

Opening Statement of William D. Zollars
Before the Senate Committee on Homeland Security and Governmental Affairs
Confirmation Hearing, the United States Postal Service Board of Governors

November 14, 2024

Good morning Chairman Peters, Ranking Member Paul, and other committee members. I'm Bill Zollars and I would like to thank the President for the honor of being re-nominated, and thank the Senate for your consideration of my re-appointment to the Board of Governors of the US Postal Service.

After completing my first 3-year term on the board of governors at the end of 2023—there are 2 reasons why I am seeking a second term:

1. The Postal Service is vitally important to the country.
2. I think I can continue to help based on my background in governance and logistics experience.

The Founders obviously thought the Postal Service was important enough to include in the Constitution—and the fact that it has remained an integral component of American life throughout our history is a confirmation of their foresight. As a resident of Kansas, I can verify the added importance of this vital service to rural America, where the Postal Service is a reliable, dependable, and trusted symbol of government promises kept. It is for these important reasons that I am committed to helping solidify the long-term future of this important part of America.

During my years in private industry I have led large organizations in three Fortune 500 companies and served on the board of directors of four separate Fortune 500 companies—in the healthcare, technology, real estate, and transportation sectors. Interestingly, if it were a public company, the Postal Service would rank 45th on the Fortune 500 list alongside companies like Pepsi and FedEx with revenue of nearly 100B\$.

My last corporate leadership position which I held from 1999-2011 as CEO, was the most relevant to the Postal Service since it was a nationwide, unionized, logistics network of over 50,000 associates. There we were able to deliver four consecutive years of record revenue and profitability. In the process, we provided outstanding service to our hundreds of thousands of customers, whether they were in Manhattan, Kansas, or the island of Manhattan.

In addition, we served every Zip Code in the country—our own version of the “Universal Service Obligation.” We delivered shipments to our customers on time, regardless of distance or density, and in the most efficient way possible. We were also able to offset a labor cost disadvantage with a knowledgeable and experienced workforce enabled by an optimized network and effective technology—things that are an integral part of the DFA plan.

Similarly, we were able to effectively deal with billions of dollars of unfunded liability in some of the multi-employer health and pension funds.

I also have had the opportunity to experience postal service outside the US—five years in Europe, 3 in Canada, and a year in Japan gave me a view of different approaches to mail and

package delivery.

Finally, and very importantly, even though the Postal Service has complex and significant challenges ahead, like modernizing its logistics network, they also have a sustainable competitive advantage—last mile /last touch density. No other competitor has that, and it is why UPS, FedEx and Amazon use the Postal Service on a frequent basis to complete their deliveries.

If I am fortunate enough to be confirmed, I will work with Congress, the Postal Regulatory Commission, and the Board of Governors, to oversee and guide management toward obtaining a sustainable future for this required and fundamentally important American asset—the United States Postal Service. In my role I will also continue to provide maximum possible transparency and responsiveness to all our constituents.

Thank you, and I look forward to your questions.