS and want it sustained for the future. C21 broadly represents an industry generating \$1.4 trillion in sales and supporting 7.5 million private sector jobs.

given the necessity to drive greater revenues, marketing and sales experience would be nearly as useful.

Finally, experience and demonstrated adeptness with serving as the public face of a major organization is essential for the leader of an institution consistently in the public eye and answerable to Congress. Public, governmental, customer, and labor relations are critical to the success of any PMG, probably now more than at any previous time given the competitive and other issues the Service confronts.

As you consider candidates for this important position, we thought it vital that you be fully informed of the views of those who account for a huge majority of Postal Service volumes, and who generate more than 90% of the revenues to support USPS' doing its job each and every day. This is a critical juncture in the long history of the Postal Service and its service to the nation. So, it is our hope that you will take our views seriously and apply them as you select the next Postmaster General.

Thank you.

Sincerely,

A handwritten signature in cursive script, reading "Arthur B. Sackler".

Arthur B. Sackler  
Manager  
Coalition for a 21<sup>st</sup> Century Postal Service

Cc: Vice Chairman David Williams  
Gov. John Barger  
Gov. Ron Bloom  
Gov. Roman Martinez IV  
The Postmaster General  
The Deputy Postmaster General