

Testimony before the United States Senate Homeland Security and Government Affairs Committee for

Calvin Tucker, Nominee

To Be A Member of the U.S. Postal Service Governing Board

April 18, 2018

Good morning Chairman Johnson, Ranking Member McCaskill and Members of the Committee.

It is my pleasure to be before you today. I want to thank President Donald J. Trump for his decision to nominate me to become a member of the United States Postal Service's Board of Governors. I am honored and humbled by the confidence and trust that President Trump has placed in me.

I also want to thank my wife, Sharon, who is here with us today, and my family, represented today by my two sons, Aaron and Bradley. Those who could not join us include my daughter, Sheneen, my granddaughter, Amaya, and my mother, Emma. I want to thank them all for their support in this endeavor, and in everything we have accomplished as a family.

Over the 43 years of my professional life, I have served in various capacities at diverse organizations. These include Eagles Capital Advisors (a small minority management and financial consulting firm); Advance Bank (a minority financial institution); United Bank of Philadelphia (a minority financial institution); Milligan & Associates (A minority accounting and consulting firm); GMAC Commercial Mortgage Corporation (an international mortgage banking firm); Resolution Trust Corporation (a federally-chartered corporation established by Congress

in 1989 under the Financial Institution Reform and Recovery Act), as well as other businesses and financial institutions.

I have also had the privilege to serve on numerous community boards, such as: Habitat for Humanity of Philadelphia; African American Chamber of Commerce of Philadelphia and Vicinity; Commonwealth of Pennsylvania/ Philadelphia County Board of Public Assistance; Presbyterian Children Village; Paul Roberson House; Urban Financial Services Coalition and Community Capital Works, just to name a few.

From a career mostly in small to medium-size businesses and my advocacy through nonprofits, I truly appreciate the needs of those communities. If confirmed, I will bring that knowledge and perspective to help the U.S. Postal Service better focus on the needs of small business and community groups. For example, in my consulting practice, many of my small business clients are single operators who struggle with the day-to-day responsibilities of making their enterprises a success. My clients will typically ask questions like, who will help them with marketing, sales or simply getting their product to their customers? So, can the Postal Service simplify shipping options so that these businesses owners have one less thing to worry about? Are we doing enough to support the non-profit community and the good work they do? What can we do to better support small business partners who lack the expertise and resources available to bigger business? If I'm confirmed, these are the types of questions I will bring to the table, and I will work with the small business community, postal management and other stakeholders to ensure that small and medium-sized businesses and the customers they serve are well represented at the Postal Service.

Today, more than ever, I believe that it is essential that the Postal Service genuinely consider this small business perspective. As larger companies shift out of mail in favor of digital, mom-and-pop businesses still need innovative communication solutions. For example, a small neighborhood accounting business may struggle with a digital advertising campaign, so a mail-based, local solution might appeal to them. Are we doing everything we can to make that the easy and cost-effective solution? A rural farmer may not have access to broadband, but she should always be able to count on the regular delivery of mail. Are we devoting the resources and attention that rural postal customers deserve?

While my experience and expertise is in the small business community, I also appreciate how the Postal Service is an integral part of our nation's economic system. From the smallest to biggest business, from our most populated cities to the most sparse rural area, from the richest to the poorest, the Postal Service provides an essential public service without playing favorites. Every day it delivers mail to more than 156 billion homes and businesses, made possible through the work of more than 640,000 hardworking and dedicated employees. If I'm confirmed, I will work with my fellow Board members and other stakeholders to ensure that the Postal Service continues to be a significant economic engine for the American people.

I am mindful, however, that over the last 11 years, the Postal Service has faced very significant challenges. These include tremendous financial losses, growing debt, and a decline of its most profitable product, First-Class Mail. If confirmed, I will use all of my energy and experience to help find solutions to these challenges.

The solution, I believe, will be found by utilizing the Postal Service's strengths. It has faithfully served as the link connecting Americans through daily delivery and its network of approximately 31,000 Post Offices. It has a dedicated and knowledgeable workforce, and it was, in fact, the first Social Media Network. If we can leverage those strengths and adapt to the new needs and circumstances, I believe the Postal Service can continue to play its vital and necessary national role. While I do not claim to have all the answers, if confirmed, I pledge to bring my perspective and experience, work openly with my fellow Governors, listen closely to all stakeholders, and always remember the tremendous responsibility I have been given.

Thank you, Chairman Johnson, Ranking Member McCaskill and members of the Committee for giving me the opportunity to present this testimony to you. I look forward to any questions that you may have.