



April 7, 2021

VIA ELECTRONIC MAIL: foia@americanoversight.org

Mr. Austin Evers
American Oversight
1030 15th Street NW
Suite B255
Washington, D.C. 20005

RE: Freedom of Information Act Request for Records – Case No. 2020-FPRO-00353

Dear Mr. Evers:

This responds to your Freedom of Information Act request, originally of December 6, 2019, and amended with your approval on September 24, 2020, for access to records in the custody of the Postal Service regarding:

Emails sent by Postmaster General Megan Brennan between March 1, 2018 and September 1, 2018 with any of the following terms: POTUS, WH, WaPo, Bezos, Delivery boy, Tax shelter, Fake news or chief lobbyist; and

Emails sent by Postmaster General Megan Brennan between September 1, 2019 and July 20, 2020 with any of the following terms: POTUS, WaPo, Bezos, Delivery boy, Tax shelter, or Fake news.

Based on your description of records sought, an electronic records search was performed by the Information Catalog Program (ICP). The Office of the Postmaster General reviewed the results of the search and located 381 pages responsive to your request.

Enclosed are 381 pages of record material; 59 pages are released in their entirety and 322 pages contain redactions pursuant to FOIA Exemption 3 in conjunction with U.S.C. § 410(c)(2), Exemption 5, 5 U.S.C. § 552(b)(5), and Exemption 6, 5 U.S.C. § 552(b)(6). The redacted material is indicated with the applied exemption annotated.

Exemption 3 allows an agency to withhold information that is "specifically exempted from disclosure by statute." 5 U.S.C. § 552(b)(3). Section 410(c)(2) of the Postal Reorganization Act qualifies as an Exemption 3 statute. 39 U.S.C. § 410(c)(2). Section 410(c)(2) permits the Postal Service to withhold "information of a commercial nature, including trade secrets, whether or not obtained from a person outside the Postal Service, which under good business practice would not be publicly disclosed." 39 U.S.C. § 410(c)(2). Information of a commercial nature under Section 410(c)(2) is broadly defined to include all information that "relates to commerce, trade, profit, or the Postal Service's ability to conduct itself in a businesslike manner." 39 C.F.R. § 265.14(b)(3). In determining whether particular information is commercial in nature, the Postal Service considers six factors relating to whether the information is more akin to its role as a business entity, a competitor in the market or a provider of basic public services. See 39 C.F.R. § 265.14(b)(3)(i). In addition, the Postal Service has identified

an extensive, though not exhaustive, list of information that is commercial in nature and thus, exempt from disclosure under Section 410(c)(2). See 39 C.F.R. § 265.14(b)(3)(ii).

Here, we find that the information redacted in the responsive documents, such as email addresses, volume and revenue information, and competitive product pricing studies, qualifies as "information of a commercial nature" under Section 410(c)(2) because they concern Postal Service business. We also find that this information would not be released "under good business practice," as it is proprietary. Accordingly, this information is exempt from disclosure under Exemption 3 of the FOIA and Section 410(c)(2).

Exemption 5 permits the Postal Service to withhold "inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency, provided that the deliberative process privilege shall not apply to records created 25 years or more before the date on which the records were requested." 5 U.S.C. § 552(b)(5). Courts have found Exemption 5 to "exempt those documents, and only those documents, that are normally privileged in the civil discovery context," including the deliberative process privilege, the attorney-client privilege, and the attorney work-product privilege. *NLRB v. Sears, Roebuck & Co.*, 421 U.S. 132, 149 (1975); see *Martin v. Office of Special Counsel*, 819 F.2d 1181, 1184 (D.C. Cir. 1987). To meet the "inter-agency or intra-agency memorandums" threshold requirement, the "source [of the withheld records] must be a Government agency," *Dep't of the Interior v. Klamath Water Users Protective Ass'n*, 532 U.S. 1, 2 (2001), or the source of the withheld records could be a consultant if the agency sought outside advice and the consultant functioned as an agency employee in providing advice similar to that of an agency employee. See *Nat'l Inst. Of Military Justice v. Dep't of Defense*, 404 F. Supp. 2d 325, 345 (D.D.C. 2005).

The deliberative process privilege of Exemption 5 protects from disclosure records that reflect opinions, advice, recommendations, and other deliberations comprising part of a process by which federal governmental decisions and policies are formulated. *Dep't of the Interior v. Klamath Water Users Protective Ass'n*, 532 U.S. 1, 8 (2001). The privilege protects pre-decisional, deliberative records that were created less than 25 years before the date on which the records were requested. 5 U.S.C. § 552(b)(5). Certain records withheld here consist of details of strategic initiatives, draft responses to media inquiries, and debate on proposed plans of action, all of which are predecisional and deliberative in nature. These documents contain opinions, analysis, advice, and recommendations to be used in the decision making process regarding the subject matter of the request, and therefore are within the scope of the deliberative process privilege. They have accordingly been withheld from disclosure.

The attorney-client privilege of Exemption 5 also protects from disclosure confidential communications between an attorney and his or her client relating to a legal matter for which the client has sought professional advice. *Mead Data Cent., Inc. v. U.S. Dep't of the Air Force*, 566 F.2d 242, 252 (D.C. Cir. 1977). Certain records withheld here consist of confidential communications between or among attorneys and clients or between or among attorneys. For example, these records contain information authored by Postal Service counsel on international postal affairs. They have accordingly been withheld from disclosure.

Under Exemption 6, the Postal Service may withhold "personnel files and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy." 5 U.S.C. § 552(b)(6). This exemption covers all records and information about an individual and is not limited to intimate details or highly personal information. See *U.S. Dep't of State v. Wash. Post Co.*, 456 U.S. 595, 600–02 (1982). Exemption 6 protects records and information that expressly identify an individual, as well as records and information from which an individual's identity could be deduced. *Id.*

The personal privacy interests protected under Exemption 6 include, but are not limited to, an individual's interest in avoiding embarrassment, harassment, retaliation, annoyance or other adverse effect that would result from the public disclosure of the information pertaining to the individual.

Under Exemption 6, a requester may overcome an individual's privacy interest only if the requester shows that the requester seeks to advance a public interest and disclosure of the records will advance that public interest. *See Nat'l Archives & Records Admin. v. Favish*, 541 U.S. 157, 172 (2004). The only public interest cognizable under Exemption 6 is the extent to which public disclosure of the record or information would significantly contribute to public understanding of the federal government's operations or activities. *Id.* Under Exemption 6, even a very slight privacy interest by an individual may be enough "to outweigh a negligible or non-existent public interest." *U.S. Dep't of Def. v. Fed. Labor Relations Auth.*, 510 U.S. 487, 497, 500 (1994).

Here, the records responsive to your request contain personal information pertaining to personal, non-USPS employee email addresses, cell phone numbers, and USPS employee allegations of misconduct. Individuals have a privacy interest in their personal information. You did not provide any information about how release of this information would contribute to the public's understanding of the operations or activities of the Postal Service. Therefore, we are withholding the personal information contained on the responsive records pursuant to Exemption 6.

In accordance with 5 U.S.C. § 552(b), we have reviewed each record and confirm that all "reasonably segregable" portions of the responsive record(s) have been disclosed to you.

If you are not satisfied with the response to this request, you may file an administrative appeal within 90 days of the date of this response letter by writing to the General Counsel U.S. Postal Service 475 L'Enfant Plaza SW Washington, DC 20260 or via email at FOIAAppeal@usps.gov. Your appeal must be postmarked or electronically transmitted within 90 days of the date of the response to your request. The letter of appeal should include, as applicable:

- (1) A copy of the request, of any notification of denial or other action, and of any other related correspondence;
- (2) The FOIA tracking number assigned to the request;
- (3) A statement of the action, or failure to act, from which the appeal is taken;
- (4) A statement identifying the specific redactions to responsive records that the requester is challenging;
- (5) A statement of the relief sought; and
- (6) A statement of the reasons why the requester believes the action or failure to act is erroneous.

For further assistance and to discuss any aspect of your request, you may contact any of the following:

PRIVACY AND RECORDS MANAGEMENT OFFICE
U.S. POSTAL SERVICE
475 L'ENFANT PLAZA SW RM 1P830
WASHINGTON, DC 20260-1101
Phone: (202) 268-2608 Fax: (202) 268-5353

FOIA Public Liaison:
Name: Nancy Chavannes-Battle
Phone: (202) 268-2608

Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National

Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001, e-mail at ogis@nara.gov; telephone at 202-741-5770; toll free at 1-877-684-6448; or facsimile at 202-741-5769.

Sincerely,

A handwritten signature in black ink that reads "Emily Saunders". The signature is written in a cursive, flowing style.

Emily Saunders
Executive Administrator to the Postmaster General

Enclosures

From: [Brennan, Megan J - Washington, DC](#)
To: [Adams, Jeffery A - Washington, DC](#)
Cc: [Executive Leadership Team](#); [Latham, Sandra R - Washington, DC](#); (b) (6); [Walker, Janice D - Washington, DC](#)
Subject: Re: Trump Tweet - Amazon / USPS
Date: Monday, July 23, 2018 9:55:41 AM
Attachments: [image001.png](#)

Jeff,

(b) (5)

Thank you.

Megan

On Jul 23, 2018, at 9:52 AM, Adams, Jeffery A - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) > wrote:

All,

For your awareness, (b) (5)

Jeff

President Trump just tweeted a few minutes ago, at 9:21.
2.2K retweets, 8K likes, 3.1K comments:
<image001.png>



Donald J. Trump

@realDonaldTrump

Follow



The Amazon Washington Post has gone crazy against me ever since they lost the Internet Tax Case in the U.S. Supreme Court two months ago. Next up is the U.S. Post Office which they use, at a fraction of real cost, as their "delivery boy" for a BIG percentage of their packages....

9:21 AM - 23 Jul 2018

2,161 Retweets **7,956** Likes



3.1K **2.2K**

8.0K



USPS-19-1513-A-000002

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#); [Stroman, Ronald A - Washington, DC](#); [Weidner, Keith E - Washington, DC](#)
Subject: FW: UPU PM & Rollout
Date: Thursday, August 23, 2018 2:33:23 PM
Attachments: [upu.mem.clerkedits v3 8.23.18.docx](#)
[UPUtalkers CLEAN 8.23.docx](#)

Thank you.

Megan

From: Staff Secretary [[mailto:\(b\) \(6\)](#)]
Sent: Thursday, August 23, 2018 11:28 AM
To: (b) (6) Greer, Jamieson L. EOP/USTR (b) (6) >; Buangan ,
Richard EOP (b) (6) >; Taub, Robert G (b) (6) Teramoto, Wendy (Federal)
(b) (6) Wolf, Chad (b) (6) >; Whitaker, Matthew (OAG)
(b) (6) ; W(b) (6) ; Miller, Julie L. EOP/OMB
(b) (6) Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Cc: Staff Secretary (b) (6) ; Policy Coordinator (b) (6)
Subject: [EXTERNAL] UPU PM & Rollout

(b) (6)

We are tracking presentation of the PM to POTUS this week. Thank you for your continued input and please do not hesitate to reach out if you have any questions.

Mary

Mary Salvi
Assistant White House Staff Secretary
Desk: (b) (6)
Cell: (b) (6)
(b) (6)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

From: [Brennan, Megan J - Washington, DC](#)
To: [Stroman, Ronald A - Washington, DC](#); [Corbett, Joseph - Washington, DC](#)
Cc: [Marshall, Thomas J - Washington, DC](#)
Subject: Fwd: BREAKING NEWS: Kelly to tap Kushner ally Chris Liddell as deputy chief for policy
Date: Monday, March 19, 2018 11:03:51 AM

(b) (5) ?

Thank you

Megan

----- Original message -----

From: POLITICO <email@politicoemail.com>
Date: 3/19/18 10:41 AM (GMT-05:00)
To: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: BREAKING NEWS: Kelly to tap Kushner ally Chris Liddell as deputy chief for policy

White House chief of staff John Kelly will tap Chris Liddell, a senior White House aide and former executive at Microsoft and General Motors, as his deputy, according to two people familiar with the decision

Liddell, who currently serves as the White House's director of strategic initiatives, will be named deputy chief of staff for policy, the people said, filling out Kelly's bare-bones team

Before joining the White House, Liddell, who was born in New Zealand but is a U.S. citizen, was the chief financial officer at both GM and Microsoft. He was briefly under consideration to lead the National Economic Council.

Read more: <https://www.politico.com/story/2018/03/19/kelly-to-tap-kushner-ally-chris-liddell-as-deputy-chief-for-policy-470654><<http://go.politicoemail.com/?qs=62ef4141f00f51d071b36d9e4cb3b9607a2677a0b63704670e57c02491273631466b8690c5ef9790f60cf9dd6492fef5>>

To change your alert settings, please go to <https://secure.politico.com/settings><<http://go.politicoemail.com/?qs=62ef4141f00f51d061eeadd47c5b35e7896068c42a48281ca2d87e53182485fb615b447e6b3d5d6ea0fee7458b042f1f>>
<http://click.politicoemail.com/profile_center.aspx?qs=92559f0aec89a7542f0c29d94aa6093796b3390688b28106590b05a59440978e22e07d13b2b1e2c247a961db0b016e7c6bae71aba989284d68a8bed39428f619>
[<https://static.politico.com/f8/0c/f291bb464c468f16c5e002da301c/politico.gif>]

This email was sent to (b)(3)-39 U.S.C. 410 (c)(2) by: POLITICO, LLC 1000 Wilson Blvd Arlington, VA, 22209, USA

Please click here<<http://go.politicoemail.com/?qs=62ef4141f00f51d0c713315ecbdd056e2dfe71c786ce89b0b56f40bf719981236f6d12e45a041286a3d56ac6cf85714ef0645e9123322309>> and follow the steps to unsubscribe

From: [Brennan, Megan J - Washington, DC](#)
To: [Brennan, Megan J - Washington, DC](#)
Subject: FW: DataPoints_WH_11.29.2017.xlsx
Date: Thursday, March 29, 2018 10:59:22 AM

Thank you.

Megan

From: Grossmann, Luke T - Washington, DC
Sent: Thursday, November 30, 2017 8:09 AM
To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Subject: RE: DataPoints_WH_11.29.2017.xlsx

Megan: Please see below. Thanks, - Luke

- a. Postal Service Average Yield per piece: FY2017 (RPW) (b)(3)-39 U.S.C. 410 (c)(2)
- b. Postal Service Average Attributable Cost per Piece (b)(3)-39 U.S.C. 410 (c)(2)
- c. (a-b) Postal Service Average Contribution per piece: (b)(3)-39 U.S.C. 410 (c)(2)
- d. (c/a) Cost coverage (b)(3)-39 U.S.C. 410 (c)(2)

Total Parcel Select:

FY2014

FY2015

FY2016

FY2017

Volume (Million pieces)

(b)(3)-39 U.S.C. 410 (c)(2)

Volume Growth

(b)(3)-39 U.S.C. 410 (c)(2)

Revenue (\$Millions)

(b)(3)-39 U.S.C. 410 (c)(2)

Revenue Growth

(b)(3)-39 U.S.C. 410 (c)(2)

Total Shipping & Package Services:

FY2014

FY2015

FY2016

FY2017

Volume (Million pieces)

(b)(3)-39 U.S.C. 410 (c)(2)

Volume Growth

(b)(3)-39 U.S.C. 410 (c)(2)

Revenue (\$Millions)

(b)(3)-39 U.S.C. 410 (c)(2)

Revenue Growth

(b)(3)-39 U.S.C. 410 (c)(2)

From: Brennan, Megan J - Washington, DC
Sent: Thursday, November 30, 2017 7:45 AM
To: Grossmann, Luke T - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2)
Subject: Re: DataPoints_WH_11.29.2017.xlsx

>>

Luke,

Would you resend the "original answer" question 1 - that outlined CRA data - revenue, cost, contribution.

Also, package & parcel select growth - volume & revenue since 2015 please.

Thanks,

Megan

On Nov 29, 2017, at 2:02 PM, Grossmann, Luke T - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) >> wrote:
Megan: Please see requested data points. Thanks, - Luke
<DataPoints_WH_11.29.2017.xlsx>

From: [Brennan, Megan J - Washington, DC](#)
To: [Nickerson, Stephen J - Washington, DC](#)
Cc: [Corbett, Joseph - Washington, DC](#); [Rayfield, Amber - Washington, DC](#)
Subject: FW: DataPoints_WH_11.29.2017.xlsx
Date: Thursday, March 29, 2018 11:01:40 AM

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5) .

Thank you.

Amber (on behalf of Megan)

From: [Brennan, Megan J - Washington, DC](#)
To: [Calamoneri, Kevin A - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#)
Subject: Fwd: Requesting Guidance
Date: Wednesday, April 4, 2018 6:08:30 AM
Attachments: [File to Postmaster General.zip](#)

Thank you.

Megan

----- Original message -----

From: (b)(6) " (b)(3)-39 U.S.C. 410 (c)(2)
Date: 4/3/18 11:25 PM (GMT-05:00)
To: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) "Stroman, Ronald A - Washington, DC"
(b)(3)-39 U.S.C. 410 (c)(2)
Subject: RE: Requesting Guidance

Postmaster General Brennan,

Thank you for meeting with me on (b) (6)

(b) (6)

Sent: Monday, October 30, 2017 7:48 PM
To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) Stroman, Ronald A - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) >
Subject: Requesting Guidance

Dear Postmaster General Brennan and Deputy Postmaster General Stroman,

Thank you for your moral and ethical leadership to all Postal Service employees and dedicated service to the American people.

(b) (6)



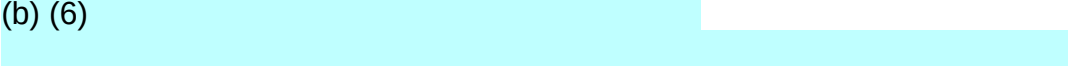
I kindly request your administrative staff reach out to me so that we may coordinate an appropriate meeting time.

In closing, I would appreciate it if you would respect my privacy and keep the meeting confidential.

Thank you for your time and service.

Regards,

(b) (6)



(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)



(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

Exhibit 1.0

(b) (6)

The text "(b) (6)" is followed by two horizontal cyan bars that redact the content of the exhibit. The first bar is approximately 650 pixels wide, and the second bar is approximately 760 pixels wide.

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

Exhibit 1.1

(b) (6)



The image shows three horizontal cyan bars of varying lengths, positioned below the text "(b) (6)". These bars represent redacted content.

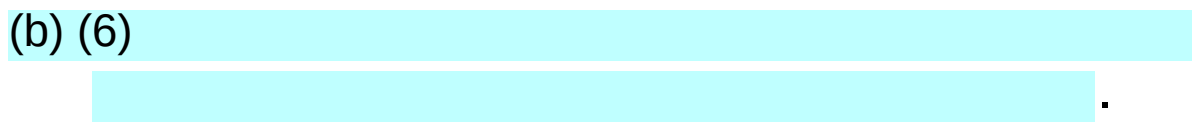
(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

(b) (5), (b)(3)- 30 U.S.C. 410 (c)(2)

Exhibit 1.2

(b) (6)

Two horizontal redaction bars, one above the other, both colored light red. The top bar is longer and contains the text "(b) (6)". The bottom bar is shorter and ends with a period.

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6)

Exhibit 1.3

(b) (6)

The content of this exhibit is redacted. It consists of three horizontal bars: a long cyan bar at the top, a long cyan bar in the middle, and a short cyan bar at the bottom.

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

Exhibit 2.0

(b) (6)

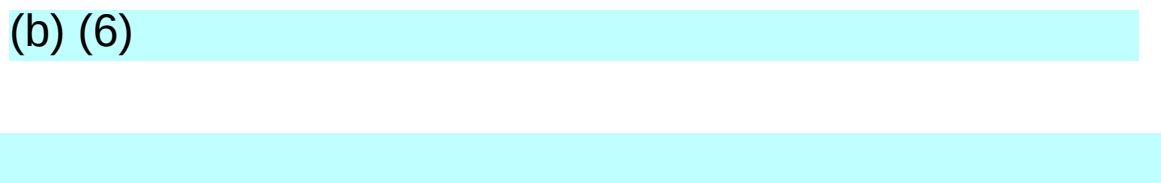
(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

Exhibit 2.1

(b) (6)



(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b) (6), (b) (5)

Exhibit 2.2

(b) (6)

(b) (6), (b) (5)

Exhibit 2.3

(b) (6)

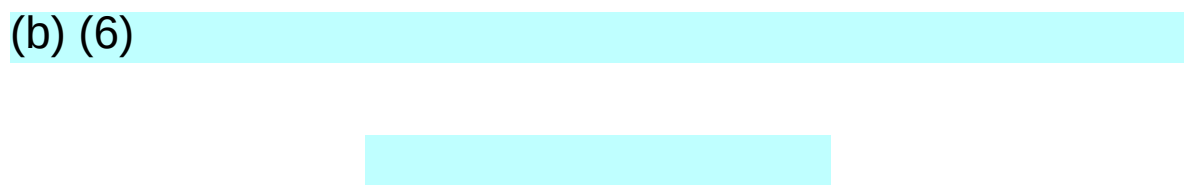
The text "(b) (6)" is followed by two horizontal redaction bars. The first bar is light blue and spans the width of the page. The second bar is also light blue and is positioned below the first, centered horizontally.

Exhibit 3.0

(b) (6)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

Exhibit 3.1

(b) (6)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

Exhibit 4.0

(b) (6)

(b) (6)

(b) (6) #

IMPORTANT NOTICE: This WebEx service includes a feature that allows audio and any documents and other materials exchanged or viewed during the session to be recorded. By joining this session, you automatically consent to such recordings. If you do not consent to the recording, discuss your concerns with the meeting host prior to the start of the recording or do not join the session. Please note that any such recordings may be subject to discovery in the event of litigation.

Exhibit 5.0

(b) (6)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (6), (b) (5)

Exhibit 5.1

(b) (6)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5), (b) (6)

(b)(3)- 30 U.S.C. 410 (c)(2), (b) (5), (b) (6)

Exhibit 6.0, 6.1 & 6.2

(b) (6)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

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(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

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(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

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(b)(3)- 30 U.S.C. 410 (c)(2)

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(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

(b)(3)- 30 U.S.C. 410 (c)(2)

Exhibit 7.0

(b) (6)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Subject: Briefing
Date: Wednesday, April 4, 2018 3:15:06 PM

Janice,

Please ensure someone monitors WH briefing - in progress.

Thank you.

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Andrew Bremberg](#)
Subject: Information
Date: Friday, April 6, 2018 7:25:06 PM

Good evening Andrew,

Thank you for the conversation this morning. As information, (b) (5)

Enjoy the weekend.

Thank you.

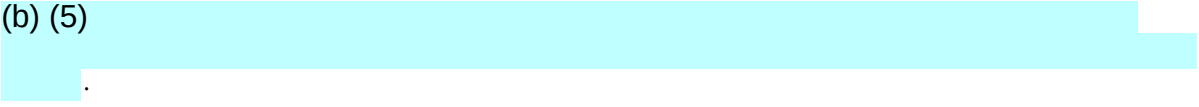
Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Andrew Bremberg](#)
Subject: Follow Up
Date: Monday, April 9, 2018 11:14:39 AM

Good morning Andrew,

Thank you again for your time and our conversation Friday.

(b) (5)



Thank you.

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Salvi, Mary E. EOP/WHO](#)
Cc: [Rayfield, Amber - Washington, DC](#)
Subject: Re: Follow Up
Date: Monday, April 9, 2018 7:39:19 PM

Good evening Mary,

Yes, that would be great. Appreciate it.

Thank you.

Megan

> On Apr 9, 2018, at 1:05 PM, Salvi, Mary E. EOP/WHO (b) (6) wrote:

>

> Postmaster General Brennan,

>

> Happy to find some times for you and Andrew to connect. Should I work with Amber?

>

> Mary Salvi

> White House | Domestic Policy Council

> (b) (6)

>

>

> -----Original Message-----

> From: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

> Sent: Monday, April 9, 2018 11:15 AM

> To: Bremberg, Andrew P. EOP/WHO (b) (6)

> Subject: Follow Up

>

> Good morning Andrew,

>

> Thank you again for your time and our conversation Friday.

>

> (b) (5)

>

>

>

> Thank you.

>

> Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: WH Letter--Version 2
Date: Friday, April 13, 2018 11:49:10 AM

Tom,

(b) (5) .

Please send to both Bremberg & Doty.

Thank you.

Megan

On Apr 13, 2018, at 11:40 AM, Marshall, Thomas J - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) >> wrote:

Megan, (b) (5)

-Tom

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

<New WH Letter_v3.docx>

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#); [Stroman, Ronald A - Washington, DC](#)
Subject: Re: (b) (6) inquiry about (b) (5)
Date: Thursday, May 3, 2018 12:02:07 PM

(b) (5)

Thank you.

Megan

----- Original message -----

From: "Walker, Janice D - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Date: 5/3/18 11:41 AM (GMT-05:00)
To: "Marshall, Thomas J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >, "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2), "Stroman, Ronald A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: RE: (b) (5) inquiry about (b) (6)

(b) (5). Thanks.

From: Marshall, Thomas J - Washington, DC
Sent: Thursday, May 03, 2018 11:36 AM
To: Walker, Janice D - Washington, DC; Brennan, Megan J - Washington, DC; Stroman, Ronald A - Washington, DC
Subject: RE: (b) (6) inquiry about (b) (6)

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Walker, Janice D - Washington, DC
Sent: Thursday, May 3, 2018 11:24 AM
To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Stroman, Ronald A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2);
Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Subject: FW: (b) (6) inquiry about (b) (5)

(b) (5)

Thanks.

From: Partenheimer, David A - Washington, DC
Sent: Thursday, May 03, 2018 11:10 AM
To: Walker, Janice D - Washington, DC; Adams, Jeffery A - Washington, DC
Subject: Fwd: (b) (6) inquiry about (b) (5)

(b) (5)

Sent from my iPhone

Begin forwarded message:

(b) (5)

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#); [Stroman, Ronald A - Washington, DC](#)
Subject: Re: (b) (6) inquiry about (b) (5)
Date: Friday, May 4, 2018 3:25:14 PM

Agreed

Thank you.

Megan

----- Original message -----

From: "Walker, Janice D - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Date: 5/4/18 2:30 PM (GMT-05:00)
To: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) "Marshall, Thomas J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) "Stroman, Ronald A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: RE: (b) (5) inquiry about (b) (6)

Megan,

(b) (5)

Thanks.

Janice

From: Brennan, Megan J - Washington, DC
Sent: Thursday, May 03, 2018 12:02 PM
To: Walker, Janice D - Washington, DC; Marshall, Thomas J - Washington, DC; Stroman, Ronald A - Washington, DC
Subject: Re: (b) (6) inquiry about (b) (5)

(b) (5)

Thank you.

Megan

----- Original message -----

From: "Walker, Janice D - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Date: 5/3/18 11:41 AM (GMT-05:00)
To: "Marshall, Thomas J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
"Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
"Stroman, Ronald A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: RE: (b) (6) inquiry about (b) (5)

(b) (5) . Thanks.

From: Marshall, Thomas J - Washington, DC
Sent: Thursday, May 03, 2018 11:36 AM
To: Walker, Janice D - Washington, DC; Brennan, Megan J - Washington, DC; Stroman, Ronald A - Washington, DC
Subject: RE: (b) (6) inquiry about (b) (6)

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Walker, Janice D - Washington, DC
Sent: Thursday, May 3, 2018 11:24 AM
To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Stroman, Ronald A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >;
Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Subject: FW: (b) (6) inquiry about (b) (5)

(b) (5)

Thanks.

From: Partenheimer, David A - Washington, DC
Sent: Thursday, May 03, 2018 11:10 AM
To: Walker, Janice D - Washington, DC; Adams, Jeffery A - Washington, DC
Subject: Fwd: (b) (6) inquiry about (b) (5)

(b) (5) ?
Sent from my iPhone

Begin forwarded message:

(b) (5)

(b) (5)

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#)
Cc: [Rayfield, Amber - Washington, DC](#); [Latham, Sandra R - Washington, DC](#)
Subject: RE: PMG Script
Date: Friday, May 11, 2018 7:11:36 AM
Attachments: [image001.jpg](#)
[image002.jpg](#)
[image003.png](#)
[image004.jpg](#)
[image005.jpg](#)
[image006.png](#)
[image007.png](#)
[image008.png](#)

(b) (5)

Thank you.

Megan

From: Walker, Janice D - Washington, DC
Sent: Friday, May 11, 2018 7:11 AM
To: Brennan, Megan J - Washington, DC (b) (5); Marshall, Thomas J - Washington, DC
(b) (5)
Cc: Rayfield, Amber - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Latham, Sandra R - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) >
Subject: PMG Script

Megan,

Attached is your script with (b) (5)

Thanks.

Janice

Janice D. Walker
Vice President, Corporate Communications
United States Postal Service
202-268-2143 office

(b) (6) cell

(b)(3)-39 U.S.C. 410 (c)(2)

www.usps.com<<http://www.usps.com>>

[cid:image015.jpg@01D036F1.1E4B8B70] <<http://usps.com/news>> [cid:image009.jpg@01D0D9D0.0EF952B0]

<<https://www.facebook.com/USPS>> [https://g.twimg.com/Twitter_logo_blue.png] <<https://twitter.com/USPS>>

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[cid:image001.jpg@01CF5A21.85CEFF0] <<http://instagram.com/uspostalservice>>

[http://upload.wikimedia.org/wikipedia/commons/c/ca/LinkedIn_logo_initials.png]

<<http://www.linkedin.com/company/usps>> [[https://www.youtube.com/yt/brand/media/image/YouTube-logo-](https://www.youtube.com/yt/brand/media/image/YouTube-logo-full_color.png)

[full_color.png](http://www.youtube.com/usps)] <<http://www.youtube.com/usps>> [cid:image012.png@01CFC862.7B01CEE0]

<<http://uspsblog.com/>>

From: [Brennan, Megan J - Washington, DC](#)
To: [Elston, Michael J - Washington, DC](#)
Cc: [Williams Jr, David E - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#); [Williamson, Jeffrey C - Washington, DC](#); [Walker, Janice D - Washington, DC](#)
Subject: Re: Veterans this Memorial Day & Beyond
Date: Thursday, May 24, 2018 10:06:05 AM

(b) (5)

Thank you.

Megan

On May 24, 2018, at 9:44 AM, Elston, Michael J - Washington, DC

(b)(3)-39 U.S.C. 410 (c)(2) >> wrote:

Megan,

I spoke with (b) (6) yesterday afternoon. It was what I suspected. (b) (5)

Please let me know if there is anything further I should do on this issue at this time.

Best regards,
Mike

Michael J. Elston
Associate General Counsel and
Chief Ethics & Compliance Officer
United States Postal Service

From: Brennan, Megan J - Washington, DC
Sent: Tuesday, May 22, 2018 9:19 PM
To: Elston, Michael J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Williams Jr, David E - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >
Cc: Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Williamson, Jeffrey C - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) >>
Subject: Fwd: Veterans this Memorial Day & Beyond

(b) (5)

Let's manage it please. Mike & Dave - review and coordinate response to (b) (6) . Please issue instructions to the Field as necessary.

Thanks,

Megan

Begin forwarded message:

From: (b) (6)
Date: May 22, 2018 at 8:12:32 PM EDT
To: (b)(3)-39 U.S.C. 410 (c)(2)
Subject: Veterans this Memorial Day & Beyond
Ms. Brennan,

I hope this finds you well. My name is (b) (6) and I (b) (6) . Many use your services daily. Far fewer, but still a notable number, of veterans have long setup a table or a chair outside your post offices in many communities for years, especially around Memorial Day. But this year it seems at least some of your post offices have stopped allowing this to happen. These veterans are not begging for money. They aren't even asking for money. They offer small paper flowers, called poppies or white clovers. They do display a donation jar, but they are not asking for money and go to great lengths to ensure they do not impede or otherwise bother your customers. They are widely greeted warmly by your staff and customers.

But at least in (b) (6) this amazingly positive relationship between veterans and the post offices has come to a crashing halt. (b) (6) , has ordered the offices under her charge to suddenly keep veterans from doing what they've been doing for generations. Now I understand this may be a national movement.

Please, I implore you to fix this immediately. Time is running out. The funds generously given to these organizations, all of which are IRS-approved, CFC-approved, Congressionally-charted veterans service organizations and charities are used to help people right in the same communities.

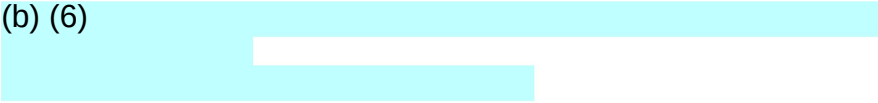
I've spoken with several people in the USPS over the past several days, including a nice lady in your office named Anastasia. It seems everyone tells me this is a rule supported by the very top – you. Please, do whatever you must to stop this terribleness before veterans organizations lose the chance to receive the donations they need and before it becomes a national news story.

Please contact me at your nearest convenience. If I have not heard from you and have this resolved by Thursday night, this will be a national story Friday morning. This means a great deal to many people, so I hope this means a lot to you.

Thank you in advance for your assistance,

(b) (6)

(b) (6)

A large rectangular area of the document is redacted with a solid black box. The redaction covers the majority of the upper half of the page, starting below the (b) (6) label and extending to the right margin.

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#); [Stroman, Ronald A - Washington, DC](#); [Weidner, Keith E - Washington, DC](#); [Alverno, Anthony F - Washington, DC](#); [Rackow, Jeffrey A - Washington, DC](#)
Cc: [Krage Strako, Jakki - Carol Stream, IL](#); [Cottrell, Guy J](#)
Subject: Re: Amendment to HR 5788
Date: Friday, June 8, 2018 7:35:02 PM

(b) (5) ?

Ron,

(b) (5)

Thank you.

Megan

----- Original message -----

From: "Marshall, Thomas J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Date: 6/8/18 5:59 PM (GMT-05:00)
To: "Stroman, Ronald A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2), "Weidner, Keith E - Washington, DC" <(b)(3)-39 U.S.C. 410 (c)(2)>, "Alverno, Anthony F - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) "Rackow, Jeffrey A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >
Cc: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) "Krage Strako, Jakki - Carol Stream, IL" (b)(3)-39 U.S.C. 410 (c)(2) >
Subject: RE: Amendment to HR 5788

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Stroman, Ronald A - Washington, DC
Sent: Friday, June 8, 2018 4:53 PM
To: Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >; Weidner, Keith E - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) Alverno, Anthony F - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Rackow, Jeffrey A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Cc: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >; Krage Strako, Jakki - Carol Stream, IL <(b)(3)-39 U.S.C. 410 (c)(2)>
Subject: Amendment to HR 5788

Tom,

Attached is an amendment to HR 5788 that we just received from the Ways and Means Committee staff. The amendment will come up on the House floor next week.

(b) (5)



Ron

From: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >
Sent: Thursday, July 19, 2018 9:04 AM
To: Stroman, Ronald A - Washington, DC; Marshall, Thomas J - Washington, DC; Corbett, Joseph - Washington, DC; Williamson, Jeffrey C - Washington, DC
Subject: Fwd: [EXTERNAL] Axios AM: Mike's Top 10 — Huge GOP majority backs Trump on Putin — Russia claims "important agreements," but U.S. in dark

(b) (5)

Thanks,

Megan

Begin forwarded message:

From: Mike Allen (b) (6)
Date: July 19, 2018 at 6:42:25 AM EDT
To: (b)(3)-39 U.S.C. 410 (c)(2) >
Subject: [EXTERNAL] Axios AM: Mike's Top 10 — Huge GOP majority backs Trump on Putin — Russia claims "important agreements," but U.S. in dark

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[Axios]<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cuYXhpb3MuY29tP3V0bV9zb3VyY2U9bmV3c2xldHRlciZ1dG1fbWVkaXVtPWVtYWlsJnV0bV9jYW1wYWlnbj1uZXdzdGV0dGVyX2F4aW9zYW0mc3RyZWftPXRvcA/58738f9672fbf222028b49caB17713cc6>> [<http://link.axios.com/img/58738f9672fbf222028b49ca8a7an.1kpy/b198593f.gif>]
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Axios AM
By Mike Allen · Jul 19, 2018

Good Thursday morning.

 Axios' Pro Rata podcast with Dan Primack launches Monday. Subscribe
here<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cuYXhpb3MuY29tL3N1YnNjcmlhZS10aGUtCHJvLXJhZGEtcG9kY2FzdC0xNTMxNzc1MDYxLTZkMDdhMzlyLTl5YmMtNGJkZS04MjJlWE2OGYzYWVhbnBkMS5odG1sP3V0bV9zb3VyY2U9bmV3c2xldHRlciZ1dG1fbWVkaXVtPWVtYWlsJnV0bV9jYW1wYWlnbj1uZXdzdGV0dGVyX2F4aW9zYW0mc3RyZWftPXRvcA/58738f9672fbf222028b49caB6e204840>> to get smarter, faster in just 10 minutes on the collision of tech, business and politics.

[<https://graphics.axios.com/2018-07-19-sm-russia/fallbacks/2018-07-19-sm-russia-fallback.png>]

Data: SurveyMonkey online

poll<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly9kcmllZDZ5bnB29nbGUuY29tL2ZpbGUvZC8xeFBwdGpJWnI6WlZ4UExYUW1EZGYxR1FvOTNVWDJsUGQvdmlldz91dG1fc291cmNIPW5ld3NsZXROZlmdXRtX21lZGl1bT1lbWFpbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlcl9heGlvc2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caB3651ed7a>> conducted Monday and Tuesday among 2,100 U.S. adults. Margin of error: ± 3 percentage points. Poll methodology<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cuc3VydmV5bW9ua2V5LmNvbS9tcC9zdXJlZ2ZxktbWV0aG9kb2xvZ3kvP3V0bV9zb3VyY2U9bmV3c2xldHRlciZ1dG1fbWVkaXVtPWVtYWlsJnV0bV9jYW1wYWlnbj1uZXdlbGV0dGVyX2F4aW9zYW0mc3RyZWFTPXRvcA/58738f9672fbf222028b49caBe42d212e>>. Chart: Lazaro Gamio/Axios

We told you

yesterday<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cuYXhpYXNpd3MuY29tL2RvbmFsZC10cnVtcC12bGFkaW1pci1wdXRpbi1zdW1taXQtcmlvbmVwdWJsaWNhbi1yZWZjdGlvb1IMDhkOWE3OS04MmRiLTQyNjgtOGUzMS01YTRhMTdkYWMyYjEuaHRtbD91dG1fc291cmNIPW5ld3NsZXROZlmdXRtX21lZGl1bT1lbWFPbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRIcl9heGlvc2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caBbfb4e01d>>
<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cuYXhpYXNpd3MuY29tL2RvbmFsZC10cnVtcC12bGFkaW1pci1wdXRpbi1zdW1taXQtcmlvbmVwdWJsaWNhbi1yZWZjdGlvb1IMDhkOWE3OS04MmRiLTQyNjgtOGUzMS01YTRhMTdkYWMyYjEuaHRtbD91dG1fc291cmNIPW5ld3NsZXROZlmdXRtX21lZGl1bT1lbWFPbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRIcl9heGlvc2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caBbfb4e01d>> why elected Republicans go so silent so quickly when they disagree so strongly with President Trump: They fear it's political suicide to speak up.

Now we have an exclusive, new Axios/SurveyMonkey poll that shows why those fears are real:

- * A whopping 79% of Republicans approved of Trump's handling of Vladimir Putin at the post-summit press conference.
- * And 85% think the probe into Russia's war on our elections is a distraction.

Why it matters: Trump's superpower-like hold over the minds of Republican voters seems invincible.

- * Be smart: This poll foreshadows the coming national drama. Every piece of data, and virtually every public action of elected Republican officials, shows Trump will have overwhelming and probably unbreakable party support, regardless of what Robert Mueller finds with his Russia probe.

P.S. "‘Important verbal agreements’ were reached at the Helsinki meeting, Russia’s ambassador to the United States, Anatoly Antonov, told reporters in Moscow, ... including preservation of the New Start and INF agreements, major bilateral arms control treaties whose futures have been in question," the WashPost reports<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cud2FzaGluZ3RvbnBvc3QuY29tL3dvcmxkL25hdGlvbmFsLXNlY3VyaXR5L2FzLXJ1c3NpYW5zLWRLic2NyaWJlXZlcmJhbC1hZ3JlZW1lbnRzLWF0LXN1bW1pdC11cy1vZmZpY2lhbHMtc2NyYW1ibGUtZm9yLWNsYXJpdHkvMjAxOC8wNy8xOC84YmlxZTk2Yy04YWE3LTExZTgtYTM0NS1hMWJmNzgON2IzNzVfc3RvcnkuaHRtbD91dG1fdGVyYTB0uZDczMzYwYjU5ZmRhJnV0bV9zb3VyY2U9bmV3c2xldHRlciZ1dG1fbWVkaXVtPWVtYWlsJnV0bV9jYW1wYWlnbj1uZXdzZGV0dGVyX2F4aW9zYW0mc3RyZW FtPXRvcA/58738f9672fbf222028b49caB1bf26314>>:

- * "But officials at the most senior levels across the U.S. military, scrambling ... to determine what Trump may have agreed to on national security issues in Helsinki, had little to no information."

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<mailto:?subject=From%20Axios%3A%201%20big%20thing%3A%20Huge%20GOP%20majority%20backs%20Trump%E2 %80%99s%20Putin%20performance%20&body=(b)(3)-39 U.S.C. 410 (c)(2) %20has%20shared%20an%20Axios%20sto ry%20with%20you%3A%0A%0A1%20big%20thing%3A%20Huge%20GOP%20majority%20backs%20Trump%E2%80%99s %20Putin%20performance%20%0Ahttps%3A%2F%2Fwww.axios.com%2Fnewsletters%2Faxios-am-0c068009-152f-4516- 9255-0b57de75c9d3.html%3Fchunk%3D0%26utm_term%3Demshare#story0>

2. Facebook ignites free-speech debate

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Facebook CEO Mark Zuckerberg; Dan Rose, V.P., partnerships; and COO Sheryl Sandberg at Allen & Co.'s tech/media conference in Sun Valley, Idaho, last week (Drew Angerer/Getty Images)

Mark Zuckerberg's willingness to allow Holocaust deniers to post on Facebook has reignited a consequential debate over where tech companies should draw the line on free speech, Axios media trends reporter Sara Fischer writes.

What happened: Zuckerberg faced instant backlash yesterday after saying in a podcast

interview<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cuZmVjb2RlLm5ldC8yMDE4LzcvMTgvMTc1OD gxMTYvbWVfay16dWNrZXJiZXJnLWNsYXJpZmllcy1ob2xvY2F1c3QtZGVuaWFsLW9mZmVuc2l2ZT91dG1fc291cmNIPW5ld3 NsZXROZlmdXRtX21lZGl1bT1lbWVpZCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlcl9heGlvc2FtJnN0cmVhbT10b3A/58738f9672 fb222028b49caB29f36342>> with Recode's Kara Swisher that the company would not take down a post denying the Holocaust because of the possibility that the user did not intentionally get the facts about the event wrong.

* What he

said<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cucmVjb2RlM5ldC8yMDE4LzcvMTgvMTc1NzUxNTYvbWVfYay16dWNrZXJiZXJnLWludGVydmlldy1mYWNIYm9vay1yZWNVZGUta2FyYS1zd2lzaGVyP3V0bV9zb3VyY2U9bmV3c2xldHRlciZ1dG1fbWVkaXVtPWVtYWIsJnV0bV9jYW1wYWlnbj1uZXdzdGV0dGVyX2F4aW9zYW0mc3RyZWFTPXRvcA/58738f9672fbf222028b49caB0082f688>>: "I'm Jewish, and there's a set of people who deny that the Holocaust happened. I find that deeply offensive. But at the end of the day, I don't believe that our platform should take that down because I think there are things that different people get wrong."

* Facebook's approach to free speech, and most areas of regulation on its platform, is to consider the greatest possibility of good intent by all users.

Zuckerberg later sent a clarification

email<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cucmVjb2RlM5ldC8yMDE4LzcvMTgvMTc1ODgxMTYvbWVfYay16dWNrZXJiZXJnLWNsYXJpZmllcy1ob2xvY2F1c3QtZGVuaWFsLW9mZmVuc2I2ZT91dG1fc291cmNIPW5ld3NsZXROZlmdXRtX21lZGI1bT1lbWVpbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlci9heGlv2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caC29f36342>> to Swisher: "I enjoyed our conversation yesterday, but there's one thing I want to clear up. I personally find Holocaust denial deeply offensive, and I absolutely didn't intend to defend the intent of people who deny that."

* Key quote: "These issues are very challenging but I believe that often the best way to fight offensive bad speech is with good speech."

* The company also clarified to

reporters<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cubnl0aW1lcy5jb20vMjAxOC8wNy8xOC90ZWVubm9sb2d5L2Zy2Vib29rLXRvLXJlbW92ZS1taXNpbmZvcmlhdGlvbi10aGF0LWxlyWRzLXRvLXZpb2xlbmNlMh0bWw_dXRtX3NvdXJjZT1uZXdzdGV0dGVyJnV0bV9tZWVpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXROZlmdXRtX21lZGI1bT1lbWVpbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlci9heGlv2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caB7b8a21e0> last evening that it does not tolerate misinformation that incites violence.

Why it matters: Facebook's policy puts itself in the untenable position of constantly defending some of the most offensive content imaginable, including some that is widely and unequivocally accepted as false by most cultures.

Sources familiar with Zuckerberg's thinking say that the 34-year-old engineer-turned-corporate executive approaches regulation on his platforms from an incredibly rational lens:

* That means most policies are designed to address an incredibly wide range of user intentions, including ones that may seem outrageous to the majority of people that use the product.

Facebook tries to curb the spread of misinformation by down-ranking the pages and posts of users that post misinformation — or if they do it often enough, removing their ability to advertise, or removing the page altogether.

* The company won't disclose how much misinformation one would need to post to be removed or punished, in fear that bad actors would game the system if that information was publicly available.

* Critics argue that this policy doesn't go far enough, and that Facebook should instead more closely adhere to the editorial scrutiny used by most media companies, since more than half<<http://link.axios.com/click/13912943.73510/aHR0cDovL3d3dy5wZXdyZXNIYXJjaC5vcmcvZmFjdC10YW5rLzlwMTcvMTEvMDIvbmV9yZS1hbWVyaWNhbnMtYXJlLXR1cm5pbmctdG8tbXVsdGlvbGUtc29jaWFsLW1lZGIhLXNpdGVzLWZvci1uZXdzLz91dG1fc291cmNIPW5ld3NsZXROZlmdXRtX21lZGI1bT1lbWVpbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlci9heGlv2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caBebfffc6a>> of U.S. adults use Facebook to get news.

Be smart: The policy makes Facebook a target for bad actors who know they can post false and often offensive information on the platform without necessarily being removed — or in some cases, punished at all.

* While Facebook uses artificial intelligence and human review of flagged posts to weed out bad content, as we have seen time and time again, those systems are nowhere near perfect, given the scale of content that is uploaded to the platform every minute.

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Facebook]<[>](http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cuZmFjZWJvb2suY29tL3NoYXJlci5waHA_dT1o dHRwc3ovL3d3dy5heGlvcy5jb20vbmV3c2ldHRlcnMvYXhpb3MtYW0tMGMwNjgwMDktMTUyZi00NTE2LTkyNTUtMGI1N 2RlNzVjOWQzLmh0bWw_Y2h1bmslM0QxJTl2dXRtX3Rlcm0lM0RmYnNvY2lhbHN0YXJlJTlzc3RvcnkxJnV0bV9zb3VyY2U9b mV3c2ldHRlciZ1dG1fbWVkaXVtPWVtYWJsInV0bV9jYW1wYWlnbj1uZXZzbGV0dGVyX2F4aW9zYW0mc3RyZW FtPXRvcA/ 58738f9672fbf222028b49caCe8768029) [Tweet this Story]

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<http://link.axios.com/click/13912943.73510/aHR0cDovL3d3dy5saW5rZWRpbi5jb20vc2hhcmVBcnRpyY2xlp21pbmk9dHJ1ZSZ1cmw9aHR0cHM6Ly93d3cuYXhpb3MuY29tL25ld3NsZXROXzJzL2F4aW9zLWFTLTBjMDY4MDA5LTE1MmYtNDUxNi05MjU1LTBiNTdkZTc1YzlkMy5odG1sP2NodW5rJTNEMSUyNTI2dXRtX3Rlcm0lMjUzRGxpc29jaWFsc2hhcmUIMjUyM3N0b3J5MSZ1dG1fc291cmNIPW5ld3NsZXROXlmdXRtX2lZGl1bT1lbWFPbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlcl9heGlvc2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caC9897985b> [Email this Story]

<mailto:?subject=From%20Axios%3A%20.%20Facebook%20ignites%20free-speech%20debate&body=megan.j.brennan%40usps.gov%20has%20shared%20an%20Axios%20story%20with%20you%3A%0A%0A2.%20Facebook%20ignites%20free-speech%20debate%0Ahttps%3A%2F%2Fwww.axios.com%2Fnewsletters%2Faxios-am-0c068009-152f-4516-9255-0b57de75c9d3.html%3Fchunk%3D1%26utm_term%3Demshare#story1>

3. New Trump pledge aims to help workers worried about jobs

[<https://images.axios.com/nH5w88hYv5pYqH1pmX9CT5Ar7AE=/fit-in/1116x1300/2018/07/19/1531984452369.jpg>]

Ivanka Trump speaks during a Cabinet meeting yesterday. (Olivier Douliery-Pool/Getty Images)

Unveiling a "Pledge to America's Workers," President Trump today will launch a White House effort to promote high-tech retraining for workers — preparation for a workplace that'll increasingly be dominated by data and automation.

* Why it matters: Workers, particularly in parts of the industrial Midwest where Trump is strong, are rightly worried about the threat to jobs from robots and automation.

* This is an effort by the White House to use Trump's bully pulpit to push companies to help their employees deal with job insecurity. Governors, mayors and business groups will also be enlisted.

A key goal is retraining workers so they can fill data-economy jobs that are created in their current workplaces, rather than being laid off.

* Ivanka Trump, who led Trump's Domestic Policy Council in developing the plan, told reporters: "We will be taking this effort outside of D.C. and into classrooms, communities, and businesses in the coming weeks, months, and years."

The White House said Trump will sign an executive order in the East Room, joined by executives from IBM, FedEx and Lockheed Martin and other corporations.

* The pledge will commit employers to expanding apprenticeships and increasing on-the-job training to help Americans, from high schoolers to retirees, secure stable jobs and careers in the modern economy.

* Ivanka Trump said the corporate pledges announced today "will represent new commitments to students and to their existing workers," expanding current programs and creating new ones.

The idea was inspired partly by the Giving Pledge, created by Bill and Melinda Gates and Warren Buffett, to encourage billionaires to give more than half of their wealth away.

* P.S. Wilbur Ross and Ivanka Trump co-hosted a dinner last night to highlight the White House's new workforce endeavor, at Ross' house in D.C. Guests included Jared Kushner; Ross' chief of staff, Wendy Teramoto; OMB Director Mick Mulvaney; and top executives of Lockheed Martin, UPS and FedEx.

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<http://link.axios.com/click/13912943.73510/aHR0cDovL3d3dy5saW5rZWRpbi5jb20vc2hhcmVBcnRpY2xpL2P12pbmk9dHJ1ZSZ1cmw9aHR0cHM6Ly93d3cuYXhpb3MuY29tL25ld3NsZXROXJzL2F4aW9zLWFTLTBjMDY4MDA5LTE1MmYtNDUxNi05MjU1LTBiNTdkZTc1YzlkMy5odG1sP2NodW5rJTNEMiUyNTI2dXRtX3Rlcm0lMjUzRGxpc29jaWFsc2hhcmUIMjUyM3N0b3J5MiZ1dG1fc291cmNIPW5ld3NsZXROXlmdXRtX21lZGl1bT1lbWFPbCZ1dG1fY2FtcGFpZ249bmV3c2xl dHRlcl9heGlv c2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caDed6ae977> [Email this Story]

<mailto:?subject=From%20Axios%3A%203.%20New%20Trump%20pledge%20aims%20to%20help%20workers%20worried%20about%20jobs%20&body=(b)(3)-39 U.S.C. 410 (c)(2)%20has%20shared%20an%20Axios%20story%20with%20you%3A%0A%0A3.%20New%20Trump%20pledge%20aims%20to%20help%20workers%20worried%20about%20jobs%20%0Ahttps%3A%2F%2Fwww.axios.com%2Fnewsletters%2Faxios-am-0c068009-152f-4516-9255-0b57de75c9d3.html%3Fchunk%3D2%26utm_term%3Demshare#story2>

A message from Bank of America

The lasting impact of Special Olympics

[<https://cdn.adsnative.com/media/nw-1297/d876c4fc-12fb-4bd9-9b10-4b6979d1ced1.jpg>]

30 years ago, Bank of America began its partnership with Special Olympics. Since 2010, our employees have volunteered more than 50,000 hours in support of local Special Olympics programming. See http://link.axios.com/click/13912943.73510/aHR0cHM6Ly9iZXZvLXVzLWVhc3QtMS5hZHNuYXRpdmUuY29tL2NrP3VybD1odHRwcovL2Fib3V0LmJhbmVtZmFtZXJpY2EuY29tL2VuLXVzL3doYXQtZ3VpZGVzLXVzL3NwZWNPYWwtb2x5bXBpY3MtNTB0aC1hbm5pdmVyc2FyeS1jaGljYWdvLmh0bWw_c19zcmMlM0RBeGlvc190ZXdzbgV0dGVyXzdfMTlfbWlkXzUwdGhfQW5uaXZlcnNhcncmZGF0YT1ZMlIxTWpBMVlXRMxPREUxTkRfD01EY3IPRFJoTVdReE56RXhOVEUzWIRVNFpHUXpPVEpqtTJVMU16QTJOelZoTURZMU1XVXpOakE0TjJvD09UumpZVEZsTVdFMk9UTTBZMlJqWkRrNFItSmlaVfZsTIRCak5UWXIOalEwT1daak1qbG1PVFF3WVRSAfptRTR0akU1WkRJNU5tVTRNMIU1WIRaaU1ERmhOakU1TmprMU9ESXhNV1V6WWpNek5ESmlOemRsT1RVeE1tRmhZMk14TUdZellXWmtZVE0yTmptFM016RTNNaIEyTnpCbU0yVXIIPRFZpTudGa1pEVXdNamxpTkRk

aU5qUTNOV05rWkRsaE16RmpZelV5TWprMFltUmtORFJtWmpOaE5XSXdZV1ZpT1dZMlkySXdPVGt6WIRGaFIUSmpNVE0yT0RME9EQTJNak5sWXpaaVpqBpNV0V5TTJGa1pEWmpOVEZrWm1NM05qWXIObU0wWXpCa1pqa3haV1F3TTJNek56VXdNek14T0dSaVptTXpNakV5TW1VeU9ETmpNREUxTnpRd01UWmhOV0kzTURkaU4yVTJPVFE1TWpjME56TTBOamRtTkdNMU16Y3dZUSUzRCUzRCZzaWQ9YTdkMzk2OTZiNGM3NDI5ZTIiNWU0NjI1MWRiMTQyM2NfMTNjYWlzM2MIMjZkZWJdGIZYXRlX2RlZHVwZSUzRDEmdXRtX3NvdXJjZT1uZXdzdGV0dGVyJnV0bV9tZWZWRpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXR0ZXJfYXhp3NhbSZzdHJlYW09dG9w/58738f9672fbf222028b49caB14498f85> our employee athletes inspire greater inclusion every day.

Bonus: Sneak peek at next week's New Yorker cover

[<https://images.axios.com/j6dWRcEwAZvkDuQsgtceDcyu9EE=/fit-in/1116x1300/2018/07/19/1531988421347.jpg>]

"Thumbs-Up," by Barry Blitt / The New

Yorker<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cubmV3eW9ya2VyLmNvbS9jdWx0dXJlL2NvdnVpLnN0b3J5L2NvdnVpLnN0b3J5LTlwMTgtMDctMzA_dXRtX3NvdXJjZT1uZXdzdGV0dGVyJnV0bV9tZWZWRpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXR0ZXJfYXhp3NhbSZzdHJlYW09dG9w/58738f9672fbf222028b49caB9d277c0a>

"A little more than three years ago, Donald Trump descended an escalator in Trump Tower to announce his candidacy for the Presidency," New Yorker art editor Françoise Mouly writes in the magazine's new "Cover Story"<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cubmV3eW9ya2VyLmNvbS9jdWx0dXJlL2NvdnVpLnN0b3J5L2NvdnVpLnN0b3J5LTlwMTgtMDctMzA_dXRtX3NvdXJjZT1uZXdzdGV0dGVyJnV0bV9tZWZWRpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXR0ZXJfYXhp3NhbSZzdHJlYW09dG9w/58738f9672fbf222028b49caC9d277c0a>":

* "That image makes a return in Barry Blitt's latest cover, which remarks on Trump's performance<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cubmV3eW9ya2VyLmNvbS9jdWx0dXJlL2NvdnVpLnN0b3J5L2NvdnVpLnN0b3J5LTlwMTgtMDctMzA_dXRtX3NvdXJjZT1uZXdzdGV0dGVyJnV0bV9tZWZWRpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXR0ZXJfYXhp3NhbSZzdHJlYW09dG9w/58738f9672fbf222028b49caB6bad19d3> during and after his summit with Vladimir Putin."

Mouly interviews Blitt:

* "I figure I've painted him eighty or so times in the past few years, which sounds like a lot, but somehow it's actually left me with many blissfully Trump-free days."

* "Half of this gig — drawing topical cartoons — is about saving some absurd or iconic moment and then bringing it up at an unexpected or odd time. You can expect that soccer ball that Putin gave Trump to appear in an image in a year or two, probably."

See more

<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cubmV3eW9ya2VyLmNvbS9jdWx0dXJlL2NvdnVpLnN0b3J5L2NvdnVpLnN0b3J5LTlwMTgtMDctMzA_dXRtX3NvdXJjZT1uZXdzdGV0dGVyJnV0bV9tZWZWRpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXR0ZXJfYXhp3NhbSZzdHJlYW09dG9w/58738f9672fbf222028b49caB1a0bd221> of Blitt's Trump covers.

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<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly90d2l0dGVyLmNvbS9pbnRlbnQvdHdlZXQ_dGV4dD1Cb251czolMjBtbnVhayUyMHBlZlZlMjBhdCUyMG5leHQIMjB3ZWVrJTl3cyUyME5ldyUyMFlvcmtlciUyMGNvdnVpLnN0b3J5L2NvdnVpLnN0b3J5LTlwMTgtMDctMzA_dXRtX3NvdXJjZT1uZXdzdGV0dGVyJnV0bV9tZWZWRpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXR0ZXJfYXhp3NhbSZzdHJlYW09dG9w/58738f9672fbf222028b49caE8483fa93>

- * "The result is that the country is increasingly returning to a pre-ACA landscape, where the coverage you get, especially for people without employer-provided insurance, is largely determined by where you live."
- * Why it matters: "This is likely to be the driving dynamic of U.S. health care for years to come, as Republicans chip away at the ACA in the aftermath of a failed attempt to repeal it outright, spurring GOP-led states to do the same, while Democrats battle to preserve it in places where they can."
- * Be smart: "The outcome is consistent with President Donald Trump's goal to dismantle a one-size-fits-all approach of the ACA and leave decisions about many health-policy issues to the states."

<mailto:?subject=From%20Axios%3A%206.%20Inequality%20of%20geography&body=(b)(3)-39 U.S.C. 410 (c)(2)%20has%20shared%20an%20Axios%20story%20with%20you%3A%0A%0A6.%20Inequality%20of%20geography%0Ahttps%3A%2F%2Fwww.axios.com%2Fnewsletters%2Faxios-am-0c068009-152f-4516-9255-0b57de75c9d3.html%3Fchunk%3D6%26utm_term%3Demshare#story6>

Walmart keeps the top spot for the fifth consecutive year in FORTUNE's annual Global 500 list<http://link.axios.com/click/13912943.73510/aHR0cDovL2ZvcnR1bmUuY29tL2dsb2JhbDUwMC8_dXRtX3NvdXJjZT1uZXdzbGV0dGVyJnV0bV9tZWRpYW09ZW1haWwmdXRtX2NhbnBhaWduPW5ld3NsZXROXJfYXhpbnBhbnSZzdHJlYW09dG9w/58738f9672fbf222028b49caB4fc461b6>, ranking the world's largest corporations by revenue:

1. Walmart (U.S.)
2. State Grid (China)
3. Sinopec Group (China)
4. China Natural Petroleum (China)
5. Royal Dutch Shell (Netherlands)
6. Toyota Motor (Japan)
7. Volkswagen (Germany)
8. BP (Britain)
9. Exxon Mobil (U.S.)

10. Berkshire Hathaway (U.S.)

Editor-in-Chief Clifton Leaf: "A decade ago, America was home to nearly a third (153) of the world's 500 largest companies by revenue ... Our share is now a quarter (126). Over the same 10 years, meanwhile, China boosted its own representation on this venerable list from 29 companies to 111."

See the

full<[<http://link.axios.com/click/13912943.73510/aHR0cDovL2ZvcnR1bmUuY29tL2dsb2JhbDUwMC8_dXRtX3NvdXJjZT1uZXdzGV0dGVyJnV0bV9tZWVpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXROZXJfYXhpbnNhbSZzdHJlYW09dG9w/58738f9672fbf222028b49caD4fc461b6>](http://link.axios.com/click/13912943.73510/aHR0cDovL2ZvcnR1bmUuY29tL2dsb2JhbDUwMC8_dXRtX3NvdXJjZT1uZXdzGV0dGVyJnV0bV9tZWVpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXROZXJfYXhpbnNhbSZzdHJlYW09dG9w/58738f9672fbf222028b49caC4fc461b6) #Global500 list.

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<[<http://link.axios.com/click/13912943.73510/aHR0cDovL3d3dy5saW5rZWVpdW09dG9w/58738f9672fbf222028b49caC4fc461b6>](http://link.axios.com/click/13912943.73510/aHR0cDovL3d3dy5saW5rZWVpdW09dG9w/58738f9672fbf222028b49caC4fc461b6) [Email this Story]

<mailto:?subject=From%20Axios%3A%207.%20Fortune%27s%20%22Global%20500%22%20&(b)(3)-39 U.S.C. 410 (c)(2) %20has%20shared%20an%20Axios%20story%20with%20you%3A%0A%0A7.%20Fortune%27s%20%22Global%20500%22%20%0Ahttps%3A%2F%2Fwww.axios.com%2Fnewsletters%2Faxios-am-0c068009-152f-4516-9255-0b57de75c9d3.html%3Fchunk%3D7%26utm_term%3Demshare#story7>

8. Fortune's "40 Under 40"

FORTUNE reveals its annual

list<[<http://link.axios.com/click/13912943.73510/aHR0cDovL2ZvcnR1bmUuY29tLzQwLXVvZGVyLTQwLz91dG1fc291cmNI PW5ld3NsZXROZXJfYXhpbnNhbSZzdHJlYW09dG9w/58738f9672fbf222028b49caC4fc461b6>](http://link.axios.com/click/13912943.73510/aHR0cDovL2ZvcnR1bmUuY29tLzQwLXVvZGVyLTQwLz91dG1fc291cmNI PW5ld3NsZXROZXJfYXhpbnNhbSZzdHJlYW09dG9w/58738f9672fbf222028b49caC4fc461b6) of the most influential young people in business:

1. Kevin Systrom, Co-founder and CEO, Instagram and Mark Zuckerberg, CEO, Facebook
2. Logan Green, Co-founder and CEO, Lyft and John Zimmer, Co-founder and President, Lyft
3. Wang Xing, Co-founder and CEO, Meituan Dianping
4. Dhivya Suryadevara, EVP and CFO, GM
5. Brian Chesky, Co-founder, CEO, and Head of Community, Airbnb
6. Adam Neumann, Co-founder and CEO, WeWork
7. Xu Li, Co-founder and CEO, SenseTime and Zhang Yiming, CEO, ByteDance

8. Drew Houston, Cofounder and CEO, Dropbox; Daniel Ek, Cofounder and CEO, Spotify; and Katrina Lake, Cofounder and CEO, Stitch Fix
9. Whitney Wolfe Herd, Founder and CEO, Bumble
10. Keith Cozza, President and CEO, Icahn Enterprises

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full<<http://link.axios.com/click/13912943.73510/aHR0cDovL2ZvcnR1bmUuY29tLzQwLXVhZGVyLTQwLz91dG1fc291cmNlPW5ld3NsZXROZXRtX21lZGl1bT1lbWVpbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlcl9heGlvc2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caC71319037>> #Fortune40 list.

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<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly90d2l0dGVyLmNvbS9pbmRlbnQvdHdlZXQ_dGV4dD04LiUyME ZvcnR1bmUIMjdJTIwJTlYNDAlMjBvbmRlciUyMDQwJTlYJmhhc2h0YWdzPWF4aW9zYW0mdXJsPW0dHBzOi8vd3d3LmF4 aW9zLmNvbS9uZXZzbGV0dGVycy9heGlvcy1hbS0wYzA2ODAwOS0xNTJmLTQ1MTYtOTI1NS0wYjU3ZGU3NWM5ZDMuaH RtbD9jaHVuayUzRDgIMjZ1dG1fdGVybSUzRHR3c29jaWFsc2hhcmUIMjNzdG9yeTgmdXRtX3NvdXJjZT1uZXZzbGV0dGVyJnV 0bV9tZWVpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXROZXRtX3Rlcm0lMjUzRGxpc29jaWFsc2hhcmUIMjUyM3N0b3J5 OCZ1dG1fc291cmNlPW5ld3NsZXROZXRtX21lZGl1bT1lbWVpbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlcl9heGlvc2FtJnN0 cmVhbT10b3A/58738f9672fbf222028b49caC71319037> [Post to LinkedIn]

<<http://link.axios.com/click/13912943.73510/aHR0cDovL3d3dy5saW5rZWVpdW09ZW1haWwmdXRtX3Rlcm0lMjUzRGxpc29jaWFsc2hhcmUIMjUyM3N0b3J5 OCZ1dG1fc291cmNlPW5ld3NsZXROZXRtX21lZGl1bT1lbWVpbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlcl9heGlvc2FtJnN0 cmVhbT10b3A/58738f9672fbf222028b49caC71319037>> [Email this Story]

<mailto:?subject=From%20Axios%3A%208.%20Fortune%27s%20%2240%20Under%2040%22&body=(b)(3)-39 U.S.C. 410 (c)(2) %20has%20shared%20an%20Axios%20story%20with%20you%3A%0A%0A8.%20Fortune%27s%20%2240%20 Under%2040%22%0Ahttps%3A%2F%2Fwww.axios.com%2Fnewsletters%2Faxios-am-0c068009-152f-4516-9255- 0b57de75c9d3.html%3Fchunk%3D8%26utm_term%3Demshare#story8>

9. "Soros" eclipses "Hillary" as trigger for some conservatives

[<https://images.axios.com/0B4X7rQ4LrNzvBX0r5aNgkF9H8I=/fit-in/1116x1300/2018/07/19/1531990496522.jpg>]

Damon Winter for The New York

Times<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cuY29tLzQwLXVhZGVyLTQwLz91dG1fc291cmNlPW5ld3NsZXROZXRtX21lZGl1bT1lbWVpbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlcl9heGlvc2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caC71319037>>

N.Y. Times Magazine cover story ... "George Soros Bet Big on Liberal Democracy. Now He Fears He Is Losing: His enemies paint him as all-powerful, but the billionaire philanthropist believes that his political legacy has never been in greater jeopardy," by Michael

Steinberger<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cuY29tLzQwLXVhZGVyLTQwLz91dG1fc291cmNlPW5ld3NsZXROZXRtX21lZGl1bT1lbWVpbCZ1dG1fY2FtcGFpZ249bmV3c2xldHRlcl9heGlvc2FtJnN0cmVhbT10b3A/58738f9672fbf222028b49caC71319037>>

* "Soros was an early backer of Barack Obama's 2008 presidential campaign. ... Soros told me that Obama was 'actually my greatest disappointment.' Prompted by an aide, he immediately qualified himself, saying that he hadn't

* "After Obama was elected, 'he closed the door on me,' Soros said. 'He made one phone call thanking me for my support, which was meant to last for five minutes, and I engaged him, and he had to spend another three minutes with me, so I dragged it out to eight minutes.' He suggested that he had fallen victim to an Obama personality trait. 'He was someone who was known from the time when he was competing for the editorship of The Harvard Law Review to take his supporters for granted and to woo his opponents.'"

time<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cubnl0aW1lcy5jb20vMjAxOC8wNy8xNy9tYWdheml1uZS9nZW9yZ2Utc29yb3MtZGVtb2NyYXQtb3Blbi1zb2NpZXR5Lmh0bWw_dXRtX3NvdXJjZT1uZXdzbGV0dGVyJnV0bV9tZW RpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXR0ZXJfYXhpb3NhbSZzdHJlYW09dG9w/58738f9672fbf222028b49 caD9efb51d8>.

<mailto:?subject=From%20Axios%3A%209.%20%20%22Soros%22%20eclipses%20%22Hillary%22%20as%20trigger%20for%20some%20conservatives&body=(b)(3)-39 U.S.C. 410 (c)(2)0has%20shared%20an%20Axios%20story%20with%20you%3A%0A%0A9.%20%20%22Soros%22%20eclipses%20%22Hillary%22%20as%20trigger%20for%20some%20conservatives%0Ahttps%3A%2F%2Fwww.axios.com%2Fnewsletters%2Faxios-am-0c068009-152f-4516-9255-0b57de75c9d3.html%3Fchunk%3D9%26utm_term%3Demshare#story9>

[https://images.axios.com/b4L7qJT44d1V2ITfb9OC_MlpyHs=/fit-in/1116x1300/2018/07/19/1531984895642.jpg]
Image Group LA via Getty Images

* "The women who spoke out against the abuse by Larry Nassar stood together Wednesday night in a powerful and solemn closing to the show highlighting the past year's top athletes and moments in sports."

Video<http://link.axios.com/click/13912943.73510/aHR0cDovL3d3dy5lc3BuLmNvbS92aWRlby9jbGlwL18vaWQvMjQxMzQ2MjU_dXRTX3NvdXJjZT1uZXZzbGV0dGVyJnV0bV9tZWRpYW92ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXROZXFfYXhpb3NhbSZZdHJlYW09dG9w/58738f9672fbf222028b49caBdbff087d>.

<mailto:?subject=From%20Axios%3A%2010.%201%20powerful%20moment%20of%20solidarity%3A%2022Sister%20survivors%22&body=(b)(3)-39 U.S.C. 410 (c)(2) %20has%20shared%20an%20Axios%20story%20with%20you%3A%0A%0A10.%201%20powerful%20moment%20of%20solidarity%3A%2022Sister%20survivors%22%0Ahttps%3A%2F%2Fwww.axios.com%2Fnewsletters%2Faxios-am-0c068009-152f-4516-9255-0b57de75c9d3.html%3Fchunk%3D10%26utm_term%3Demshare#story10>

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workplace.<<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly9iZXZvLXVzLWVhc3QtMS5hZHNuYXRpdmUuY29tL>

2NrP3Vybd1odHRwczoV2Fib3V0LmJhbmtvZmFtZXJpY2EuY29tL2VuLXVzL3doYXQtZ3VpZGVzLXVzL3N1cHBvcnQtc2VydmI
jZXMuaHRtbD9zX3NyYyUzREF4aW9zX05ld3NsZXR0ZXJfN18xOV9lbmRfU3VwcG9ydF9TZXJ2aWNlcyZkYXRhPU5qWmxNb
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mVhbT10b3A/58738f9672fbf222028b49caC3808cff6>

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<http://link.axios.com/click/13912943.73510/aHR0cHM6Ly93d3cuZmFjZWJvb2suY29tL2F4aW9zbnV3cy8_dXRtX3NvdXJjZT1uZXdzGV0dGVyJnV0bV9tZWVpdW09ZW1haWwmdXRtX2NhbXBhaWduPW5ld3NsZXR0ZXJfYXhpb3NhbS5ZzdHJlYW09dG9w/58738f9672fbf222028b49caB567445e5>

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Cc: [Stroman, Ronald A - Washington, DC](#); [Elston, Michael J - Washington, DC](#); [Latham, Sandra R - Washington, DC](#); [Rayfield, Amber - Washington, DC](#); [Childs, Stephanie S - Washington, DC](#); [Adams, Jeffery A - Washington, DC](#)
Subject: Re: Draft PMG statement on BOG nominations
Date: Tuesday, August 28, 2018 5:29:33 PM

(b) (5)

?

Thank you.

Megan

On Aug 28, 2018, at 5:17 PM, Walker, Janice D - Washington, DC

(b)(3)-39 U.S.C. 410 (c)(2) > wrote:

Megan,

Below is a draft statement for your review. (b) (5)

[Redacted]

[Redacted]

Thanks.

Janice

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#); [Stroman, Ronald A - Washington, DC](#)
Cc: [Rayfield, Amber - Washington, DC](#)
Subject: After Nevada GOP push, Treasury changed lucrative policy benefiting one county from The Washington Post
Date: Saturday, June 23, 2018 6:52:58 PM

https://wapo.st/2yF8uHg?tid=ss_mail&utm_term=.b3428655ed02

Thank you.

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Subject: Re: Washington Post editorial
Date: Tuesday, April 17, 2018 10:08:13 PM

Janice,

(b) (5)

Thank you.

Megan

----- Original message -----

From: "Walker, Janice D - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Date: 4/17/18 9:28 PM (GMT-05:00)
To: _Executive Leadership Team <(b)(3)-39 U.S.C. 410 (c)(2)>
Cc: "Adams, Jeffery A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) "Partenheimer, David A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >
Subject: FW: Washington Post editorial

FYI

(b) (5)

https://www.washingtonpost.com/opinions/trumps-postal-service-audit-is-actually-a-welcome-chance-for-reform/2018/04/17/b45f1b10-4276-11e8-8569-26fda6b404c7_story.html?utm_term=.b0293ff21235

The Post's View<http://www.washingtonpost.com/the-posts-view/2011/12/07/gIQAoEIscO_page.html>
Trump's Postal Service audit is actually a welcome chance for reform
By Editorial Board<<https://www.washingtonpost.com/opinions/the-posts-view/>> April 17 at 8:17 PM
PRESIDENT TRUMP is angry at<<https://twitter.com/realDonaldTrump/status/981168344924536832>> Amazon for, in his tweeted words, "costing the United States Post Office massive amounts of money for being their Delivery Boy." Yet in more recent days, Mr. Trump has at least channeled his feelings in what could prove a constructive direction, by ordering a task force<<https://www.whitehouse.gov/presidential-actions/executive-order-task-force-united-states-postal-system/>> to spend 120 days on a "thorough evaluation of the operations and finances" of the U.S. Postal Service, including recommendations for reform. An examination of the facts would certainly be preferable to more Twitter battles.

At the top of Mr. Trump's list of priorities for the task force is a study of package delivery pricing for the Postal Service's various clients, including Amazon, of which The Post's owner, Jeffrey P. Bezos, is chief executive and chairman. This is a perfectly legitimate subject for study and not one on which we would offer a view. We would note what all previous studies of the Postal Service have found: Reasonable people can disagree about the precise allocation of fixed costs and other arcana that go into negotiating USPS's deals with large-scale shippers; and, whether optimally priced or not, package delivery is not the fundamental cause of the Postal Service's chronic problems.

Rather, the Postal Service has a basic structural problem: Technology has caused a permanent loss of the USPS's most profitable<https://about.usps.com/news/testimony/2017/pr17_pmg0207.htm> line of business, first-class mail, while it still must pay high and rising legacy costs for retiree and employee health care and pensions. Products that account for 74 percent<https://about.usps.com/news/testimony/2017/pr17_pmg0207.htm> of USPS revenue are covered by a statutory price cap.

When it comes out, Mr. Trump's task force's report will land on top of an already towering pile of previous studies

confirming the above analysis. In 2016, financial expert and former senior Treasury Department official James E. Millstein provided the Senate an exhaustive report<<https://www.hsgac.senate.gov/imo/media/doc/Testimony-Millstein-2016-01-21-REVISED%202.pdf>> on the agency's need for restructuring. A key fact from Mr. Millstein's report: In 1995, USPS moved 181 billion pieces of mail, while the Internet transmitted 100 billion emails and text messages; in 2010, the Postal Service moved 172 billion pieces, while the Internet transmitted 216 trillion emails and texts.

USPS has been keeping itself afloat in recent years by growing the package business and, less entrepreneurially, drawing on a line of credit with the U.S. Treasury and defaulting on a total of roughly \$34 billion<<http://www.govexec.com/management/2017/09/usps-defaults-billions-mandatory-payments-despite-scheduled-relief/141404/>> from 2012 through 2016 in mandatory prepayments to its health insurance fund. Only Congress can provide a more permanent solution. Yet that has proved elusive, as we have<https://www.washingtonpost.com/opinions/special-interests-deliver-obstacles-to-fixing-the-postal-service/2015/01/13/867a7d5c-9a9a-11e4-bcfb-059ec7a93ddc_story.html?utm_term=.fa6fd9c9b82b> pointed out<https://www.washingtonpost.com/opinions/the-floundering-us-postal-service-needs-more-than-piecemeal-fixes/2016/01/26/7a7bdbb2-c380-11e5-8965-0607e0e265ce_story.html?utm_term=.9fc82046e0f1> many times<https://www.washingtonpost.com/opinions/postal-service-reform-again-fall-prey-to-interest-groups/2013/04/14/ba035d7a-a397-11e2-be47-b44febada3a8_story.html?utm_term=.aedab61017a8>, because none of the "stakeholders" with an interest in the status quo - unions, regulators, shippers, rural communities, bulk mailers - are eager to surrender those aspects of it that benefit them.

Last year there was a breakthrough of sorts, in that everyone converged on a modest reform plan in the House<https://www.washingtonpost.com/news/powerpost/wp/2017/02/07/house-panel-displays-bipartisan-unity-over-bill-to-save-postal-service-from-financial-ruin/?utm_term=.7b2ab68d445d>. It would have allowed the Postal Service to raise first-class rates modestly, while shifting some retiree health-care costs to Medicare. The bill would have saved \$28.6 billion over five years, but it did not pass; supporters recently introduced<<https://www.congress.gov/bill/115th-congress/senate-bill/2629/actions>> a similar measure in the Senate. Mr. Trump could support that as a first step toward the more fundamental change that USPS needs.

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#); [Stroman, Ronald A - Washington, DC](#); [Corbett, Joseph - Washington, DC](#); [Williamson, Jeffrey C - Washington, DC](#); [Krage Strako, Jakki - Carol Stream, IL](#)
Subject: Jeff Bezos Doesn't Take Trump's Amazon Criticism Personally
Date: Wednesday, April 25, 2018 12:04:01 PM

(b) (5)

<https://www.pymnts.com/amazon/2018/jeff-bezos-trump-amazon-criticism-tech-regulations/>

Thank you.

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: (b) (6)
Subject: Washington Post story
Date: Friday, May 18, 2018 7:28:43 PM

https://www.washingtonpost.com/business/economy/trump-personally-pushed-postmaster-general-to-double-rates-on-amazon-other-firms/2018/05/18/2b6438d2-5931-11e8-858f-12becb4d6067_story.html?utm_term=.5e2eb2dd8f41

Trump personally pushed postmaster general to double rates on Amazon, other firms
By Damian Paletta<<https://www.washingtonpost.com/people/damian-paletta>> and Josh Dawsey<<https://www.washingtonpost.com/people/josh-dawsey/>> May 18 at 1:32 PM

President Trump has personally pushed U.S. Postmaster General Megan Brennan to double the rate the Postal Service charges Amazon.com<<http://Amazon.com>> and other firms to ship packages, according to three people familiar with their conversations, a dramatic move that probably would cost these companies billions of dollars. Brennan has so far resisted Trump's demand, explaining in multiple conversations occurring this year and last that these arrangements are bound by contracts and must be reviewed by a regulatory commission, the three people said. She has told the president that the Amazon relationship is beneficial for the Postal Service and gave him a set of slides that showed the variety of companies, in addition to Amazon, that also partner for deliveries. Despite these presentations, Trump has continued to level criticism at Amazon. And last month, his critiques culminated in the signing of an executive order mandating a government review of the financially strapped Postal Service that could lead to major changes in the way it charges Amazon and others for package delivery. Few U.S. companies have drawn Trump's ire as much as Amazon, which has rapidly grown to be the second-largest U.S. company in terms of market capitalization. For more than three years, Trump has fumed publicly and privately about the giant commerce and services company and its founder Jeffrey P. Bezos, who is also the owner of The Washington Post.

Trump alleges that Amazon is being subsidized by the Postal Service. He has also accused The Post as being Amazon's "chief lobbyist" as well as a tax shelter — false charges. He says Amazon uses these advantages to push bricks-and-mortar companies out of business. Some administration officials say several of Trump's attacks aimed at Amazon have come in response to articles in The Post that he didn't like.

The three people familiar with these exchanges spoke on the condition of anonymity because they were not authorized to discuss the White House's internal deliberations.

Brennan and Trump have met at the White House about the matter several times, beginning in 2017, and most recently four months ago, the three people said. The meetings have never appeared on Trump's public schedule. Brennan has spent her career at the Postal Service, starting 32 years ago as a letter carrier. In 2014, the Postal Service's Board of Governors voted to appoint her as postmaster general.

Clouding the matter even further, Trump's aides have also disagreed internally about whether Amazon is paying enough to the Postal Service, with some believing the giant commerce company should be paying more, while others believe that if it weren't for Amazon, the Postal Service might be out of business, according to the three people.

Trump has met with at least three groups of senior advisers to discuss Amazon's business practices, probing issues such as whether they pay the appropriate amount of taxes or underpay the Postal Service, according to the three people.

These groups include Treasury Secretary Steven Mnuchin, then-National Economic Council Director Gary Cohn and Domestic Policy Council Director Andrew Bremberg. Bremberg has served as a key liaison with Brennan. One of Amazon's biggest defenders within the White House was Cohn, who had told Trump that the Postal Service actually made money on the payments Amazon made for package delivery. Cohn announced his departure from the White House in March.

The White House, the Postal Service and Amazon — as well as Bezos, via an Amazon spokesman — declined to comment for this report.

While Trump has leveled a variety of criticisms at Amazon, his efforts to increase the company's shipping and delivery costs stand as the only known official action he's taken to go after the company.

The company, meanwhile, has tread carefully around Trump. It has dramatically expanded its spending on lobbying in the past few years, according to data from the Center for Responsive Politics, but Amazon officials have not been directly engaged with White House officials about the review, according to the three people familiar with the White House deliberations as well as others familiar with Amazon's approach.

The company has, however, hosted more than a dozen lawmakers and governors at numerous Amazon facilities across the country to impress upon them the company's economic footprint and job creation potential.

On March 7, when the company announced that it would be building a new fulfillment center in Missouri and hiring 1,500 employees, it alerted the state's two U.S. senators on Twitter, Democrat Claire McCaskill and Republican Roy Blunt.

Trump has berated Amazon and The Post on social media, briefly driving down Amazon's stock price. And he has said publicly that he doesn't believe the information he has been presented by some of his advisers and Brennan herself regarding the Postal Service's contract with Amazon.

"I am right about Amazon costing the United States Post Office massive amounts of money for being their Delivery Boy," he tweeted on April 3. "Amazon should pay these costs (plus) and not have them bourn by the American Taxpayer. Many billions of dollars. P.O. leaders don't have a clue (or do they?)"

Details of Amazon's contract with the Postal Service are secret, making it difficult for financial experts to assess claims about the relationship. Amazon has said <https://www.prc.gov/Docs/88/88446/13-11-27%20Amazon%20opposition.pdf> that publicly releasing the contract, which contains detailed information on the company's delivery systems, would give competitors an unfair advantage.

Amazon primarily uses the Postal Service for the "last mile" of its deliveries. It brings the packages to the post office closest to the final destination, and then the Postal Service takes it from there. The Postal Service says other companies also have "last-mile" agreements with it but declined to name them.

Amazon is the leading player in e-commerce but competes with other retail giants such as Walmart, Macy's and Costco to offer fast and inexpensive delivery of products. The Postal Service competes with UPS, FedEx and others for delivery.

Amazon said it spent \$21.7 billion on shipping costs in 2017, a figure that includes sorting, delivery center and transportation costs. Roughly 40 percent of its packages are delivered by the Postal Service, according to some analysts, a figure neither Amazon nor the Postal Service have confirmed. It is not known how much Amazon pays the Postal Service each year and what percentage of its items are shipped via the Postal Service.

The Postal Service, meanwhile, reported shipping and package income of \$19.5 billion last year, an 11.8 percent increase from one year before. This increase wasn't enough to stop the Postal Service from losing money for the eleventh straight year. That's largely because of the continued decline in first-class mail, and expensive health benefit costs that the Postal Service must set aside for future retirees, according to data released by the agency. Delivering packages has been a financial boon to the Postal Service in an otherwise tumultuous time, but experts say it is an open question whether Amazon's arrangement fully compensates the Postal Service for its range of expenses. While the Postal Service is legally prohibited from charging a shipper less than it costs to deliver a package, the Postal Service is not required to include in its costs things such as retiree benefits.

David Vernon, an analyst at Bernstein Research, estimates that Amazon pays the Postal Service roughly \$2 per package for each delivery, about half of what Amazon would pay United Parcel Service or FedEx. He based this estimate on broader data released by the Postal Service.

The Postal Service has tried to rapidly adjust its business model to take on more package delivery, but he said it would be better suited if it delivered fewer packages at a higher rate.

"In my business judgment, there's too much 'package' in the postal network," he said in an interview. "If you doubled the price, you would have fewer of them, but you would make money off what is left."

Still, Postal Service officials, both in meetings with Trump and publicly, have insisted that they are making money off their arrangement with Amazon.

In January, Postal Service spokesman David Partenheimer wrote an op-ed in the Hill newspaper pushing back against calls for it to raise package rates.

"Some of our competitors in the package delivery space would dearly love for the Postal Service to aggressively raise our rates higher than the marketplace can bear — so they could either charge more themselves or siphon away postal customers," he wrote.

"The Postal Service is a self-funding public institution that generates its revenue from the sale of postal products and service, we compete for every customer across all of our product categories, and we exist for the benefit of American businesses and consumers."

Because the Postal Service has lost money for 11 straight years, it has had to repeatedly borrow funds from the

Treasury Department's Federal Financing Bank, totaling \$15 billion. Its reliance on Federal Financing Bank funds has allowed Mnuchin — one of Trump's closest advisers — to gain a foothold in its future.

One of Mnuchin's counselors, Craig Phillips, is leading Trump's review of the Postal Service, along with Kathy Kraninger, associate director for general government at the Office of Management and Budget. It is due in July. The review group is tasked with reviewing the package delivery market, the Postal Service's role in that market and the decline in first-class mail volume, among other things. It is required to recommend changes to the White House and Congress.

The Postal Service is overseen by a board of nine governors, which pick the postmaster general and the deputy postmaster general. Currently, there are no governors serving on the board, though Trump has nominated three individuals who are awaiting Senate confirmation. The Postal Service, led by the postmaster, works out contracts with private companies that are approved by an independent federal agency, the Postal Regulatory Commission, which also assesses each year whether the contracts are in compliance with the law. Amazon has a multiyear contract with the Postal Service, and it is not clear how quickly it could be changed.

Trump's attacks on Amazon date to 2015, when he accused Bezos of using The Post as a tax shelter to allow Amazon to avoid paying taxes, a false accusation. (Amazon is a publicly traded company, and The Post, wholly owned by Bezos, is private. The companies' finances are not intermingled. The Post's editors and Bezos also have declared that he is not involved in any journalistic decisions.)

Bezos responded to Trump's 2015 attack with a tweet.

"Finally trashed by @realDonaldTrump. Will still reserve him a seat on the Blue Origin rocket.

#sendDonaltdospace," Bezos, who owns a space company, tweeted in December 2015.

This angered Trump, who at the time was fighting for credibility during the GOP primary.

"Trump takes everything personally," said Steve Moore, a former economic adviser to Trump during the 2016 campaign.

Moore says he has told White House officials that Amazon is paying the Postal Service plenty for its services and in fact helping the agency survive.

But others say Trump sees one company exploiting the government for a competitive edge. Amazon's stock price has risen close to 70 percent in the past year, and a growing list of competitors have complained that they have a hard time competing with the giant company on delivery, its cloud-computing business and more.

"I think this particular issue is one that he comes at from his business background and understanding the dynamics of cost and delivery and overhead," Rep. Mark Meadows (R-N.C.) said of Trump's approach to the postal issue with Amazon. "And so .??. when you put all those components in there, it allows him to probably have a position on this that is deeper rooted in an understanding of a business model than perhaps some other presidents."

Erica Werner contributed to this report.

From: [Brennan, Megan J - Washington, DC](#)
To: (b) (6)
Subject: Washington Post story
Date: Friday, May 18, 2018 7:33:26 PM

https://www.washingtonpost.com/business/economy/trump-personally-pushed-postmaster-general-to-double-rates-on-amazon-other-firms/2018/05/18/2b6438d2-5931-11e8-858f-12becb4d6067_story.html?utm_term=.5e2eb2dd8f41

Trump personally pushed postmaster general to double rates on Amazon, other firms
By Damian Paletta<<https://www.washingtonpost.com/people/damian-paletta>> and Josh Dawsey<<https://www.washingtonpost.com/people/josh-dawsey/>> May 18 at 1:32 PM

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Despite these presentations, Trump has continued to level criticism at Amazon. And last month, his critiques culminated in the signing of an executive order mandating a government review of the financially strapped Postal Service that could lead to major changes in the way it charges Amazon and others for package delivery.

Few U.S. companies have drawn Trump's ire as much as Amazon, which has rapidly grown to be the second-largest U.S. company in terms of market capitalization. For more than three years, Trump has fumed publicly and privately about the giant commerce and services company and its founder Jeffrey P. Bezos, who is also the owner of The Washington Post.

Trump alleges that Amazon is being subsidized by the Postal Service. He has also accused The Post as being Amazon's "chief lobbyist" as well as a tax shelter — false charges. He says Amazon uses these advantages to push bricks-and-mortar companies out of business. Some administration officials say several of Trump's attacks aimed at Amazon have come in response to articles in The Post that he didn't like.

The three people familiar with these exchanges spoke on the condition of anonymity because they were not authorized to discuss the White House's internal deliberations.

Brennan and Trump have met at the White House about the matter several times, beginning in 2017, and most recently four months ago, the three people said. The meetings have never appeared on Trump's public schedule. Brennan has spent her career at the Postal Service, starting 32 years ago as a letter carrier. In 2014, the Postal Service's Board of Governors voted to appoint her as postmaster general.

Clouding the matter even further, Trump's aides have also disagreed internally about whether Amazon is paying enough to the Postal Service, with some believing the giant commerce company should be paying more, while others believe that if it weren't for Amazon, the Postal Service might be out of business, according to the three people.

Trump has met with at least three groups of senior advisers to discuss Amazon's business practices, probing issues such as whether they pay the appropriate amount of taxes or underpay the Postal Service, according to the three people.

These groups include Treasury Secretary Steven Mnuchin, then-National Economic Council Director Gary Cohn and Domestic Policy Council Director Andrew Bremberg. Bremberg has served as a key liaison with Brennan. One of Amazon's biggest defenders within the White House was Cohn, who had told Trump that the Postal Service actually made money on the payments Amazon made for package delivery. Cohn announced his departure from the White House in March.

The White House, the Postal Service and Amazon — as well as Bezos, via an Amazon spokesman — declined to comment for this report.

While Trump has leveled a variety of criticisms at Amazon, his efforts to increase the company's shipping and delivery costs stand as the only known official action he's taken to go after the company.

The company, meanwhile, has tread carefully around Trump. It has dramatically expanded its spending on lobbying in the past few years, according to data from the Center for Responsive Politics, but Amazon officials have not been directly engaged with White House officials about the review, according to the three people familiar with the White House deliberations as well as others familiar with Amazon's approach.

The company has, however, hosted more than a dozen lawmakers and governors at numerous Amazon facilities across the country to impress upon them the company's economic footprint and job creation potential.

On March 7, when the company announced that it would be building a new fulfillment center in Missouri and hiring 1,500 employees, it alerted the state's two U.S. senators on Twitter, Democrat Claire McCaskill and Republican Roy Blunt.

Trump has berated Amazon and The Post on social media, briefly driving down Amazon's stock price. And he has said publicly that he doesn't believe the information he has been presented by some of his advisers and Brennan herself regarding the Postal Service's contract with Amazon.

"I am right about Amazon costing the United States Post Office massive amounts of money for being their Delivery Boy," he tweeted on April 3. "Amazon should pay these costs (plus) and not have them bourn by the American Taxpayer. Many billions of dollars. P.O. leaders don't have a clue (or do they?)"

Details of Amazon's contract with the Postal Service are secret, making it difficult for financial experts to assess claims about the relationship. Amazon has said <https://www.prc.gov/Docs/88/88446/13-11-27%20Amazon%20opposition.pdf> that publicly releasing the contract, which contains detailed information on the company's delivery systems, would give competitors an unfair advantage.

Amazon primarily uses the Postal Service for the "last mile" of its deliveries. It brings the packages to the post office closest to the final destination, and then the Postal Service takes it from there. The Postal Service says other companies also have "last-mile" agreements with it but declined to name them.

Amazon is the leading player in e-commerce but competes with other retail giants such as Walmart, Macy's and Costco to offer fast and inexpensive delivery of products. The Postal Service competes with UPS, FedEx and others for delivery.

Amazon said it spent \$21.7 billion on shipping costs in 2017, a figure that includes sorting, delivery center and transportation costs. Roughly 40 percent of its packages are delivered by the Postal Service, according to some analysts, a figure neither Amazon nor the Postal Service have confirmed. It is not known how much Amazon pays the Postal Service each year and what percentage of its items are shipped via the Postal Service.

The Postal Service, meanwhile, reported shipping and package income of \$19.5 billion last year, an 11.8 percent increase from one year before. This increase wasn't enough to stop the Postal Service from losing money for the eleventh straight year. That's largely because of the continued decline in first-class mail, and expensive health benefit costs that the Postal Service must set aside for future retirees, according to data released by the agency. Delivering packages has been a financial boon to the Postal Service in an otherwise tumultuous time, but experts say it is an open question whether Amazon's arrangement fully compensates the Postal Service for its range of expenses. While the Postal Service is legally prohibited from charging a shipper less than it costs to deliver a package, the Postal Service is not required to include in its costs things such as retiree benefits.

David Vernon, an analyst at Bernstein Research, estimates that Amazon pays the Postal Service roughly \$2 per package for each delivery, about half of what Amazon would pay United Parcel Service or FedEx. He based this estimate on broader data released by the Postal Service.

The Postal Service has tried to rapidly adjust its business model to take on more package delivery, but he said it would be better suited if it delivered fewer packages at a higher rate.

"In my business judgment, there's too much 'package' in the postal network," he said in an interview. "If you doubled the price, you would have fewer of them, but you would make money off what is left."

Still, Postal Service officials, both in meetings with Trump and publicly, have insisted that they are making money off their arrangement with Amazon.

In January, Postal Service spokesman David Partenheimer wrote an op-ed in the Hill newspaper pushing back against calls for it to raise package rates.

"Some of our competitors in the package delivery space would dearly love for the Postal Service to aggressively raise our rates higher than the marketplace can bear — so they could either charge more themselves or siphon away postal customers," he wrote.

"The Postal Service is a self-funding public institution that generates its revenue from the sale of postal products and service, we compete for every customer across all of our product categories, and we exist for the benefit of American businesses and consumers."

Because the Postal Service has lost money for 11 straight years, it has had to repeatedly borrow funds from the Treasury Department's Federal Financing Bank, totaling \$15 billion. Its reliance on Federal Financing Bank funds has allowed Mnuchin — one of Trump's closest advisers — to gain a foothold in its future.

One of Mnuchin's counselors, Craig Phillips, is leading Trump's review of the Postal Service, along with Kathy Kraninger, associate director for general government at the Office of Management and Budget. It is due in July. The review group is tasked with reviewing the package delivery market, the Postal Service's role in that market and the decline in first-class mail volume, among other things. It is required to recommend changes to the White House and Congress.

The Postal Service is overseen by a board of nine governors, which pick the postmaster general and the deputy postmaster general. Currently, there are no governors serving on the board, though Trump has nominated three individuals who are awaiting Senate confirmation. The Postal Service, led by the postmaster, works out contracts with private companies that are approved by an independent federal agency, the Postal Regulatory Commission, which also assesses each year whether the contracts are in compliance with the law. Amazon has a multiyear contract with the Postal Service, and it is not clear how quickly it could be changed.

Trump's attacks on Amazon date to 2015, when he accused Bezos of using The Post as a tax shelter to allow Amazon to avoid paying taxes, a false accusation. (Amazon is a publicly traded company, and The Post, wholly owned by Bezos, is private. The companies' finances are not intermingled. The Post's editors and Bezos also have declared that he is not involved in any journalistic decisions.)

Bezos responded to Trump's 2015 attack with a tweet.

"Finally trashed by @realDonaldTrump. Will still reserve him a seat on the Blue Origin rocket.

#sendDonaldtoSpace," Bezos, who owns a space company, tweeted in December 2015.

This angered Trump, who at the time was fighting for credibility during the GOP primary.

"Trump takes everything personally," said Steve Moore, a former economic adviser to Trump during the 2016 campaign.

Moore says he has told White House officials that Amazon is paying the Postal Service plenty for its services and in fact helping the agency survive.

But others say Trump sees one company exploiting the government for a competitive edge. Amazon's stock price has risen close to 70 percent in the past year, and a growing list of competitors have complained that they have a hard time competing with the giant company on delivery, its cloud-computing business and more.

"I think this particular issue is one that he comes at from his business background and understanding the dynamics of cost and delivery and overhead," Rep. Mark Meadows (R-N.C.) said of Trump's approach to the postal issue with Amazon. "And so .??. when you put all those components in there, it allows him to probably have a position on this that is deeper rooted in an understanding of a business model than perhaps some other presidents."

Erica Werner contributed to this report.

From: [Brennan, Megan J - Washington, DC](#)
To: [Williamson, Jeffrey C - Washington, DC](#); [Tulino, Douglas A - Washington, DC](#)
Subject: Fwd: Industry News Report for May 21, 2018
Date: Monday, May 21, 2018 1:07:13 PM
Attachments: [PSA Report 2018-05-18--Breaking News and PSA's Response \(2.92 MB\).msg](#)
[ATT00001.htm](#)
[MHNews43-05212018.pdf](#)
[ATT00002.htm](#)

(b) (5)

Thank you.

Megan

Begin forwarded message:

From: "Taylor, Lindsey - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >>
To: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >>,
"Latham, Sandra R - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >>,
"Marshall, Thomas J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >>,
"Krage Strako, Jakki - Carol Stream, IL" (b)(3)-39 U.S.C. 410 (c)(2) "Stroman,
Ronald A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >>
Cc: "Monteith, Steven W - Washington, DC" >>,
(b)(3)-39 U.S.C. 410 (c)(2) "de Torok, Judy A - Washington, DC"
(b)(3)-39 U.S.C. 410 (c)(2) "Rayfield, Amber - Washington, DC"
(b)(3)-39 U.S.C. 410 (c)(2) >> "Mccollum, Paula M - Nashville, TN"
<(b)(3)-39 U.S.C. 410 (c)(2) "Walker, Janice D - Washington, DC"
<(b)(3)-39 U.S.C. 410 (c)(2) >> "Ray, Christine - Washington, DC"
(b)(3)-39 U.S.C. 410 (c)(2)
Subject: Industry News Report for May 21, 2018

Megan and Sandy,

(b) (5)

Highlights from the email:

(b) (5)

(b) (5)

Thank you,

Lindsey Taylor

A/Manager, Industry Engagement Strategy

Office: 202-268-3002

Mobile: (b) (6)

From: (b) (6)
To: (b) (6)
Subject: (b) (6)
Date: Friday, May 18, 2018 3:15:27 PM
Attachments: [Trump personally pushed postmaster general to double rates on Amazon, other firms - The Washington Post.pdf](#)
Importance: High

(b) (6) Members,

It's another unusual Friday here in Washington as *The Washington Post* has just reported "President Trump has personally pushed U.S. Postmaster General Megan Brennan to double the rate the Postal Service charges Amazon.com and other firms to ship packages." It goes on to say "Brennan has so far resisted Trump's demand, explaining in multiple conversations occurring this year and last that these arrangements are bound by contracts and must be reviewed by a regulatory commission, the three people said. She has told the president that the Amazon relationship is beneficial for the Postal Service and gave him a set of slides that showed the variety of companies, in addition to Amazon, that also partner for deliveries."

Good for the PMG. She, of course, is correct.

At our May 6 meeting we looked at recent tweets and reports critical of Postal Service prices for package delivery. Here is what we concluded:

- Postal ratepayers, not taxpayers, pay for Postal Service mail and package delivery.
- Postal Service package delivery prices are not "subsidized."
- All individual pricing contracts, including those with large customers such as UPS, FedEx, and Amazon must be initially approved and annually reviewed annually by an independent, nonpartisan regulator, the Postal Regulatory Commission. If the contract will not be profitable for the Postal Service it cannot be approved or must be revised or discontinued.
- The Postal Service package business is increasingly profitable providing substantial support for our universal mail delivery system.
- Similar to private sector companies, the Postal Service is required to file public financial reports, but it is not required to publicly disclose commercially sensitive information. The independent regulator, however, has full access to that information.
- The package delivery market is highly competitive benefitting from efficient companies that are the envy of other countries. The Postal Service is an important player in that market and should be permitted to compete without political interference.

Almost fifty years ago, in 1970, the patronage burdened Post Office Department, which depended on rates set by Congress, was abolished and an independent, regulated Postal Service. That has worked well. Politics should be kept out of postal pricing.

(b) (6)

Trump personally pushed postmaster general to double rates on Amazon, other firms

by [Damian Paletta](#) and [Josh Dawsey](#)



President Trump has personally pushed U.S. Postmaster General Megan Brennan to double the rate the Postal Service charges Amazon.com and other firms to ship packages, according to three people familiar with their conversations, a dramatic move that probably would cost these companies billions of dollars.

Brennan has so far resisted Trump's demand, explaining in multiple conversations occurring this year and last that these arrangements are bound by contracts and must be reviewed by a regulatory commission, the three people said. She has told the president that the Amazon relationship is beneficial for the Postal Service and gave him a set of slides that showed the variety of companies, in addition to Amazon, that also partner for deliveries.

Despite these presentations, Trump has continued to level criticism at Amazon. And last month, his critiques culminated in the signing of an executive order mandating a government review of the financially strapped Postal Service that could lead to major changes in the way it charges Amazon and others for package delivery.

Few U.S. companies have drawn Trump's ire as much as Amazon, which has rapidly grown to be the second-largest U.S. company in terms of market capitalization. For more than three years, Trump has fumed publicly and privately about the giant commerce and services company and its founder Jeffrey P. Bezos, who is also the owner of The Washington Post.

Trump alleges that Amazon is being subsidized by the Postal Service. He has also accused The Post as being Amazon's "chief lobbyist" as well as a tax shelter — false charges. He says Amazon uses these advantages to push bricks-and-mortar companies out of business. Some administration officials say several of Trump's attacks aimed at Amazon have come in response to articles in The Post that he didn't like.

The three people familiar with these exchanges spoke on the condition of anonymity because they were not authorized to discuss the White House's internal deliberations.

Brennan and Trump have met at the White House about the matter several times, beginning in 2017, and most recently four months ago, the three

people said. The meetings have never appeared on Trump's public schedule. Brennan has spent her career at the Postal Service, starting 32 years ago as a letter carrier. In 2014, the Postal Service's Board of Governors voted to appoint her as postmaster general.

Clouding the matter even further, Trump's aides have also disagreed internally about whether Amazon is paying enough to the Postal Service, with some believing the giant commerce company should be paying more, while others believe that if it weren't for Amazon, the Postal Service might be out of business, according to the three people.

Trump has met with at least three groups of senior advisers to discuss Amazon's business practices, probing issues such as whether they pay the appropriate amount of taxes or underpay the Postal Service, according to the three people.

These groups include Treasury Secretary Steven Mnuchin, then-National Economic Council Director Gary Cohn and Domestic Policy Council Director Andrew Bremberg. Bremberg has served as a key liaison with Brennan.

One of Amazon's biggest defenders within the White House was Cohn, who had told Trump that the Postal Service actually made money on the payments Amazon made for package delivery. Cohn announced his departure from the White House in March.

The White House, the Postal Service and Amazon — as well as Bezos, via an Amazon spokesman — declined to comment for this report.

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Delivering packages has been a financial boon to the Postal Service in an otherwise tumultuous time, but experts say it is an open question whether Amazon’s arrangement fully compensates the Postal Service for its range of expenses. While the Postal Service is legally prohibited from charging a shipper less than it costs to deliver a package, the Postal Service is not required to include in its costs things such as retiree benefits.

From: [Brennan, Megan J - Washington, DC](#)
To: [Krage Strako, Jakki - Carol Stream, IL](#); [Nicoski, Dennis R - Grand Rapids, MI](#); [Williams Jr, David E - Washington, DC](#); [O'Brien, James R - Washington, DC](#)
Subject: Amazon Takes a Page From Toys 'R' Us With a Holiday Catalog - Bloomberg
Date: Wednesday, July 4, 2018 8:15:23 PM

All,

(b) (5)

Thanks,

Megan

https://www.bloomberg.com/news/articles/2018-07-04/amazon-said-to-take-page-from-toys-r-us-with-holiday-catalog?utm_source=newsletter&utm_medium=email&utm_campaign=newsletter_axiospm&stream=top

Amazon Takes a Page From Toys 'R' Us With a Holiday Catalog

Matthew Townsend<<https://www.bloomberg.com/authors/APoxtw2Trgw/matthew-townsend>> July 4, 2018, 8:05 AM EDT

technology

By

July 4, 2018, 7:17 AM EDT

- * Move is part of push to gain market share of defunct toy chain
- * Printed toy guide to be mailed and handed out at Whole Foods

Amazon to Print Holiday Toy Guide

Amazon to Print Holiday Toy Guide

Amazon.com<<http://Amazon.com>> Inc. is looking more and more like a traditional retailer.

In a drive to win the business up for grabs after the demise<<https://www.bloomberg.com/news/articles/2018-03-15/toys-r-us-files-to-proceed-with-shutdown-of-u-s-operations>> of Toys "R" Us Inc., the online giant is going conventional with plans to publish a holiday toy catalog, according to people with knowledge of the strategy. The printed guide will be mailed to millions of U.S. households and handed out at Whole Foods Market locations, the grocery chain Amazon bought<<https://www.bloomberg.com/news/articles/2017-06-16/bezos-s-grocery-shopping-shakes-up-an-800-billion-industry>> last year, said the people, who asked not to be named because the plan isn't public.

The move is part of Amazon's push to incorporate traditional retailers' tools into its business model. It even looked at acquiring some Toys "R" Us locations<<https://www.bloomberg.com/news/articles/2018-03-19/amazon-is-said-to-have-mulled-acquiring-some-toys-r-us-stores>> earlier this year, according to people familiar at the time. That came after its \$13.7 billion purchase of Whole Foods made a big splash as it pushed into brick-and-mortar retailing. Amazon has since been integrating the chain into its larger business, including marketing its voice assistants and discount membership in stores.

A spokeswoman for Amazon declined to comment.

Big Book

For all its woes, Toys “R” Us, which is closing all U.S. stores after failing to emerge from bankruptcy, was still a force during Christmas. Its “Big Book” toy catalog was a staple at 100 pages or so, with toymakers often starting their holiday advertising to coordinate with its arrival in late October. Even with the emergence of screen time and smartphones, kids still enjoy searching through toy catalogs -- which Walmart Inc. and Target Corp. also produce -- to make their wishlists.

Toys “R” Us generated \$6.5 billion in U.S. sales last year. That has pushed many retailers -- even ones not known for toys -- to angle for a piece of the defunct chain’s business. Take Party City Holdco Inc., which is opening 50 pop-up toy shops<<https://www.bloomberg.com/news/articles/2018-06-25/party-city-is-angling-to-adopt-those-orphaned-toys-r-us-kids>> for the holidays.

The traditional market leaders are also getting more aggressive. Target said in May that it was bolstering its assortment as Toys “R” Us liquidated. Target said it’s also expanding shelf space for toys for the coming holiday season and doing in-store events with big brands.

Amazon has become a toy-shopping destination in its own right. The big reason is that toys, especially during the holidays, draw shoppers. In 2007, the company copied traditional retailers and published an online hot-holiday toy list that featured playthings expected to be in demand. It’s been gaining market share in the category ever since, and now it’s taking another page from legacy chains.

(Updates with Target’s response in seventh paragraph.)

Most Read

Thank you.

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: (b) (6) Update
Date: Wednesday, September 4, 2019 8:54:32 PM

Tom,

(b) (5)

Thanks,

Megan

On Sep 4, 2019, at 2:32 PM, Marshall, Thomas J - Washington, DC

(b) (5) wrote:

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Walker, Janice D - Washington, DC
Sent: Wednesday, September 4, 2019 1:30 PM
To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Marshall, Thomas J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)>
Subject: (b) (6) Update

Hi Megan,

FYI below. (b) (5)

Thanks.

From: Adams, Jeffery A - Washington, DC
Sent: Wednesday, September 4, 2019 10:43 AM
To: Walker, Janice D - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)> >>
Subject: (b) (6) Update

Janice,

(b) (5)

(b) (5)

[REDACTED]

[REDACTED]

Jeff

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: (b) (6) Update
Date: Thursday, September 5, 2019 7:25:02 AM

(b) (5)

[REDACTED] ?

Thank you.

Megan

On Sep 4, 2019, at 9:28 PM, Marshall, Thomas J - Washington, DC

(b)(3)-39 U.S.C. 410 (c)(2) >> wrote:

(b) (5)

[REDACTED]

[REDACTED]

[REDACTED]

Sent from my iPhone

(b) (5)

From: Marshall, Thomas J - Washington, DC

Sent: Thursday, September 5, 2019 9:33 AM

To: Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

>>;

Brennan, Megan J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)

Cc: Adams, Jeffery A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Subject: RE: [EXTERNAL] RE: Board of governors question

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Walker, Janice D - Washington, DC

Sent: Thursday, September 5, 2019 7:54 AM

To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Cc: Adams, Jeffery A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

>>

Subject: FW: [EXTERNAL] RE: Board of governors question

Megan,

FYI below. (b) (5)

###

(b) (5)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Jeff

On Sep 4, 2019, at 8:22 PM, Adams, Jeffery A - Washington, DC

(b)(3)-39 U.S.C. 410 (c)(2) > wrote:

FYI...

Begin forwarded message:

From: "Adams, Jeffery A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)

Date: September 4, 2019 at 6:38:26 PM EDT

To: "(b) (6)"

Subject: Re: [EXTERNAL] RE: Board of governors question

(b) (5)

[REDACTED]

[REDACTED]. Thanks.

Jeff

On Sep 4, 2019, at 5:32 PM, (b) (6)

(b) (6) >> wrote:

(b) (6)

[REDACTED]

[REDACTED]

[REDACTED]

From: (b) (6)

Sent: Wednesday, September 04, 2019 3:55 PM

To: Adams, Jeffery A - Washington, DC (b) (6) >

Subject: Re: Board of governors question

(b) (6)

[REDACTED]

On Sep 4, 2019, at 1:17 PM, (b) (6)

>> wrote:

[REDACTED]

Jeff, (b) (6)

[REDACTED]

[REDACTED]

From: Adams, Jeffery A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >>
Sent: Thursday, August 29, 2019 2:49 PM
To: (b) (6)
Subject: RE: Board of governors question

CAUTION: EXTERNAL SENDER
Got it! Thx (b) (6)...will be back in touch.

Jeff

From: (b) (6)
Sent: Thursday, August 29, 2019 2:42 PM
To: Adams, Jeffery A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Subject: [EXTERNAL] Board of governors question

Hi Jeffrey,

Thanks for helping me with this, and passing this email along to the three new governors on the USPS board:

(b) (6)

[REDACTED]

[REDACTED]

[REDACTED]

From: [Brennan, Megan J - Washington, DC](#)
To: [Adams, Jeffery A - Washington, DC](#); [Walker, Janice D - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#)
Subject: RE: (b) (6) Outreach
Date: Thursday, September 5, 2019 5:51:14 PM

(b) (5)

Thank you.

Megan

From: Adams, Jeffery A - Washington, DC
Sent: Thursday, September 5, 2019 5:50 PM
To: Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Cc: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Subject: RE: (b) (6) Outreach

All,

(b) (5)

From: Walker, Janice D - Washington, DC
Sent: Thursday, September 5, 2019 5:33 PM
To: Marshall, Thomas J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)>>
Cc: Adams, Jeffery A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)>>;
Brennan, Megan J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)>>
Subject: Re: (b) (6) Outreach

(b) (5)

Thank you.

Sent from my iPhone

On Sep 5, 2019, at 5:01 PM, Marshall, Thomas J - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) >> wrote:
(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Adams, Jeffery A - Washington, DC
Sent: Thursday, September 5, 2019 4:58 PM
To: Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) Walker,
Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >>
Subject: RE: (b) (6) Outreach

Thanks Tom,

(b) (5)

Jeff

(b) (5)

From: Marshall, Thomas J - Washington, DC

Sent: Thursday, September 5, 2019 4:49 PM

To: Adams, Jeffery A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Subject: RE: (b) (6) Outreach

>;
Walker,

>>

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Adams, Jeffery A - Washington, DC

Sent: Thursday, September 5, 2019 2:48 PM

To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Marshall, Thomas J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)>

Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Subject: RE: (b) (6) Outreach

Megan,

(b) (5)

(b) (5)

Look forward to your guidance,

Jeff

From: [Brennan, Megan J - Washington, DC](#)
To: [Adams, Jeffery A - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#); [Walker, Janice D - Washington, DC](#)
Cc: (b) (6)
Subject: Re: (b) (6) Outreach
Date: Thursday, September 5, 2019 8:00:38 PM

Jeff,

(b) (5)

?

(b) (5)

.

Thanks,

Megan

----- Original message -----

From: "Adams, Jeffery A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Date: 9/5/19 7:17 PM (GMT-05:00)
To: "Marshall, Thomas J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) "Walker, Janice D - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: RE: (b) (6) Outreach

(b) (5)

On Sep 5, 2019, at 12:41 PM, Adams, Jeffery A - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) > wrote:

All,

(b) (5)

From: Marshall, Thomas J - Washington, DC
Sent: Thursday, September 5, 2019 7:09 PM
To: Adams, Jeffery A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >
Subject: RE: (b) (6) Outreach

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Adams, Jeffery A - Washington, DC
Sent: Thursday, September 5, 2019 6:58 PM
To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >>
Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >>
Subject: RE: (b) (6) Outreach

All,

(b) (5)

Jeff

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#); [Walker, Janice D - Washington, DC](#); [Adams, Jeffery A - Washington, DC](#)
Cc: (b) (6)
Subject: Re: (b) (6) Outreach
Date: Thursday, September 5, 2019 8:06:54 PM

Janice,

(b) (5)

Thanks,

Megan

----- Original message -----

From: "Marshall, Thomas J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Date: 9/5/19 8:03 PM (GMT-05:00)
To: "Walker, Janice D - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2); "Adams, Jeffery A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2); "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)>
Subject: RE: (b) (6) Outreach

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Walker, Janice D - Washington, DC
Sent: Thursday, September 5, 2019 7:54 PM
To: Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Adams, Jeffery A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)>
Subject: RE: (b) (6) Outreach

Tom,

(b) (5)

(b) (5)

From: Marshall, Thomas J - Washington, DC

Sent: Thursday, September 5, 2019 7:45 PM

To: Adams, Jeffery A - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)>;

Brennan, Megan J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)>; Walker,

Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Subject: RE: (b) (6) Outreach

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Adams, Jeffery A - Washington, DC

Sent: Thursday, September 5, 2019 6:58 PM

To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >;

Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

Subject: RE: (b) (6) Outreach

All,

(b) (5)

Jeff

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Fwd: [EXTERNAL] UPU Visit w/ POTUS - 10/15 at 1:45pm
Date: Wednesday, October 9, 2019 5:20:49 PM

(b) (5)

Thanks,

Megan

Begin forwarded message:

From: "Ziegler, Garrett M. EOP/WHO"

(b) (6) >

Date: October 9, 2019 at 5:16:56 PM EDT

To: undisclosed-recipients;;

Cc: "Morgen, Hunter M. EOP/WHO"

(b) (6)

Subject: [EXTERNAL] UPU Visit w/ POTUS - 10/15 at 1:45pm

Good evening –

We are scheduled to meet with the President in the Roosevelt Room of the West Wing on Tuesday, October 15th at 1:45pm.

Please have all attendees fill out the form at the link below for access to the White House complex. Attendees can enter the complex through the SW gate at the intersection of 17th Street and State Place NW.

Link: (b) (6)

Note that the United States Secret Service requires all individuals to present a government-issued ID for entrance to the White House complex. All guests' personal information should be entered on the security form exactly as it appears on their government-issued IDs. If there are any discrepancies between this information and the presented ID, we cannot guarantee clearance onto the complex.

Please reach out to me with any questions.

Regards,

Garrett Ziegler
Senior Policy Analyst
The White House

(b) (6)

From: [Brennan, Megan J - Washington, DC](#)
To: [Ziegler, Garrett M. EOP/WHO](#)
Subject: Re: [EXTERNAL] Photos from POTUS Event
Date: Thursday, October 17, 2019 4:44:14 PM

Thank you for sharing the photos Garrett.

All the best,

Megan

On Oct 15, 2019, at 5:24 PM, Ziegler, Garrett M. EOP/WHO

(b) (6) >> wrote:

Good evening –

The photos from today's event in the Roosevelt Room are attached. Thank you for all your help in making the UPU Reform such a success.

As a reminder, please use the following disclaimer if you wish to post these photos to external sites:

President Donald J. Trump participates in a drop-by with the Director-General of the Universal Postal Union Bishar Abdirahman Hussein and officials on Tuesday, Oct 15, 2019, in the Roosevelt Room of the White House. (Official White House Photo by Shealah Craighead)

This photograph is provided by THE WHITE HOUSE as a courtesy and may be printed by the subject(s) in the photograph for personal use only. The photograph may not be manipulated in any way and may not otherwise be reproduced, disseminated or broadcast, without the written permission of the White House Photo Office. This photograph may not be used in any commercial or political materials, advertisements, emails, products, promotions that in any way suggests approval or endorsement of the President, the First Family, or the White House.

Kind regards,

Garrett Ziegler

(b) (6)

<P20191015SC-0113.jpg>

<P20191015SC-0114.jpg>

<P20191015SC-0132.jpg>

<P20191015SC-0137.jpg>

<P20191015SC-0145.jpg>

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Fwd: COVID-19 Postcard: The Latest
Date: Saturday, March 14, 2020 3:21:34 PM

(b) (5)

Thank you.

Megan

Begin forwarded message:

From: "Elston, Michael J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >
Date: March 14, 2020 at 9:06:58 AM EDT
To: "Karpenko, Christopher J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >, "Monteith, Steven W - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Cc: "Krage Strako, Jakki - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >, "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: COVID-19 Postcard: The Latest

(b) (5)

(b) (5)

(b) (5)

(b) (5)

Mike

Michael J. Elston
Secretary of the Board of Governors
United States Postal Service
(202) 268-4800

From: Brennan, Megan J - Washington, DC
To: Marshall, Thomas J - Washington, DC
Subject: Re: [EXTERNAL] COVID-19: Covington Update
Date: Saturday, March 14, 2020 7:49:37 PM

(b) (6)

POTUS was asked about domestic travel today - he said "if you don't have to travel, I wouldn't" or words to that affect.

(b) (5)

Thank you.

Megan

On Mar 14, 2020, at 6:52 PM, Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) > wrote:

Interesting message from one of the large international law firms that used to do some work for us. DOD is also restricting domestic travel for all service men and families, and the VP also said domestic travel restrictions may be imposed. (b) (5)

(b) (6)

(b) (5)

Sent from my iPhone

Begin forwarded message:

From: Covington (b) (6)
Date: March 14, 2020 at 4:04:24 PM EDT
To: "Marshall, Thomas J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: [EXTERNAL] COVID-19: Covington Update

If you have problems viewing this email, please click here<[https://covcommunicate.com/email_handler.aspx?sid=d679bbf1-8ccd-43c9-a5d8-565a3774a4ad&redirect=https%3a%2f%2fcovcommunicate.com%2f20%2f2900%2fmarch-2020%2fcovid-19--client-note\(3\).asp](https://covcommunicate.com/email_handler.aspx?sid=d679bbf1-8ccd-43c9-a5d8-565a3774a4ad&redirect=https%3a%2f%2fcovcommunicate.com%2f20%2f2900%2fmarch-2020%2fcovid-19--client-note(3).asp)>.

[[https://covcommunicate.com/20/2900/ images/cov-rgb-vuture\(1\).png](https://covcommunicate.com/20/2900/ images/cov-rgb-vuture(1).png)]
<<https://covcommunicate.com/e/i02ahbf4npvzoq/d679bbf1-8ccd-43c9-a5d8-565a3774a4ad>>

Dear clients, alumni, and friends:

As the disruption caused by COVID-19 continues to evolve, our priority is to continue to provide world-class client service, while at the same time promoting the health and safety of our colleagues and communities.

In alignment with the rapidly evolving guidance being issued by relevant health authorities and government officials, our offices in the United States, Europe, the Middle East, and Africa will remain open for the time being, but we are providing the option to work from home starting Monday, March 16 and until further notice. Our offices in Beijing, Seoul, and Shanghai are currently closed, and our colleagues there have been working remotely for several weeks. In addition, we have postponed all firm-sponsored events until at least May 15.

All operations across the firm continue uninterrupted, and we will continue to seamlessly provide our clients with excellent service. Our technology and IT systems allow our lawyers and staff to work remotely on a fully efficient basis and with access to firm systems that ensure confidentiality. Office safety will remain a critical priority so that necessary meetings can proceed. We also are conducting many meetings virtually.

In response to requests from many clients seeking information about how COVID-19 may affect their businesses and what steps they should be taking to develop plans and strategies, we developed a COVID-19: Legal and Business Toolkit<<https://covcommunicate.com/e/s10qdrd0bom85zq/d679bbf1-8ccd-43c9-a5d8-565a3774a4ad>> and have been hosting a series of teleconference briefings. We have a dedicated COVID-19 taskforce to help with any of your questions during this time, and we are available as always to assist with any issues you may face.

We hope that your teams and families remain safe and healthy during this challenging time, and our thoughts are with those impacted by coronavirus. The response I have seen from my colleagues at Covington in rising to these challenges makes me proud to be part of this firm.

Kind regards,

(b) (6)
Chair

[cov-banner]

Manage Subscription<https://covcommunicate.com/email_handler.aspx?sid=d679bbf1-8ccd-43c9-a5d8-565a3774a4ad&redirect=%2f7%2f8%2flanding-pages%2fpreferences-re-org.asp>|Unsubscribe<https://covcommunicate.com/email_handler.aspx?sid=d679bbf1-8ccd-43c9-a5d8-565a3774a4ad&redirect=%2f7%2f8%2flanding-pages%2fpreferences-re-org.asp>

[565a3774a4ad&redirect=%2f7%2f8%2flanding-pages%2funsubscribe.asp](https://covcommunicate.com/email_handler.aspx?sid=d679bbf1-8ccd-43c9-a5d8-565a3774a4ad&redirect=https%3a%2f%2fwww.cov.com%2fen%2fprivacy-policy)>

This alert may contain attorney advertising. This information is not intended as legal advice. Readers should seek specific legal advice before acting with regard to the subjects mentioned herein.

To view our privacy policy, please click here<https://covcommunicate.com/email_handler.aspx?sid=d679bbf1-8ccd-43c9-a5d8-565a3774a4ad&redirect=https%3a%2f%2fwww.cov.com%2fen%2fprivacy-policy>.

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From: [Brennan, Megan J - Washington, DC](#)
To: [Elston, Michael J - Washington, DC](#)
Cc: [Marshall, Thomas J - Washington, DC](#)
Subject: FW: [EXTERNAL] FW: (b) (5)
Date: Sunday, March 15, 2020 8:48:33 AM
Attachments: [image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)

FYI.

(b) (5) . POTUS opined on travel, if not necessary, don't.

Thanks,

Megan

----- Original message -----

From: "Williams Jr, David E (COO) - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Date: 3/15/20 8:21 AM (GMT-05:00)
To: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: Fwd: [EXTERNAL] FW: (b) (5)

Good morning Megan,

(b) (5)

Thank you.

Dave

Begin forwarded message:

From: "Mendonca, Pat - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Date: March 15, 2020 at 8:08:31 AM EDT
To: "Williams Jr, David E (COO) - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2), "Cronkhite, Isaac S - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2), "Marshall, Thomas J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2), "Latham, Sandra R - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >
Subject: FW: [EXTERNAL] FW: (b) (5)

(b) (5)

From: Mendonca, Pat - Washington, DC
Sent: Sunday, March 15, 2020 8:08 AM
To: Williams Jr, David E (COO) - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Chavez, Eric D - Windsor, CT (b)(3)-39 U.S.C. 410 (c)(2); Swigart, Michael A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) Storey, Simon M - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Bartholf, Frank M - St Louis, MO (b)(3)-39 U.S.C. 410 (c)(2); Cronkhite, Isaac S - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Latham, Sandra R - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Calamoneri, Kevin A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Subject: RE: [EXTERNAL] FW: (b) (5)

(b) (5)

From: Williams Jr, David E (COO) - Washington, DC
Sent: Sunday, March 15, 2020 7:59 AM
To: Chavez, Eric D - Windsor, CT (b)(3)-39 U.S.C. 410 (c)(2); Mendonca, Pat - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Swigart, Michael A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Storey, Simon M - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)

(b)(3)-39 U.S.C. 410 (c)(2) >; Walker, Janice D - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) >
Subject: Fwd: [EXTERNAL] FW: (b) (5)

Thank you.

Dave

Begin forwarded message:

From: "Samra, Tom A - Washington, DC" <(b)(3)-39 U.S.C. 410 (c)(2)>
Date: March 15, 2020 at 7:56:40 AM EDT
To: "Chavez, Eric D - Windsor, CT" (b)(3)-39 U.S.C. 410 (c)(2) >
Cc: "Williams Jr, David E (COO) - Washington, DC" <(b)(3)-39 U.S.C. 410 (c)(2)>
Subject: Fwd: [EXTERNAL] FW: (b) (5)

Tom A Samra
Vice President , Facilities
United States Postal Service
202-268-3389<tel:202-268-3389>

Begin forwarded message:

From: "Russell, Tom - Greensboro, NC" (b)(3)-39 U.S.C. 410 (c)(2)
Date: March 15, 2020 at 6:38:49 AM EDT
To: "Samra, Tom A - Washington, DC" <(b)(3)-39 U.S.C. 410 (c)(2)>
Subject: FW: [EXTERNAL] FW: (b) (5)

Tom

(b) (5)

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Rouse, David P - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >
Date: 3/14/20 12:49 PM (GMT-05:00)
To: "Russell, Tom - Greensboro, NC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: Fwd: [EXTERNAL] FW: (b) (5)

(b) (5)

Begin forwarded message:

From: (b) (6)
Date: March 13, 2020 at 5:16:27 PM EDT
To: "Rouse, David P - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >
Cc: (b) (6)
Subject: [EXTERNAL] FW: (b) (5)
Hi David,

(b) (5)

Thank you

(b) (6)

(b) (6)

(b) (5), (b) (6)

This message is a private communication and is intended only for the named addressee. It may contain information which is confidential, proprietary and/or privileged under applicable law. If you are not the designated recipient, you may not review, copy or distribute this message. If you receive this message in error, please notify the sender by reply e-mail and delete this message from your system.

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: Package Coalition
Date: Tuesday, March 31, 2020 8:42:47 PM

Thank you Tom.

(b) (5)

Thanks,

Megan

On Mar 31, 2020, at 8:02 PM, Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) > wrote:

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Brennan, Megan J - Washington, DC
Sent: Tuesday, March 31, 2020 7:59 PM
To: Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >
Subject: Re: Package Coalition

Tom,

(b) (5)

(b) (5)

Thanks,

Megan

On Mar 31, 2020, at 7:54 PM, Marshall, Thomas J - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) wrote:

Megan, fyi. (b) (5)

s.

-Tom

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: (b) (6)]
Sent: Tuesday, March 31, 2020 5:56 PM
To: Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Cc: (b) (6)

Subject: [EXTERNAL] Package Coalition

Tom:

I hope you are staying healthy and well.

(b) (5)

Please let me know, we are happy to work around your schedule.

Regards,

[K&L Gates LLP] <<http://www.klgates.com/>>

(b) (6)
Practice Area Leader - Policy & Regulatory
K&L Gates LLP
1601 K Street, NW
Washington, DC 20006
(b) (6)
www.klgates.com <<http://www.klgates.com/>>

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m(b) (6)

<Package Coalition Letter to Secretary Mnuchin.pdf>

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#); [Stroman, Ronald A - Washington, DC](#)
Subject: Legislative Strategy Talking Points 3-30-2020.docx
Date: Wednesday, April 1, 2020 7:33:06 AM
Attachments: [Legislative Strategy Talking Points 3-30-2020.docx](#)

Ron & Tom,

(b) (5)

Thanks,

Megan

(b) (5)

(b) (5)

(b) (5)

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#); [Stroman, Ronald A - Washington, DC](#)
Subject: Legislative Strategy Talking Points 3-30-2020.docx
Date: Wednesday, April 1, 2020 7:56:22 AM
Attachments: [Legislative Strategy Talking Points 3-30-2020.docx](#)

(b) (5)

(b) (5)

(b) (5)

From: [Brennan, Megan J - Washington, DC](#)
To: [Elston, Michael J - Washington, DC](#)
Subject: Legislative Strategy Talking Points 3-30-2020.docx
Date: Wednesday, April 1, 2020 7:56:36 AM
Attachments: [Legislative Strategy Talking Points 3-30-2020.docx](#)

(b) (5)

(b) (5)

From: [Brennan, Megan J - Washington, DC](#)
To: [Elston, Michael J - Washington, DC](#)
Cc: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: [EXTERNAL]
Date: Monday, April 13, 2020 10:50:46 AM

I don't think (b) (5)

Thanks,

Megan

> On Apr 13, 2020, at 10:49 AM, Elston, Michael J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) wrote:

>

>

>

> -----Original Message-----

> From: M. -Mike- Duncan Robert (b) (6)

> Sent: Monday, April 13, 2020 10:49 AM

> To: Elston, Michael J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)>

> Subject: [EXTERNAL]

>

>

(b) (5)

> Sent from my iPhone

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Subject: RE: Wash Post fact checker column on POTUS claims
Date: Monday, April 27, 2020 10:53:30 AM
Attachments: [image001.jpg](#)

(b) (5) ??

Thank you.

Megan

From: Walker, Janice D - Washington, DC
Sent: Monday, April 27, 2020 10:06 AM
To: _Executive Leadership Team <(b)(3)-39 U.S.C. 410 (c)(2)>
Subject: Wash Post fact checker column on POTUS claims

FYI

<https://www.washingtonpost.com/politics/2020/04/27/trumps-claim-postal-service-loses-money-every-e-commerce-package-it-delivers/>

Fact Checker<<https://www.washingtonpost.com/news/fact-checker/>>
Trump's claim the Postal Service loses money on every e-commerce package it delivers
By Glenn Kessler<<https://www.washingtonpost.com/people/glenn-kessler/>>
April 27, 2020

"The Postal Service is a joke because they're handing out packages for Amazon and other Internet companies. And every time they bring a package, they lose money on it."
- President Trump, in remarks to reporters<<https://publicpool.kinja.com/subject-remarks-by-president-trump-at-a-signing-ceremo-1843052439>>, April 24

President Trump is threatening to veto financial aid for the beleaguered U.S. Postal Service unless it hikes the price it charges for delivering packages - which he said should be quadrupled.

Note that he mentioned Amazon by the name. The Washington Post, of course, is owned by Jeff Bezos, the founder and chief executive of Amazon. The president is often displeased by reporting in The Post, which he occasionally labels the "Amazon Washington Post" even though The Post is not part of Amazon. Bezos has owned The Post since 2013 as a personal investment via Nash Holdings LLC.

Be that as it may, it's certainly worth fact-checking whether the Postal Service loses money delivering packages for e-commerce merchants, as Trump claims.

The Facts

The Postal Service is losing money overall, primarily because the rise of email has sharply cut flat-mail volume, and because Congress requires it to prepay pension and health benefits. One problem is the USPS must charge the same price for first-class mail delivery anywhere in the country, no matter how remote.

But the USPS consistently says package delivery is a bright spot in its revenue picture, increasing every year.

"As a percentage of operating revenue, Shipping and Packages generated approximately 32%, 30% and 28% for the years ended September 30, 2019, 2018 and 2017, respectively," USPS said in a 2019 regulatory filing<<https://about.usps.com/who-we-are/financials/10k-reports/fy2019.pdf#page=23>>. "As a percentage of total volume, Shipping and Packages represented 4.3%, 4.2% and 3.8% for the years ended 2019, 2018 and 2017, respectively."

Of course, revenue is not profit. And we do not know the details of the contracts between USPS and Internet

retailers. But USPS says it has been raising prices: "Prices for these Competitive services increased an average of 7.4%, 4.1% and 3.9% in January 2019, January 2018 and January 2017, respectively."

Amazon uses the Postal Service for the last mile or so of a package's journey. But the Postal Service says there are signs Amazon may emerge as a competitor.

"The primary competitors of our Shipping and Packages services are FedEx Corporation and United Parcel Service, Inc., as well as other national, regional and local delivery companies and crowdsourced carriers," USPS said in the regulatory filing. <<https://about.usps.com/who-we-are/financials/10k-reports/fy2019.pdf#page=6>> "We see additional competition coming from existing customers, such as Amazon.com, Inc., that are testing and in some cases implementing 'last-mile' services."

In its most recent 10-K filing <<http://d18rn0p25nwr6d.cloudfront.net/CIK-0001018724/4d39f579-19d8-4119-b087-ee618abf82d6.pdf>> with the Securities and Exchange Commission, Amazon said it had spent \$27.7 billion in 2018 and \$37.9 billion in 2019 on shipping costs and was looking for ways to "mitigate costs of shipping over time."

Note the use of the phrase "competitive services" in USPS documents. Under a 2006 law, USPS has two product lines - services such as first-class mail in which it holds a monopoly and competitive products in which it competes with companies such as FedEx and UPS. Under that law, USPS is prohibited from losing money in the competitive services deliveries.

"By law, prices for each Competitive service must cover 'attributable costs' (meaning the Postal Service's costs attributable to such product through reliably identified causal relationships), and Competitive services collectively must contribute an appropriate share to the institutional costs of the Postal Service, currently 8.8%," the regulatory filing says. Indeed, the USPS's most recent public cost and revenue filing shows <<https://about.usps.com/what/financials/cost-revenue-analysis-reports/fy2019.pdf#page=4>> that in the competitive services sector, first-class package services covered 148 percent of operating costs, while ground parcel post covered 189 percent of operating costs associated with these deliveries. That would suggest profits are being made.

So, the law says USPS cannot lose money on package services, and USPS says costs are being covered. How can Trump claim the agency is losing money?

We contacted the Treasury Department for an explanation, as Treasury Secretary Steven Mnuchin is handling this issue for Trump. Mnuchin was at Trump's side when the president made these remarks, and he indicated he agreed USPS should charge more to e-commerce merchants.

Essentially, Treasury's answer is that USPS's calculation methods are off-kilter and provide a misleading picture of profits and losses - even as it concedes that USPS is following the law.

"It is correct that the law only requires them to contribute to institutional costs and therein lies the problem," said a Treasury official. "Judges uphold that the USPS's accounting functions within the law. However, the law also requires the USPS to be self-sustaining and to not receive appropriations. In order to achieve sustainability without ongoing appropriations, the packages need to cover their proportional share of institutional costs rather than simply contribute to them."

The official added: "USPS's cost allocation method was originally developed 45 years ago to align mail prices with marginal mail costs when USPS operated on a break-even basis. It was never designed to fully distribute costs to products or to determine the profitability of products, let alone to distinguish cost drivers between mail vs. packages. As such, it does not reflect the drivers of its costs today - the rapid decline in mail and rapid rise in packages over the last decade."

The official pointed to the sections of a 2018 task force report, produced after Trump complained e-commerce merchants - in particular, Amazon <<https://twitter.com/realDonaldTrump/status/981168344924536832>> - were getting too sweet of a deal from USPS. "Modernizing the USPS's cost standards and allocation methodology is a key principle needed to reform the USPS," the report said <https://home.treasury.gov/system/files/136/USPS_A_Sustainable_Path_Forward_report_12-04-

[2018.pdf#page=9](#)>. "This modernization will provide the USPS the information it needs to inform critical management decisions, government policies, and regulatory reporting."

Notably, the report did not say e-commerce merchants were taking advantage of USPS - or even offer an alternative way to calculate profits. But it did say USPS could exploit its prominence in rural areas. "The Task Force recommends that USPS price its competitive products in a manner that is not geared simply toward maximizing volume, but instead toward generating income that can be used to fund its capital expenditures and long-term liabilities," the report

said<https://home.treasury.gov/system/files/136/USPS_A_Sustainable_Path_Forward_report_12-04-2018.pdf#page=58>. "Alternatively, the Task Force recommends that in any of its pricing decisions, the USPS consider the potential market distortions that could drive industry participants out of the market."

The Treasury official said: "Until USPS modernizes its cost allocation method, using standard business practices, it will not be able to determine the true profitability of products."

(One private-sector analysis that attempted to calculate whether the USPS subsidized Amazon turned out to be<<https://www.businessinsider.in/one-of-the-central-arguments-in-trumps-attacks-on-amazon-is-all-wrong-and-its-citigroups-fault/articleshow/63658626.cms>> based on out-of-date numbers. Recalculated figures by Josh Barro of Business Insider found barely any subsidy.)

The Pinocchio Test

Regular readers know the burden of proof rests with the speaker. The president says USPS loses money on every package it delivers for e-commerce merchants. But that appears to be an analysis derived from his gut - or his animus toward Amazon - than any sophisticated analysis of the numbers.

USPS, by its own calculation, says revenue from package deliveries far exceeds costs. With Amazon perhaps seeking to bypass USPS, the agency must be careful not to price itself out of the market - and thus face a bigger financial squeeze. Moreover, under the law, USPS is prohibited from losing money in the package-delivery sector.

The Treasury Department, while acknowledging USPS's calculations passed muster with the courts, says USPS's methodology is flawed. We acknowledge government accounting sometimes can be opaque and different from private-sector accounting. But the Postal Service's business model also is burdened by rules set by Congress and thus cannot easily be compared with private business.

In the end, Treasury cannot show us USPS is actually losing money on its contract with Amazon, as Trump claims. It can assert only that USPS does not know whether it makes a profit.

Trump earns Four Pinocchios. We're happy to revisit this fact check if any evidence supporting his position emerges.

Four Pinocchios

[Image without a caption]

(About our rating scale<http://www.washingtonpost.com/blogs/fact-checker/about-the-fact-checker/?tid=lk_inline_manual_50&itid=lk_inline_manual_50>)

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Cc: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: Kyle on CSPN now
Date: Saturday, May 2, 2020 8:50:31 AM

Janice,

Do we have any pics of just Kyle or Kyle with POTUS?

Thank you.

Megan

On May 1, 2020, at 4:58 PM, Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) > wrote:

He did a great job. Dave was coaching him. I have to share these photos from earlier today.

Thanks.

From: Brennan, Megan J - Washington, DC
Sent: Friday, May 1, 2020 4:54 PM
To: Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Cc: Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >
Subject: Re: Kyle on CSPN now

I caught it. God Bless him he is so young. He did a great job - stuck to his talking points.
Now, hopefully, there is no ad libs from the host.

Thank you.

Megan

On May 1, 2020, at 4:51 PM, Marshall, Thomas J - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) wrote:
He was fabulous!!

Sent from my iPhone

On May 1, 2020, at 4:48 PM, Marshall, Thomas J - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) wrote:

Sent from my iPhone
<KyleWH.jpg>
<KyleWHothers.jpg>

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Subject: Re: Kyle on CSPN now
Date: Saturday, May 2, 2020 9:09:13 AM

Janice,

Can you send me the pic of Kyle & POTUS with just the transcript of their remarks? I want to forward to BOG - can't cut & paste on iPad.

Thank you.

Megan

On May 2, 2020, at 8:58 AM, Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) wrote:

Hi Megan,

We don't have any with the President. I am checking to see if there were any taken that they will send to us. Here's one with Dave P and Kyle holding his certificate.

Also, here's the link to the WH transcript of the ceremony. <https://www.whitehouse.gov/briefings-statements/remarks-president-trump-presidential-recognition-ceremony-hard-work-heroism-hope/>

Thank you.

Janice

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Subject: Re: WH Ceremony with Kyle (b) (6) OH Letter Carrier
Date: Saturday, May 2, 2020 9:24:53 AM

Janice,

I was looking just for the POTUS & Kyle's remarks - not everyone who was recognized. Possible to cut & paste just that portion? Put it the body of email if possible with pic?

If not, don't worry about it.

Thank you.

Megan

On May 2, 2020, at 9:22 AM, Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) wrote:

<PresTrumpKyle.jpg>

<Remarks by President TrumpKyle West5120.docx>

From: [Brennan, Megan J - Washington, DC](#)
To: [Seaver, Kristin A - Washington, DC](#)
Subject: A Biden-Raimondo ticket would restore adult supervision in Washington - The Washington Post
Date: Sunday, May 24, 2020 1:10:50 PM

https://www.washingtonpost.com/opinions/this-is-the-vice-president-who-would-restore-adult-supervision-in-washington/2020/05/21/ae64cd00-9b8d-11ea-ac72-3841fcc9b35f_story.html

This is the vice president who would restore adult supervision in Washington

Rhode Island Gov. Gina Raimondo.

Rhode Island Gov. Gina Raimondo. (Steven Senne/AP)

The smallest state has a small governor. Rhode Island's [Gina Raimondo](#) is almost 5 feet 3 inches, about an inch shorter than [James Madison](#). What was [said of him](#) is true of her: There is a high ratio of mind to mass. Unfortunately, a perversity of today's political culture is that those with the most time and inclination for full-time self-promotion, such as U.S. senators, eclipse those, such as governors, who are preoccupied with serious responsibilities.

After Harvard (where she played rugby), Oxford (she was a Rhodes scholar) and Yale Law School, she was an early recruit to a venture capital company

whose premise was, she says, that “you could find talent all over the country,” not just in hotbeds such as Austin and Silicon Valley. Then she founded an affiliated fund specializing in health care. “My mother actually started crying” when, in 2010, Raimondo ran to be treasurer of the state with the nation’s [highest](#) per capita unfunded pension debt.

Pensions, which soon would have swallowed [20 percent](#) of state revenue, were threatening to starve social services — including the [Providence Public Library](#), where Raimondo’s grandfather, who, arriving from Italy at 14 with little education and less English, studied to improve his chances. As state treasurer, she told “crowded, angry union halls” that cities and towns might go bankrupt and that promised pensions would disappear. Her [reforms](#) — pausing cost-of-living increases, raising the retirement age and the ratio of defined-contribution to defined-benefit plans — [passed](#) Rhode Island’s House 57 to 15 and the Senate 35 to 2.

When she [ran](#) for governor, Rhode Island had the nation’s [highest](#) unemployment rate. The state had been the nation’s — arguably, the world’s — jewelry workshop, until much of the manufacturing decamped to China. The exodus included the [Bulova](#) watch company, which had employed 1,000, including her father, who became unemployed at 56. She wears a Bulova on her wrist but says the main reason she ran for governor was that previous administrations had not repositioned Rhode Island for a changed world. She has done this by entrepreneurial federalism — making the state attractive to business, including the nation’s [first](#) offshore wind farm.

[*Read the latest edition of the 2020 Post Pundit Power Ranking*](#)

Raimondo has [cut](#) taxes every year and removed [8,000 pages](#) of regulations — 30 percent of the state’s regulations. Economic dynamism has enabled her to [raise](#) the state minimum wage to \$11.50, create a [sick-leave](#) entitlement and finance the largest infrastructure program in the state’s history. Thanks to the G.I. Bill, her father, the son of a meat cutter, became the first in the family to go to college, and his daughter has delivered [tuition-free community college](#).

Partnering with [CVS](#), the nation's largest pharmacy chain, headquartered in Woonsocket, her state has achieved one of the nation's [highest](#) per capita levels of testing for covid-19. Her approval rating has [soared](#) during the pandemic. An anxious nation longing for competence in the national government might turn its lonely eyes to her, if it knew of her.

There often is, however, a disproportion in the allocation of media attention to political figures: an inverse relationship between a political person's substantive achievements and the froth of publicity surrounding her or him. The Senate, the incubator of presidential aspirations, is an arena for the gesture politics of virtue signaling. It encourages the misapprehension that striking poses solves problems, and it develops no skills germane to the executive tasks of managing vast organizations and applying aspirational statutes to recalcitrant reality.

Joe Biden's choice of a running mate will matter to the electorate's large moderate majority more than such choices usually do, for two reasons. Biden will be 78 on [Jan. 20, 2021](#). And his choice will indicate whether the trajectory of the world's [oldest](#) party will be determined by its left-wing minority that strenuously opposed his nomination, or by the party's temperate majority, which produced the Democrats' 2018 success.

Black women are the Democrats' most reliable voting bloc. Here's how seven prominent black female activists and media figures say Joe Biden can win them over. (Kate Woodsome, Joy Sharon Yi/The Washington Post)

The Democratic left, with its addiction to indignation and its aversion to practical politics, might recoil from Raimondo because she understands the enormous financial sector of a nation now chin-deep in red ink. And because she had the impertinence to persuade crucial Democratic constituencies — public employees unions, including those of teachers — to support difficult choices. After [defeating](#) a left-wing primary challenger by [24 points](#), she was resoundingly reelected in one of the nation's bluest states, and then became [chair](#) of the Democratic Governors Association.

A Biden-Raimondo ticket would achieve the left's primary goal, the removal of President Trump. And the resulting administration would restore adult supervision in Washington.

Read more from [George F. Will's archive](#) or follow him [on Facebook](#).

Correction

An earlier version of this column incorrectly reported that Rhode Island Gov. Gina Raimondo is the nation's shortest governor. New Mexico Gov. Michelle Lujan Grisham is 4 feet 11 inches tall. This version has been updated.

[Fred Hiatt: One governor bucking the bipartisan tradition of passing the buck](#)

[Paul Waldman: How to think about Biden's choice for vice president](#)

[George F. Will: Our plea bargain system can make the innocent admit guilt.
Enter Michael Flynn.](#)

[Jonathan Capehart: Biden needs a black woman as his vice president](#)

[Fred Hiatt: Rhode Island's Gina Raimondo navigates pension reform](#)

Thank you.

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: (b) (6)
Subject: AIM
Date: Friday, June 5, 2020 11:36:09 AM

AIM
(b) (5)

(b) (5)

(b) (5)

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#); [Stroman, Ronald A - Washington, DC](#)
Subject: Fwd: [EXTERNAL] WaPo Article today re: White House & your fight
Date: Saturday, April 11, 2020 4:10:35 PM

FYI

Thank you.

Megan

Begin forwarded message:

From: (b) (6) >
Date: April 11, 2020 at 1:36:04 PM EDT
To: "Brennan, Megan J - Washington, DC" <(b)(3)-39 U.S.C. 410 (c)(2)>
Subject: [EXTERNAL] WaPo Article today re: White House & your fight

Dear Ms Brennan,

I know you most likely won't have time to read this I just wanted to write and express my support for the US Post Office and the important work you all do and continue to do for our nation every day. Some of us still depend on you to deliver much needed medication and other supplies to our homes in spite of what the ignorant leaders in the White House think.

Please continue to negotiate with Trump, you have all the leverage here. He only understands one thing punching back hard. Play hardball. Put out a tweet or statement suspending mail service due to lack of funding and the healthcare crisis.

Once his voters miss their IRS refund checks and COVID-19 relief checks, you can double down on your ask. He's a simple guy. He only wants one thing his re-election.

Good luck!

(b) (6)
Concerned Citizen

Sent from my iPhone

From: [Brennan, Megan J - Washington, DC](#)
To: [Seaver, Kristin A - Washington, DC](#)
Subject: Fwd: [EXTERNAL] WaPo Article today re: White House & your fight
Date: Saturday, April 11, 2020 4:13:27 PM

Thank you.

Megan

Begin forwarded message:

From: (b) (6) >
Date: April 11, 2020 at 1:36:04 PM EDT
To: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) v>
Subject: [EXTERNAL] WaPo Article today re: White House & your fight

Dear Ms Brennan,

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Good luck!

(b) (6)
Concerned Citizen

Sent from my iPhone

From: [Brennan, Megan J - Washington, DC](#)
To: [Latham, Sandra R - Washington, DC](#)
Subject: Fwd: [EXTERNAL] WaPo Article today re: White House & your fight
Date: Monday, April 13, 2020 12:29:55 PM

Thanks,

Megan

Begin forwarded message:

From: (b) (6)
Date: April 11, 2020 at 1:36:04 PM EDT
To: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: [EXTERNAL] WaPo Article today re: White House & your fight

Dear Ms Brennan,

I know you most likely won't have time to read this I just wanted to write and express my support for the US Post Office and the important work you all do and continue to do for our nation every day. Some of us still depend on you to deliver much needed medication and other supplies to our homes in spite of what the ignorant leaders in the White House think.

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Once his voters miss their IRS refund checks and COVID-19 relief checks, you can double down on your ask. He's a simple guy. He only wants one thing his re-election.

Good luck!

(b) (6)
Concerned Citizen

Sent from my iPhone

From: [Brennan, Megan J - Washington, DC](#)
To: [Latham, Sandra R - Washington, DC](#)
Subject: Fwd: [EXTERNAL] Attn: USPS postmaster Staff: Please Review attached.
Date: Tuesday, October 1, 2019 3:43:29 PM
Attachments: [USPS Resignation.docx](#)
[ATT00001.htm](#)

Thanks,

Megan

Begin forwarded message:

From: (b) (6)
Date: October 1, 2019 at 3:21:31 PM EDT
To: (b)(3)-39 U.S.C. 410 (c)(2)
Subject: [EXTERNAL] Attn: USPS postmaster Staff: Please Review attached.

Dear Postmaster Brennan,

Sending you this email is a long shot, but worth every attempt. I will be forwarding a printed copy by mail, as well as copying our local congressman Jim Cooper and Senator Marsha Blackburn. It is perhaps over-written, but reflects several weeks of contemplation. It is a sincere appeal to you and to anyone capable of moving the issues raised towards a successful resolution for the USPS and as a very long shot, justice for me and the others who spent time and effort with heart and determination attempting to become worthy employees.

Respectful and Sincere Regards,

(b) (6)

(b) (6)

To Whom It May Concern,

I have written this letter as a citizen of the United States of America and recent trainee of the USPS program. I have spent a lifetime working where product and brand creation and building teamwork were considered daily routines and people, not intellectual property or technologies, defined the companies I worked for.

Working for over 5 decades and fulfilling the positions of warehouse stock puller, delivery, roustabout, general labor, sales manager, VP of Marketing, Senior VP of Product and Market Development, COO and CEO, my understanding of work flow, processes, staffing, personnel, people management, project management and the values of creative and innovative environments, is thorough. I am as comfortable generating P&L's and Balance sheets as I am reading a press release because I have walked the walk in most positions critical to general operations that support a variety of business organizations. My experience enabled me to evaluate your organization via the RCA training program with a professional and accurate analysis – one might say my opinion is based on an atypical perspective, albeit one firmly based in reality.

Why Was I Training As An RCA?

The first reason is a (b) (6)

The second reason was a desire to try and move into the marketing or communications areas of operation for the USPS, where having served as an RCA would provide improved insight into the organization - this latter assumption proved less likely after training than it appeared when I initially considered the idea. I have opportunities to work as a consultant for large corporations, although several require I relocate. I could resume a senior management position full time if I decided to abandon our current family plan and strategy for our (b) (6). Having worked the corporate environment for years, fighting the good fight, I frankly feel 'business' America is devolving in ways that portend dark skies ahead if we all don't get a handle on greed, dishonesty and entitlement.

Wanting to put my experience to work in a stable organization that might hire me at my age, I saw a need. That need is the USPS brand. A quick survey of friends and associates dictates you implement a better marketing program. This is now more evident than ever, given; few people know the organization is not actually taxpayer supported, the USPS has a Constitutional mandate, delivers the 'last mile' for the big private parcel carriers and so on and so on. There is also the fact that the postal delivery crew in the field could be easily enhanced to become more efficient sources of customer relations, through upgraded and expanded service, sales and marketing - this last line is at the center of the rather disturbing and disappointing dichotomy of purpose I witnessed during my weeks of training and first day going through on the job instruction. The 'goods and services marketing' portion of our training was insufficient. Try developing a 'swag' awards program for the carriers in the field and personnel at the counter. Incentivizing effort to build your customer services base is an essential first step.

Thirty years ago, I accepted a difficult job as an entry level manager as part of a team to resurrect an aging, bankrupt electronics company that had been one of the pioneers in professional audio and broadcast systems. My plan was to gain entry into the organization, work harder, learn more than my teammates and find solutions to problems and obstacles by creating a culture of looking at every challenge as manageable.

Within nine years and having survived being purchased twice, I was working as COO, with oversight responsibilities that spanned several other brands purchased by our rapidly growing organization. We integrated these brands into a similar mode of operation and they too recovered. Granted, to even think of improving an organization the size and age of the USPS may seem arrogant and perhaps even futile, but I'm a (b) (6) who daily uses a cell phone for purchasing, business and personal communications, travel assistance, etc. I often recall my first road trips as a National Sales Manager, waiting in line to use a pay phone at airports to call home. I also remember hoping I could read maps of questionable accuracy to find my way to a new client, when today, I can call home or dial up GPS data at will, 24/7 from virtually anywhere. So, thinking a single individual isn't capable of motivating great change isn't really an exercise in futility after all. I'm not claiming to be a Steve Jobs, but his example is one of many - a single individual's vision can catalyze the thinking of untold numbers of associates and customers.

My Training Experience

After undergoing a considerable online effort and drug screening and a second look at medical information, I was finally interviewed and then invited to begin training at the (b) (6)

I think my first day was within the first week of June, 2019. Orientation was effective, as was the visit from the Postal Inspectors and safety training personnel. In fact (b) (6), who was the supervising instructor during our driving instructions and actual driving activities (LLV), not only was highly effective at transferring critical information related to safe performance and behaviors on the job and within the delivery vehicles on the street, he managed to provide a convincing presentation on how to survive and succeed at the RCA job.

I must say I was struck by the sheer amount of information that most trainees, including myself considered new or foreign, meaning such information, much of it critical to the job, was important and learning same was required, but is very USPS specific. The information pertinent to the position of RCA had little inherent relevance to past experiences, increasing the importance of learning such information all the more critical. The 'zero tolerance' infractions of certain rules and failure to observe overall protocols that could easily lead to termination if such infractions occurred within the 90-day probationary period, were explained as 'sacrosanct' by the Orientation and Academy instructors. Yet, within minutes of entering the facility where I was assigned, (b) (6) I realized most of the full time employees held such rules and regulations in low regard, as though they were simply examples of preparatory rhetoric generated to impose a 'perspective' that serves to placate management more than serve as practical guidelines fostering improved training and job performance. Many even scoffed at the 'zero' tolerance safety issues. However, they did warn me to be sure to not get caught leaving the vehicle without the keys, in park, curbed wheels . .

On Day One of the specified (b) (6) according to the Training Manual given to me on the last day at the Academy, I was enjoying the learning curve, working with the regular carrier, (b) (6). He was patient, albeit made effort to impose upon me the schedule expected as soon as one could achieve the speed and accuracy required. I was learning to case the route, retrieve the unsorted mail, DPS and other items when I was told I would be handling a part of the route and would be driving with a supervisor in the jump seat.(this surprised (b) (6) as well, because he already had a plan in mind for me). They handed me a line of travel that was printed out in rather small print and a low contrast copy, given to me as we departed the facility. Not knowing the route at all, I was told by the supervisor to use the GPS on my phone, only days after the State of (b) (6) enacted zero tolerance for using a cell phone while driving, unless connected to a hands-free system. Even with voice directions, the condition of the FFL I was driving made hearing any directions from my phone impossible, so holding the phone became a stressful decision.

As a retired senior manager who spent years refining several management positions on my way to the C Suite, OPERATIONS are like breathing. There were red flags flapping over my new USPS job - a few before I left the Academy. I know and understand the objective of my job, the USPS core mission and the means of achieving that mission at the center of USPS operations.

Yet within minutes of entering the facility to begin the real process of training, the local chieftain began ignoring the basic fundamentals of training - I, a first day trainee, am placed in a truck before I was familiar at all with the route, with a training supervisor rather than the route driver familiar to me from shadow day. Of course, I had no real experience delivering mail and although comfortable with the scanner, I was ready to learn this first route as I developed delivery techniques under the guidance of the route regular.

Instead, as the regular carrier and I were completing facility bound tasks, I am placed with the training supervisor, also unfamiliar with the route. I apologize for the redundant expression of thought, but because of his unfamiliarity with the route, he asked me to place the first delivery address into my mobile phone GPS system (which is how using my phone became an issue).

Leaving the facility brought about an awareness that delivery times are iconic war stories and the Postmaster makes it clear, fast is the only speed. The introductory period of most positions involving multitasking, safety and time constraints, typically from day one through a minimum of 5-10 days of routine and redundant evaluation and instruction. This methodology will dictate success or failure of operations and generally, achieve positive employee performance metrics. I assume the four days guaranteed in the training manual handed to candidates as they completed training, was to serve the on-site, in-vehicle, redundantly performing all the tasks critical to fulfilling the position. Check the metrics on that statement.

I looked around at chaos resulting from ignoring the fundamentals of preparation and when asked, the answers I received supported an early observation during orientation - there's a war going on inside the USPS and the 'new hires' and regulars who resist it, pay the price. There's an additional cost coming due as technology and the demographics impacting the USPS mission, currently looking as though they are conspiring to challenge the legitimacy of the organization's existence, loom ever more threatening.

Then there's Jeff Bezos, his agenda and how the other private parcel delivery giants will react to Amazon's relentless push for efficiencies at any costs, these issues being topics bantered about frequently within the Academy and facility employees. I felt my performance was lackluster to say the least, feeling rushed and certainly under prepared. But there is no gain in creating an environment for frustration and failure, covering it up with negative appraisals of those who leave. After all, the employees remaining define the USPS and its current condition, one that perhaps could use some help from those who manage FedEx, UPS and Amazon. The fact that all carriers draw from the same population yielding a varying result causes immediate suspicion and at the very least, should cause reflection and analysis.

I have trained engineers, vehicle drivers, submersible vessel pilots and several software related skill sets to numerous people throughout my career and I cannot understand the need to play 'let's crush the rookie'. Allowing a seasoned, regular carrier and a trainee to pace through a learning curve over four days would greatly serve training needs and your employee needs as well, assuming the training protocols include the redundant opportunities to implement, analyze and improve all the techniques critical to executing the job of mail/parcel delivery..

During the last day of the Academy, that manual we were given to take with us that included evaluation documents to be completed by our training drivers, supervisors, seemed like a logical step in a sequence of training benchmarks. The Academy instructors were very clear on pointing out that we are guaranteed, as trainees to be RCA's. a minimum of 4 days, 32 hours of OJI (again, I apologize for the redundant thought).

In fact, we were instructed by the training instructors to underline and highlight the guarantee to receive the 32 hours of instruction and to “be sure to point that out to your route regular”. When that was mentioned at the facility, scoffing and laughter reclassified such claims as bogus and “non-reality”.

To me and every other manager in as many different industries as I could question, the manual stating there would be 32 hours of training in the vehicle under direct supervision, meant the USPS is making a logical choice, especially when such trainers are the initial route regulars. Now let’s be clear, **there were several friendly, helpful carriers within the facility.** I felt I was letting them down if I failed to resign and write this letter.

My day delivering was cut short because my supervisor was called, instructing us to meet the Postmaster in the field, where my training supervisor would complete another route, while the driver of that FFL road back to the facility with me. The zero-tolerance policy was being applied to an RCA who was becoming a regular within the week, completing a year at (b) (6). He was caught leaving his vehicle, running, while walking up to the house with a parcel. I get the threat to safety and the implications of a roll-away. When I asked the PM, what would happen to the driver, he remarked, “he had not decided.” Let me assure you, such violations should be managed within very narrow guidelines, across the board. An ‘arbitrary’ policy smacks of ‘potential abuse of discretion’ and teaches new hires that there may be significant ambiguity in the measure of punishment for infractions of safety rules and policy.

Such a violation cannot be allowed an ambiguous resolution, or it will to intrude on organizational cohesiveness, contributing to potential litigation and overall disenchantment and mistrust. I was told by the supervisor I would likely be sent out the next day on a partial route, on my own. So, I returned the suspended RCA, the FFL and filled in my timecard and went home.

I had a sleepless night, because I knew that the training I had received, and the job were not consistent with expectations. Further, having spent a shadow day and a small part of the first day on the job with (b) (6), I am certain my experience would have been significantly more positive had my first day on the job been in the FFL, been a full day with (b) (6), learning by delivering with him as a guide to help refine my delivery techniques as it developed. Or, I could have delivered half of the route, with him in the field to assist if I had problems. Even with his approach to training varying from instruction during training, he was accommodating and shared the idea that the task at hand was to prepare me to deliver mail on his route, first. We were preparing to hit the field when he was told to deliver part of his route and I would ride with a supervisor. The supervisor was not familiar with the route because he had only recently transferred from (b) (6). He was, I will admit, overall a potential strong manager, given the opportunity, because he did exhibit a degree of patience, but he also was clearly not engaged in the protocols in delivery I was given during the training Academy.

Regardless of the skills I bring to any job, I could have learned the RCA position, but having trained countless positions in the past to use even complex machinery or products or take on an in-field position requiring many similar skills, I feel departing from training as intended in the manual, directly addresses the billions of dollars the USPS is currently losing with their ‘in-place’ mode of operations.

The almost ‘celebratory’ attitude of the regulars touting how many trainees would cry the first day, and would want to quit, while they repeated how important it was that we ‘stay’ no matter how difficult the job seems while learning, is a ridiculous attitude that smacks of the ‘good ole boy’ routines that plague many organizations, most of them bankrupt and relics of history. The United States Post Office IS NOT an extension of the military. Training should not incorporate hazing or any measure of ‘testing’ that exhibits a raw and dangerous level of paranoia – trust me – I got to know a few of the candidates that were transferred to (b) (6) and losing the younger veterans costs far more than the class room and field training, because a couple of them would have, could have, gone on to enhance the organization and are intelligent enough and capable of adapting to the storm of technological challenges the USPS must meet if you are to grow and prosper or even continue going forward.

The condition of the vehicles, the lack of understanding on best ways to train a position like the RCA position, the fact that at the end of the day, without sick pay, affordable medical or other benefits, the pay isn't spectacular. And it is worse when you are told to forget Saturdays, Sundays and holidays, but be prepared for a big paycheck.

My Perspectives

I can't think of a single position I've worked in my over 60 years of paying taxes, that I ever received training so intense that was so inadequate in preparing me for the job at hand. The fact is, paying select regulars 10-15 days a year to train RCA candidates, in vehicle, with intermittent days in class, would reduce your drop-out rate and increase delivery accuracy to levels you likely have never experienced. And this almost macabre approach to "let's burn the rookie's" routine is a disgusting acknowledgement that the mindset required to re-purpose the rather phenomenal infrastructure the USPS has, or rather, 'is' absent. In its place, is a struggle between management and the unions, both with legitimate complaints and purposes for their existence, but neither seemingly aware THEY are the only stewards to the future the USPS and the over half million employees have. Only the unions and the management charged with running the USPS can unite to identify the future. You face the evolving technologies society will MANDATE you integrate into your services and the path to efficiencies the COMPETITION will force the USPS to achieve.

I spent a considerable amount of time and effort to become a postal employee. I was profoundly disappointed by the events that led to my resignation. I know others simply say, 'suck it up' and in time 'you will adjust', but please know that my intentions for writing this letter go to my 5 decades old core as a man who enjoys working. I respected the Post Office and love its history and see an organization that with evolved attitudes and new commitments can rebrand and grow into a future that such an old and noble organization deserves.

It is because of this recognition of what I perceive are real threats to the future of the USPS, that I care to offer my opinion, however humble or unimportant it may appear.

You spent a considerable amount of financial and human resources training me. I apologize for wasting your time and assets, as well as my own. I sincerely hoped I would be delivering mail at this time in September, as well as planning to take the steps to look towards moving into a position where my life's experience and skills would better contribute to a healthier post office environment and future operations.

I was told that Amazon and likely the others, will retract their 'last mile' agreements with you. We are both aware that there are considerably valuable pensions and retirement considerations that impact every logistical and tactical decision required to transform the USPS into a leaner, more efficient organization.

My hope is that someone will read this letter and understand, I wasn't the only one who resigned not long after leaving the academy and for the same reasons – the distance between expected training, reasonable job acclimation and the attitudes of the management at (b) (6) made staying impossible, unless we acquiesced to a system that lives day to day in denial of what the coming challenges of Amazon, FedEx and others really mean, as well as the changing communication habits of the customer base, will bring

I am available to speak with anyone of authority that believes my claims have any merit. I also recommend you contact (b) (6), both young veterans, sharp, motivated, who share my disappointment with the rather disappointing effort and time spent training for a job that becomes nearly hostile, in their words and clearly drives long term performance askew. (b) (6) worked 9 days, mostly alone, without a day off - having done the 'tough' work in the military, that isn't how you treat an employee who could have stayed on to grow and improve the USPS.

He said when he complained he was treated in a hostile manner, regardless of how unreasonable management had been with his beginning schedule as a trainee. Beyond the ‘cowboy, fraternity hazing attitudes, we all saw packages and parcels being tossed and often missing the hoppers – that explains damage I experience from time to time.

We also witnessed DPS errors (reduced when cased), but were told to trust the automated mail, keeping the speed of delivery front and center. The fact is, the error rate is likely acceptable, but that doesn’t mean there is no room for corrective action.

We both realized in order to get back to the facility on time, sometimes accumulated delivery errors are returned to the Post Office to be redelivered the next day. OK, no system is perfect and the nature of the men and women, machines, customers and services offered means a flexible solution is often the best fix.

I still get mail from other street addresses. I still get mail really quickly, but also sometimes unbelievably slow and my snapshot inside the organization saw an integration of human error and machine failures that are nothing less than deliberate decisions to ignore the problems.

What I did not understand, is why training utilizing methods where ‘steady and accurate’ are the new fast and real speed is ‘steady and accurate’ were emphasized by the Academy personnel, but immediately discarded upon day one at a facility.

Throwing trainees to the wolves is clearly evidence of an underlying misunderstanding of how to build a cohesive team that addresses retirement and leave time and other issues. Allowing behaviors by seasoned personnel that contradict the rules of behavior taught in the training and academy sessions is also a hint at why the USPS is currently losing vast sums of cash. It is all related and either the USPS finds ways to retain (new)trainees, improve the work environment, integrate more technologies and build a bridge from the academy to the driver’s seat with continuity, or personnel and turnover issues will continue to plague the organization.

I acknowledge the work of the RCA position is hard. No harder than commercial diving, working on an oil rig or mopping tar on a 4-acre roof in Florida during the summer. I worked those positions and thrived. I say this because as I close this letter, I don’t want you to think at all, that I left because of the work – I left because what I was told would transpire and the conduct of training in (b) (6) were mutually exclusive.

I believe with every year I have spent as a good employee for many other organizations, that the dysfunction I experienced, is the tip of the iceberg. The ‘conflictive atmosphere’ is killing one of the oldest and grandest organization in our proud nation’s history.

I truly wanted to become a contributor to the USPS but felt compromising the terms and conditions of thoughtful training required an honorable response. Frankly, I’m told this letter would do nothing and likely receive no response. I’ve been told that to speak out and resist the ‘system’ is simply not being mature or realistic.

Well, I can’t believe the management team at the USPS isn’t aware that whether you respond to me or not, my experience isn’t a rare event, nor are the threats from the giants in the parcel industry over exaggerated. But, there are thousands of capable individuals who can help transform the USPS into the organization it will have to become to survive. If you can find the means to transform your training and follow through to ensure the Postmasters embrace continuity and shared objectives to a training program, then employees that can thrive regardless of who takes on the role of Postmaster at any facility.

Lastly, a USPS that embraces change and is willing to move forward towards healthy transformation should be able to sell the public its brand and garner political support for even Congressional action to defend its existence. How? By demonstrating responsible and effective change and then pointing out that the Antitrust laws were passed for good and sound reasons. I believe, allowing Amazon or anyone to cross so many industries within our single economy, violates the trust we all put in our free-enterprise system and thus, maintaining a competitive USPS could become a political mandate. However, Constitutional affirmation or not, the USPS should survive and thrive not by political mandate, but by the time honored method of providing an excellent service, at an excellent price and achieve those two objectives by the work and efforts of a cohesive team with an attitude of gratefulness for the opportunity to do so.

Whether I hear from you or not, I truly wish for your success, hoping you succeed in transforming a grand and great organization into one capable of continuing that Constitutional mandate while embracing new and exciting ways to connect Americans to each other and the rest of the world.

Sincerely Yours,

(b) (6)

From: [Brennan, Megan J - Washington, DC](#)
To: (b) (6)
Subject: Fwd: Washington Post story
Date: Wednesday, October 16, 2019 9:03:17 PM

Thanks,

Megan

https://www.washingtonpost.com/politics/postmaster-general-who-was-target-of-trumps-ire-announces-retirement/2019/10/16/608e6286-c51d-11e9-850e-c0eef81a5224_story.html

Postmaster general who was target of Trump's ire announces retirement

By

Ashley Parker<<https://www.washingtonpost.com/people/ashley-parker>> and Josh Dawsey<<https://www.washingtonpost.com/people/josh-dawsey/>>

Oct. 16, 2019 at 6:18 p m. EDT

U.S. Postmaster General Megan Brennan plans to retire in January, officials said Wednesday, following months of complaints from President Trump that the Postal Service was losing too much money and should be charging retail giant Amazon more for package delivery.

Trump had told aides repeatedly earlier this year that he would like to remove Brennan from her post, according to people with knowledge of the discussions.

But officials on Wednesday characterized Brennan's departure as a normal retirement and said she would assist in the search for a replacement.

Brennan, a former letter carrier who is the first woman to head the postal agency, had resisted Trump's push to double the rates<https://www.washingtonpost.com/business/economy/trump-personally-pushed-postmaster-general-to-double-rates-on-amazon-other-firms/2018/05/18/2b6438d2-5931-11e8-858f-12becb4d6067_story.html?tid=lk_inline_manual_4> charged to Amazon and other firms to ship packages — a drastic move that could cost the companies and post office customers billions of dollars.

Trump has repeatedly rained invective on Amazon's founder, Jeff Bezos, and on his separate ownership of The Washington Post, which Trump regularly accuses of reporting "Fake News."

Brennan had explained to the president in multiple conversations that he cannot undo Amazon's contracts without a regulatory commission review, and had also argued that<https://www.washingtonpost.com/business/economy/trump-personally-pushed-postmaster-general-to-double-rates-on-amazon-other-firms/2018/05/18/2b6438d2-5931-11e8-858f-12becb4d6067_story.html?tid=lk_inline_manual_8> the relationship benefits both Amazon and the Postal Service.

In a statement released by the Postal Service, Brennan thanked the men and women with whom she had worked. "I have had the privilege to work with you over the course of my 33-year career," she said. "You embody the spirit of public service, you earn the trust of the American people every day, and you continually reinforce my reverence for this institution and my abiding belief in our mission."

Brennan added: "When I was appointed Postmaster General, I made a commitment to the Board of Governors that I

would serve for five years and it has been my absolute honor to do so.”

The Senate recently confirmed three new members to the Postal Service’s Board of Governors, which elects the postmaster general and now has a quorum dominated by Trump appointees. That would have given the administration enough new members on the Postal Service’s oversight board to enable Brennan’s ouster, at least in theory, according to people with knowledge of the discussions.

The Board of Governors has 11 members, nine of whom are appointed by the president, as well as the postmaster general and her deputy. The nine-member board elects the postmaster general. There are still four vacancies, but with five governors, the board now has a quorum for the first time since 2014. And now Trump has installed three of his picks — a majority — on the board.

Before Wednesday’s announcement, the White House rejected the notion that Trump’s nomination of three new members to the Postal Service board was in any way tied to the president’s desire to replace Brennan or that Trump hoped to see Brennan removed because she had been too soft on Amazon.

“This insinuation is so false that no one had the guts to go on the record with it, but giving gutless anonymous sources a platform to attack the President Trump and protect Amazon is a typical tactic of The Washington Post,” said Hogan Gidley, a White House spokesman, in an email statement several weeks before Brennan decided to retire.

Bezos plays no role in the newspaper’s day-to-day coverage, and his ownership of the publication is separate from his role as Amazon chief executive. Amazon declined to comment.

After months of attacks on Amazon and its shipping charges early in his term, Trump commissioned the Treasury Department to lead a task force on the Postal Service’s financial troubles. A December 2018 report<https://home.treasury.gov/system/files/136/USPS_A_Sustainable_Path_Forward_report_12-04-2018.pdf> from the task force concluded that the Postal Service “is on an unsustainable financial path” and is “forecast to lose tens of billions of dollars over the next decade.”

The Postal Service reported a net loss of \$3.9 billion for fiscal 2018 — an increase of \$1.2 billion in net losses compared to 2017, even as the agency increased its operating revenue by \$1 billion.

“She was running the joint on baling wire and bubble gum for five years,” Arthur Sackler, a longtime lobbyist for mailers, postal shippers and suppliers, said about Brennan. “She’s got to be worn down.”

Brennan worked closely on a deal reached in September that changed the fee structure for international mail and small packages, earning her praise from Peter Navarro, a senior White House economic adviser.

“One of my favorite people in this town is the postmaster general,” Navarro said in a CNN interview last month. “She has put all the resources of her agency to work on this.”

Since becoming president, Trump has taken an unusual interest in the Postal Service, according to current and former aides. He has asked for detailed briefings on its finances and operations and has complained repeatedly to senior aides about its status as a financial “loser,” three former senior administration officials said.

One of Trump’s greatest gripes is the Postal Service’s relationship with Amazon.

“I am right about Amazon costing the United States Post Office massive amounts of money for being their Delivery Boy,” Trump wrote<<https://twitter.com/realdonaldtrump/status/981168344924536832>> in a tweet last year. “Amazon should pay these costs (plus) and not have them borne by the American Taxpayer. Many billions of dollars. P.O. leaders don’t have a clue (or do they?)!”

Trump has also mused about privatizing the Postal Service, an idea long floated by various conservative think tanks, according to current and former senior administration officials, who spoke on the condition of anonymity to share private conversations.

John McHugh, chairman of the Package Coalition, a trade association that represents over 20 national brands and

companies, including Amazon, said it is important to “look at this process as a whole” rather than just Amazon.

The package delivery system, McHugh said, “is by far the Postal Service’s most lucrative and highest returning business, and if you want to fix the Postal Service’s financial position — and I think the president really does want to do that — I think the last thing you want to do is artificially, on a nonmarket basis, disrupt that single profitable source of Postal Service revenue.”

Many of the Postal Service’s financial woes are tied to the 2006 Postal Accountability and Enhancement Act, which requires the agency to pre-fund its retiree health care benefits. During April testimony before the House Oversight Committee, Brennan cited the law and the agency’s “very sizable retirement-related payments” to explain some of the Postal Service’s challenges.

Brennan assumed the postmaster general’s job in February 2015, becoming the first woman to hold the job. Before that, she served as the Postal Service’s chief operating officer and executive vice president. Brennan began her three-decade career as a letter carrier in Lancaster, Pa.

Just before the August congressional recess, Senate Majority Leader Mitch McConnell (R-Ky.) included the confirmation votes of three new members of the Postal Service Board of Governors — John McLeon Barger, Ron A. Bloom, and Roman Martinez IV — as part of a broader package that passed by voice vote.

Trump had previously complained to Treasury Secretary Steven Mnuchin about his frustrations with Brennan, according to someone familiar with the conversations. McConnell’s office was aware of the president’s desire to replace her, a second person familiar with the situation said. But, this person said, McConnell viewed the three new board members’ nominations as simply part of his role in filling executive branch vacancies.

Through a Postal Service spokesman, the three new members previously declined requests for interviews.

Damian Paletta and Lisa Rein contributed to this report.

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: Washington Post story
Date: Wednesday, October 16, 2019 10:23:46 PM

Tom,

(b) (5)

Thank you for all you do Tom.

Thanks,

Megan

----- Original message -----

From: "Marshall, Thomas J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >
Date: 10/16/19 7:24 PM (GMT-05:00)
To: "Brennan, Megan J - Washington, DC" <(b)(3)-39 U.S.C. 410 (c)(2)>
Subject: FW: Washington Post story

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: Walker, Janice D - Washington, DC
Sent: Wednesday, October 16, 2019 6:41 PM
To: Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Subject: FW: Washington Post story

https://www.washingtonpost.com/politics/postmaster-general-who-was-target-of-trumps-ire-announces-retirement/2019/10/16/608e6286-c51d-11e9-850e-c0eef81a5224_story.html

Postmaster general who was target of Trump's ire announces retirement

By

Ashley Parker <<https://www.washingtonpost.com/people/ashley-parker>> and Josh Dawsey <<https://www.washingtonpost.com/people/josh-dawsey/>>

Oct. 16, 2019 at 6:18 p m. EDT

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Brennan, a former letter carrier who is the first woman to head the postal agency, had resisted Trump's push to double the rates<https://www.washingtonpost.com/business/economy/trump-personally-pushed-postmaster-general-to-double-rates-on-amazon-other-firms/2018/05/18/2b6438d2-5931-11e8-858f-12becb4d6067_story.html?tid=lk_inline_manual_4> charged to Amazon and other firms to ship packages — a drastic move that could cost the companies and post office customers billions of dollars.

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Damian Paletta and Lisa Rein contributed to this report.

From: [Brennan, Megan J - Washington, DC](#)
To: [Krage Strako, Jakki - Washington, DC](#)
Subject: Fwd: [EXTERNAL] Amazon Terminate USPS
Date: Sunday, January 26, 2020 7:04:45 AM
Attachments: [Amazon Terminate USPS.pdf](#)

Thanks,

Megan

----- Original message -----

From: (b) (6)
Date: 1/25/20 8:06 PM (GMT-05:00)
To: "Stroman, Ronald A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >
Cc: "Sigmon, Kelly M - Washington, DC" <(b)(3)-39 U.S.C. 410 (c)(2) > "Williams Jr, David E (COO) - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2), "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: [EXTERNAL] Amazon Terminate USPS



(b) (6)

>

**A Message from (b) (6) with Amazon.com Executive Customer Relations -
RE: USPS NON-DELIVERY**

Amazon.com Executive Customer Relations (b) (6) @amazon.com>

Sat, Jan 25, 2020 at 4:09 PM

Reply-To: (b) (6) @amazon.com

To: (b) (6)

Hello (b) (6)

I'm (b) (6) of Amazon.com's Executive Customer Relations. Jeff Bezos received your email, and I'm responding on his behalf.

I understand your frustration with USPS delivering to your address after we assured you we deprioritized the carrier. I'm so sorry for this experience.

After researching your account, I see the same address is on your account multiple times. The deprioritization is specific to the address entry it was done on. In order to address this concern, please remove all duplicate addresses from your account, leaving only the latest version of your home address and I can process the deprioritization again.

Once you've done this, please let me know so I can process that for you.

Once again, I'm sorry for the problems you've had and I look forward to hearing from you soon.

Best regards,

(b) (6)

.....
Thank you for your inquiry. Did I solve your problem?

If yes, please click here:

(b) (6)

If no, please click here:

(b) (6)

.....
Your feedback is helping us build Earth's Most Customer-Centric Company.

Thank you.

Amazon.com

----- Original Message: -----

Dear Mr. Jeff Bezos, will you please direct your staff to reset my Amazon Prime account, such that, all my future orders from Amazon WILL NOT be delivered by the carrier USPS? This is due my horrible experience with USPS mail carriers' incompetencies for delivering my Amazon packages to the wrong addresses, and

USPS' Non-Delivery for its obsurb excuse for my (b) (6) on site ... etc. Other carriers provide "excellent" services such as FEDEX, UPS, or Amazon Prime. Thank you for your attention. (b) (6)

From: [Brennan, Megan J - Washington, DC](#)
To: [Stroman, Ronald A - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#); [Corbett, Joseph - Washington, DC](#)
Subject: Instagram post follows article in The Washington Post article that revealed January encounter - The Washington Post
Date: Friday, February 7, 2020 6:04:45 PM

<https://www.washingtonpost.com/business/2020/02/06/amazon-ceo-jeff-bezos-rebukes-white-house-adviser-with-seinfeld-meme-offers-serenity-now-button/>

Thank you.

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Executive Leadership Team](#); [Samra, Tom A - Washington, DC](#)
Subject: Amazon's HQ2 Fiasco Was Driven by Bezos Envy of Elon Musk - Bloomberg
Date: Saturday, February 8, 2020 5:24:21 PM

<https://www.bloomberg.com/news/articles/2020-02-03/amazon-s-hq2-fiasco-was-driven-by-bezos-envy-of-elon-musk>

Thank you.

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#); [Barksdale, Gary R](#); [Stroman, Ronald A - Washington, DC](#); [Corbett, Joseph - Washington, DC](#); [Mendonca, Pat - Washington, DC](#)
Subject: Trump adviser presses House investigators to make Bezos testify | TheHill
Date: Friday, February 14, 2020 8:42:30 PM

<https://thehill.com/policy/technology/483134-trump-adviser-presses-house-investigators-to-make-bezos-testify>

Trump adviser presses House investigators to make Bezos testify
Emily Birnbaum</author/emily-birnbaum>02/14/20 01:17 PM EST

A top White House adviser is pressing lawmakers on the House Judiciary Committee to bring Amazon CEO Jeff Bezos</people/jeffrey-jeff-bezos> to testify before Congress, a request that could shake up the political dynamics around the investigation into the country's largest tech companies.

At a private meeting this week, White House trade adviser Peter Navarro told the Republicans and Democrats leading the House's antitrust investigation into Big Tech that they should invite Bezos and other e-commerce executives to testify about counterfeits, sources confirmed to The Hill.

Navarro has been leading the Trump administration's efforts to curb the spread of fake and pirated products online — particularly on Amazon, the world's largest online retailer.

His request marks the first time a White House official has weighed in publicly on the House Judiciary antitrust subcommittee's tech probe.

"What I said clearly was that, given the extreme seriousness of this issue and the failure of the e-commerce hubs to cooperate in any substantive way on any of this, it's prudent to have the CEOs of the major e-commerce platforms come and talk truthfully to the American people about this on Capitol Hill," Navarro told The Hill.

"This committee appears to be doing a very substantive investigation of how market power is affecting the American people," Navarro added. "My point was simply that e-commerce platforms, absent market power, are doing great damage. When you add the market power of the Amazons and eBays of this world to the mix, it's counterfeiting danger on steroids."

The move is the latest salvo in a public feud between Navarro and Bezos. Last week, Navarro accused Bezos<<https://thehill.com/policy/technology/481920-trump-adviser-bezos-escalate-feud>> of walking back an invitation to meet with him about counterfeits. Trump has long maintained a personal vendetta against Bezos.

Navarro's request comes at a sensitive moment for the bipartisan House investigation, which has focused on whether the largest tech firms — Amazon, Google, Facebook and Apple — are using their vast market power to suppress competition, ultimately harming consumers.

Lawmakers are looking into whether it's necessary to rewrite the country's century-old antitrust laws to better take on the digital marketplace, which is dominated by a handful of companies.

The Democrat helming the investigation, Rep. David Cicilline</people/david-cicilline> (R.I.), the chairman of the panel's antitrust subcommittee, has repeatedly said he wants to hear publicly from executives, including Bezos, Apple CEO Tim Cook, Facebook CEO Mark Zuckerberg</people/mark-zuckerberg> and Google CEO Sundar Pichai. But some Republicans have balked at the idea — including the Judiciary ranking member, Rep. Doug Collins</people/doug-collins> (R-Ga.), who previously said he doesn't believe testimony from top executives is fruitful or necessary.

But at the meeting on Wednesday, according to sources in the room, Collins told Navarro, "We're on this. Anything you need."

“It’s important we address the sale of online counterfeits. I’d welcome any witnesses from companies who can help us do that,” Collins said in a statement to The Hill on Thursday. Collins, one of Trump’s fiercest defenders on Capitol Hill, in January announced he is running for the Senate in Georgia, but Trump has yet to offer an endorsement in the race, which has pitted Collins against sitting GOP senators.

The situation is further complicated by the fact that Collins, under congressional rules, has to leave his position as the top Republican on the House Judiciary committee on March 12. He will be replaced by Rep. Jim Jordan</people/jim-jordan> (R-Ohio), also a staunch Trump defender.

That means Jordan is inheriting the months-long tech investigation, which kicked off last June, and will have to weigh in on whether he wants to invite and even subpoena prominent tech executives.

During the meeting and in an interview with The Hill, Navarro emphasized that he is working under the president’s orders. He said Trump has “made it clear to me” that e-commerce platforms like Amazon and Chinese firm Alibaba “must be held accountable for the damage they are doing to consumers, workers, and even our national security.”

But a Jordan aide demurred when asked whether the tough-talking Ohio Republican will support bringing in, and potentially subpoenaing, Bezos and other executives. The aide told The Hill that Jordan is taking an “open-minded and deliberative posture when it comes to these matters.” According to sources who were in the room, Jordan asked questions during the meeting with Navarro but did not seem to show his cards.

The meeting on Wednesday included Navarro, Collins, Cicilline, Jordan and the Judiciary antitrust subcommittee’s ranking member Jim Sensenbrenner</people/jim-sensenbrenner> (R-Wis.). Sensenbrenner and Cicilline declined to comment.

Since launching the Big Tech probe, the lawmakers in charge — House Judiciary Committee Chairman Jerrold Nadler (D-N.Y.), Collins, Cicilline and Sensenbrenner — have emphasized they are working on a bipartisan basis.

But earlier this week, cracks started to show in that foundation when Collins and Sensenbrenner wrote a letter accusing Nadler of “jeopard[izing]” the subcommittee’s investigation. They took issue with a video that showed Nadler saying at a public event on Sunday that U.S. leaders should “break ... up all the large companies.”

In a letter to Nadler on Monday, Collins and Sensenbrenner warned, “We want to be clear—we will not participate in an investigation with pre-conceived conclusions that America’s large tech companies are inherently bad, cannot be allowed to exist in society, and must be broken up.”

“We are gravely concerned that your comments have jeopardized the Subcommittee’s and the Committee’s ability to perform bipartisan work through the Subcommittee’s investigation,” they wrote.

Collins raised concerns over Nadler’s comments with Cicilline at the Wednesday meeting, sources in the room told The Hill. Nadler was not in attendance.

According to one source, a seemingly aggravated Collins told Cicilline that Nadler’s comments were inappropriate and unhelpful to the investigation. Collins said the platforms “don’t need to get more ginned up” about the investigation, according to three sources.

Cicilline reiterated that Democrats do not have any “predetermined judgements” about the companies, said one source.

“This has always been a very serious investigation that has enjoyed bipartisan support from the full committee,” Cicilline separately told The Hill on Wednesday.

The tech investigation has long been seen as a bipartisan bright spot in a fiercely divided Congress. Behind the scenes, the Republican and Democratic staffers on the House Judiciary antitrust subcommittee worked side-by-side as they amassed millions of documents from tech companies, even as the full committee barreled through the hyperpartisan impeachment process.

So far, the House antitrust investigators have not publicly decided whether they will subpoena Facebook, Google, Apple and Amazon for any documents or executive testimony. From the outset, Republicans including Sensenbrenner and Collins have emphasized that they have not committed to any subpoenas or foregone conclusions about the power of Big Tech.

Only one Republican involved in the investigation has said publicly that he would support subpoenas: Rep. Matt Gaetz (Fla.), a wildcard Republican who often allies himself with Trump.

Gaetz told The Hill that he believes the committee should “subpoena the executives and ask tough questions.”

“I have conveyed to Mr. Jordan that I believe that Mr. Cicilline has acted in good faith and in a bipartisan way,” Gaetz told The Hill. “Mr. Cicilline’s investigation has been bipartisan, he has done everything to include the members of the subcommittee in the work that he’s doing, and I intend to continue to work to make that bipartisan in an enduring way with legislation.”

Lawmakers on the committee are still nursing their wounds after the bruising impeachment battle, Gaetz said. Nadler and Cicilline were two of the top Democrats leading the charge, with Cicilline running the Democrats’ impeachment messaging arm, while Gaetz, Collins and Jordan were vocal Trump defenders.

“I think honestly after impeachment, it’s reasonable for members of the Judiciary Committee, particularly in the minority, to look at all actions in the majority with some skepticism,” Gaetz said, noting, “I want to be a part of the neosporin in this process.”

The tech antitrust investigation is set to conclude by the end of March, culminating with a final report about the committee’s findings. The key lawmakers could potentially unveil legislation that would overhaul the country’s antitrust laws to effectively rein in dominant tech companies.

The Republicans have left open the possibility that they will break with the bipartisan investigation if they don’t agree with Democrats’ tactics and decisions in the coming weeks. It’s unclear how Navarro’s input will shift the political dynamics at play.

“My message to the people in the room, and it was loud and clear, is that this is an issue that transcends political party,” Navarro said.

Thank you.

Megan

From: [Stavely, Rhonda J - Washington, DC](#) on behalf of [Brennan, Megan J - Washington, DC](#)
To: [Stavely, Rhonda J - Washington, DC](#)
Subject: FW: [EXTERNAL] Email sent to Jeff Bezos this am re USPS and lack of communication
Date: Wednesday, March 4, 2020 1:21:00 PM
Attachments: [image001.jpg](#)
[image002.jpg](#)
[Re EXTERNAL Fwd Label \(8.37 KB\).msg](#)
Importance: High

Rhonda J. Stavely
Executive Administrator to the Postmaster General
202-268-2550

From: (b) (6)
Sent: Wednesday, March 4, 2020 1:16 PM
To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)>
Subject: [EXTERNAL] Email sent to Jeff Bezos this am re USPS and lack of communication
Importance: High

Hi Megan,

I am so sorry to contact you like this. I wanted to get a CC of the email I sent Jeff Bezos to your hands. I really need your help. See email below please.

We are LOVING our local postmaster (b) (6) and Sub Contractor (b) (6) who is picking up our packages for delivery - but I cant support them if we dont get communication or resolve in the next couple of hours. UPS is currently working on stealing your business because I haven't heard from you guys I have to start the negotiation process – please get me an answer soon – USPS is my preferred vendor.

Only way to reach me is my cell (b) (6)

(b) (6)

[cid:image001.jpg@01D5F206.6E937220]

[signatureline]

(b) (6)

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From: (b) (6)

Sent: Wednesday, March 4, 2020 9:24 AM

To: (b) (6)

Cc: (b)(3)-39 U.S.C. 410 (c)(2)

(b) (6)

>>

Subject: USPS not communicating with me about ability to supply flat rate packaging envelopes

Importance: High

Hi Jeff,

Sorry to bother you again. USPS seems to be unable to supply me with communication on flat rate packaging supplies in order to fill my Amazon orders. I ran out of their supplies on flat rate padded last night. They aren't communicating to their team members trying to support me either (who have been awesome). Victory packaging has been contacted, but at best they will have me a few days of supplies to me by FRIDAY and that's a MAYBE.

I was promised (as my contact (b) (6) – in copy here -at USPS was) yesterday by 1 PM to have an answer from the Executive team at the USPS (see attached email). We are getting NO ANSWER.

Here is what I need:

1. I will buy the same padded flat rate envelope they use – it will be unprinted plain white (I have these pre-purchased in my warehouse now 10,000 of them). I will still buy flat rate packaging pricing from them – the label will say FLAT RATE PADDED ENVELOPE. Then they ship it.
2. OR – they can communicate with me how many they are shipping to me so I can make sure my supply chain will support me.
3. OR – you can have someone at UPS or FEDEX at the decision making level reach out to me to match the postal flat rate – I will shift the business to them as fast as possible. We are trying to reach them but stuck with account manager that don't have decision making capabilities.

Using a cubic pricing option from USPS will NOT work for me – in some cases it costs me over \$2.50 to ship per package. I have to use flat rate only or I will be paying customers to order from me – we have slim margins.

I DO NOT WANT to raise my prices. I want my company and Amazon to be known for taking care of people trying to supply and NOT price gouging. Jeff – I have my supply chain set up – I will fulfill EVERY order placed thru Amazon – I just need to be able to ship.

I look at myself as a partner extension to you – the decisions I make affect how Amazon is portrayed – is there anyone at the EXECUTIVE USPS level you can lean on to help them make the choice to let me buy the envelope and ship using flat rate?

PS – thanks for approving my second AMAZON Lending request. We are going to use the money to air freight packaging in from my plant overseas to try and stay in stock.

Again – if anyone needs to reach me I am available on my cell at (b) (6) .

Thanks,

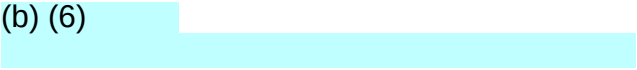
(b) (6)

[Description: cid:C63563EB-9A94-4A8C-BD67-34CF4244CC22]

[signatureline]

(b) (6)

(b) (6)



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From: (b) (6) - Newport, WA
To: (b) (6)
Subject: Re: [EXTERNAL] Fwd: Label
Date: Monday, March 2, 2020 7:59:28 PM

(b) (6)

This has been sent up to executive level. I have not seen an answer and do not expect one till tomorrow. I will try and touch base in the morning to go over some options.

Kind Regards,

(b) (6) Sales Executive , Seattle |U.S. Postal Service -
Headquarters Field Office |100 N Washington Avenue, Room 205 | Newport, WA
99156-9998<<mailto:100%20N%20Washington%20Avenue,%20Room%20205%7CNewport,%20WA%2099156-9998>>

| O. (509)447-2276<tel:(509)447-2276> (b) (6) |
(b)(3)-39 U.S.C. 410 (c)(2) >

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On Mar 2, 2020, at 4:30 PM, (b) (6) wrote:

FYI UPS wants our account super bad - i want to stay w u guys..... they have been after us for months.

I dont know if that helps u internally - but its the truth

On Mon, Mar 2, 2020 at 3:48 PM (b) (6) - Newport, WA
(b)(3)-39 U.S.C. 410 (c)(2) >> wrote:
Yes working on it right now.

Kind Regards,

(b) (6) Sales Executive , Seattle |U.S. Postal Service -
Headquarters Field Office |100 N Washington Avenue, Room 205 | Newport, WA
99156-9998<<mailto:100%20N%20Washington%20Avenue,%20Room%20205%7CNewport,%20WA%2099156-9998>>

| O. (509)447-2276<tel:(509)447-2276> (b) (6)
(b)(3)-39 U.S.C. 410 (c)(2)

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On Mar 2, 2020, at 3:36 PM, (b) (6) > wrote:

Please confirm you got this email. Just so I know we are synced up - thank

you....

----- Forwarded message -----

From: (b) (6)

Date: Mon, Mar 2, 2020 at 3:34 PM

Subject: Label

To:

(b)(3)-39 U.S.C. 410 (c)(2)

<https://www.uline.com/Product/Detail/S-22946/Bubble-Mailers/Uline-Economy-White-Poly-Bubble-Mailers-4-9-1-2-x-14-1-2>

--

(b) (6)

[X]

[signatureline]

(b) (6)

>

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--

(b) (6)

<image001.jpg>

<image002.jpg>

(b) (6)

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<image001.jpg>

<image002.jpg>

<usps.pdf>

--

(b) (6)

[cid:image001.jpg@01D56703.522EF6B0]

[signatureline]

(b) (6)

>

This email and any attachments thereto may contain private, confidential, and privileged material for the sole use of the intended recipient named in the original email to which this message was attached. Any review, copying, or distribution of this email (or any attachments thereto) by others is strictly prohibited. If you are not the intended recipient, please return this email to the sender immediately and permanently delete the original and any copies of this email and any attachments thereto.

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Cc: (b) (6)
Subject: Re: Wash Post story on Amazon warehouse workers concerns
Date: Tuesday, March 17, 2020 3:11:49 PM

Janice,

(b) (5) . (b) (5)

Thanks,

Megan

On Mar 17, 2020, at 3:07 PM, Walker, Janice D - Washington, DC (b) (6) > wrote:

(b) (5) .

<https://www.washingtonpost.com/technology/2020/03/17/amazons-warehouse-workers-sound-alarms-about-coronavirus-spread/>

Amazon's warehouse workers sound alarms about coronavirus spread
Workers call on the ecommerce giant to close and clean warehouses exposed to the coronavirus and to adopt rules that encourage employees to practice sanitary habits

By

Jay Greene<<https://www.washingtonpost.com/people/jay-greene/>> and

Elizabeth Dwoskin<<https://www.washingtonpost.com/people/elizabeth-dwoskin/>>

March 17, 2020 at 8:00 a.m. EDT

As Amazon sales surge from shoppers stocking up on consumer staples, the e-commerce giant's warehouse workers are raising alarms that the company is not doing enough to protect them from the novel coronavirus<https://www.washingtonpost.com/health/2020/02/28/what-you-need-know-about-coronavirus/?tid=lk_inline_manual_2&itid=lk_inline_manual_2>.

Warehouse workers in Spain and Italy have tested positive for the virus, while workers in New York and Chicago told The Washington Post that Amazon isn't taking enough precautions as orders mount. Some said workers were sent home only after they had coughs, and signs were posted advising workers to wash their hands.

But in interviews, warehouse workers in the United States and Europe say they worry their workplaces aren't safe enough and could contribute to the spread of the virus. More than 1,500 workers from around the world have signed a petition that calls on the company to take additional steps to ensure the safety in their workplace.

A worker at one of the facilities in Spain, where some colleagues have been quarantined with coronavirus-like symptoms and two others have tested positive for covid-19, told The Post he fears the warehouse may be a hot spot and wants it shut down.

"It's an atmosphere of fear — huge fear right now," said Luismi Ruiz, who has worked there since November 2012 and is a union representative. Amazon is spraying disinfectant throughout the warehouse and staggering employee breaks so fewer people congregate together, to reduce contagion.

"These measures are totally insufficient," Ruiz added.

Amazon says it's taking appropriate precautions to protect workers. The company says it's following guidance from

health officials regarding the operation of its facilities. And it provides workers time to use the restrooms to wash their hands.

“We are going to great lengths to keep the buildings extremely clean and help employees practice important precautions such as social distancing and other measures,” Amazon spokeswoman Kelly Cheeseman said. “Those who don’t want to come to work are welcome to use paid and unpaid time off options and we support them in doing so.”

(Amazon chief executive Jeff Bezos owns The Washington Post.)

Any disruption to Amazon’s ability to deliver goods could affect countless customers, who have turned to the company in recent days to bring canned food, cleaning supplies and more to their homes so they don’t need to venture out to physical retailers and potentially spread the virus. Shoppers have turned to Amazon so frequently since the outbreak of the virus that the company has acknowledged it’s out of stock of some household staples, and its deliveries are taking longer than usual.

It may not just be workers’ safety at stake. Recent research shows

<https://www.washingtonpost.com/health/coronavirus-can-stay-infectious-for-days-on-surfaces/2020/03/12/9b54a99e-6472-11ea-845d-e35b0234b136_story.html?tid=lk_inline_manual_20&itid=lk_inline_manual_20>

the coronavirus can potentially remain viable — capable of infecting a person — for up to 24 hours on cardboard and up to three days on plastic and stainless steel, though covid-19 has primarily spread through direct person-to-person contact.

Amazon has long had a contentious relationship with some warehouse workers, who have helped fuel its rapid growth. For years, the company, which has nearly 800,000 workers worldwide, most of whom work in its warehouses, has been criticized for what some employees describe as poor working conditions, insufficient bathroom breaks and tough goals. They’ve also complained of the company’s efforts to squash unionization. Democratic presidential candidate Sen. Bernie Sanders (I-Vt.) has denounced the company for paying subsistence wages to its warehouse staff.

Following criticism, the company raised its minimum

wage<https://www.washingtonpost.com/business/2018/10/02/amazon-announces-it-will-boost-minimum-wage-all-workers-after-facing-criticism/?tid=lk_inline_manual_14&itid=lk_inline_manual_14&tid=lk_inline_manual_22&itid=lk_inline_manual_22>

to \$15 an hour in 2018 and has implemented other changes to improve working conditions.

Now, workers are calling on the company to better protect them from a virus that’s raced through the country and led several major retailers, including Apple, Patagonia and Nike, to temporarily shut their physical stores to contain the coronavirus.

At a New York delivery center, Jonathan Bailey, a sortation associate, said pressure from Amazon to meet the rate at which it wants workers to fulfill orders could lead workers to ignore safe sanitary practices. If Bailey and his colleagues don’t “make rate,” managers can write that up, a blemish on their record that can make it difficult to advance at the company and can even lead to firings, Bailey said.

So even though Amazon is encouraging workers to wash their hands, it’s not giving them enough time to do so, Bailey said. The nearest bathroom is a two- to three-minute walk in each direction, reducing the amount of time he and his colleagues have to meet company shipping expectations, he said.

“If a worker is to cough or sneeze, there is no way for them to practice good sanitary habits” and run to a restroom to wash hands, said Bailey, who has worked for Amazon since last summer. “It’s going to affect your stow rate.” That’s one reason the worker petition calls for eliminating rate-based write-ups. The petition also demands the company provide paid sick leave even if workers don’t have a covid-19 diagnosis because testing remains difficult to get. And it seeks to make sure warehouses are shut if a worker tests positive for covid-19 and not reopened until it’s been thoroughly cleaned.

To alleviate that strain, Amazon announced plans<<https://blog.aboutamazon.com/operations/amazon-opening->

[100000-new-roles](#)> Monday to hire 100,000 new warehouse workers in the United States. And the company intends to raise pay by \$2 an hour in the U.S., 2 pounds an hour in the UK, and approximately 2 euro an hour in parts of the European Union, a move it expects will cost \$350 million.

Amazon made a specific pitch to workers who have been furloughed by current employers who have suspended operations.

“We want those people to know we welcome them on our teams until things return to normal and their past employer is able to bring them back,” Dave Clark, senior vice president of worldwide operations, wrote in a blog post.

The additional jobs come amid growing concern about low-wage workers not having job protections to stay at home or get health coverage if they come down virus.

The spread of the virus is particularly acute in Europe, as is the concern among Amazon warehouse workers there. The company has added workers in Italy recently to meet increased demand, according to Matteo Rossi, who works for Transnational Social Strike, which is trying to organize Amazon workers. He worries that could make social distancing, crucial to helping stop the spread of the disease, more difficult.

“Amazon warehouses are more crowded than before,” Rossi said.

Amazon confirmed that three workers at warehouses outside Madrid and Barcelona tested positive for covid-19, according to a report from the Spanish news site<<https://www.lainformacion.com/empresas/amazon-casos-coronavirus-almacenes-espana-descarta-cerrarlos/6551741/>> La Información.

A worker at an Italian warehouse in Torrazza also tested positive for the disease<<https://www.lastampa.it/torino/2020/03/14/news/coronavirus-stato-di-agitazione-nella-sede-amazon-di-torrazza-piemonte-1.38591864>>, and workers there are also concerned about returning to the facility, according a report from the Italian news site La Stampa. Workers declared a strike<<https://www.lastampa.it/economia/2020/03/16/news/coronavirus-sciopero-immediato-all-hub-di-piacenza-di-amazon-1.38601365>> Monday at a warehouse in Piacenza over concerns about containing the spread of the virus, La Stampa reported.

Christian Kraehling worries about meetings at the start of every shift, where his colleagues at a warehouse in Bad Hersfeld, Germany, are reminded of safety precautions such as using handrails when going downstairs. Those meetings include scores of workers standing shoulder to shoulder.

“It’s a very bad situation with the coronavirus,” said Kraehling, who has worked for Amazon for 10 years.

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Cc: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: Washington Post article on stimulus money and USPS
Date: Sunday, April 12, 2020 12:25:49 PM

(b) (5)

Thanks,

Megan

On Apr 12, 2020, at 11:23 AM, Walker, Janice D - Washington, DC
<(b)(3)-39 U.S.C. 410 (c)(2)> wrote:

(b) (5) . Thanks.

From: Stroman, Ronald A - Washington, DC
Sent: Sunday, April 12, 2020 10:44 AM
To: Walker, Janice D - Washington, DC (b) (5)
Subject: Re: Washington Post article on stimulus money and USPS

Thanks Janice
Sent from my iPhone

On Apr 12, 2020, at 10:35 AM, Walker, Janice D - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) > wrote:

Ron,
(b) (5) .”

From: Stroman, Ronald A - Washington, DC
Sent: Sunday, April 12, 2020 8:12 AM
To: Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >
Subject: Re: Washington Post article on stimulus money and USPS

(b) (5)

Happy Easter!
Ron
Sent from my iPhone

On Apr 12, 2020, at 8:03 AM, Walker, Janice D - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) wrote:
Hi Ron,

(b) (5)

Janice

From: Stroman, Ronald A - Washington, DC

Sent: Sunday, April 12, 2020 7:09 AM

To: Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >

Subject: Re: Washington Post article on stimulus money and USPS

Janice,

(b) (5)

Thanks

Sent from my iPhone

On Apr 11, 2020, at 3:06 PM, Walker, Janice D - Washington, DC

(b)(3)-39 U.S.C. 410 (c)(2)

> wrote:

<https://www.washingtonpost.com/business/2020/04/11/post-office-bailout-trump/>

White House rejects bailout for U.S. Postal Service battered by coronavirus

The pandemic has pushed USPS to the brink, but Trump and Mnuchin shot down emergency aid

By Jacob Bogage<<https://www.washingtonpost.com/people/jacob-bogage/>>

April 11, 2020 at 11:41 a.m. EDT

Through rain, sleet, hail, and even a pandemic, mail carriers serve every address in the United States, but the coronavirus<https://www.washingtonpost.com/health/2020/02/28/what-you-need-know-about-coronavirus/?tid=lk_inline_manual_2&itid=lk_inline_manual_2> crisis is shaking the foundation of the U.S. Postal Service in new and dire ways.

The Postal Service's decades-long financial troubles have worsened dramatically as the volume of the kind of mail that pays the agency's bills — first-class and marketing mail — withers during the pandemic. The USPS needs an infusion of money, and President Trump has blocked potential emergency funding for the agency that employs around 600,000 workers, repeating instead the false claim that higher rates for Internet shipping companies Amazon, FedEx and UPS would right the service's budget.

Trump threatened to veto the \$2.2 trillion Coronavirus Aid, Relief, and Economic Security, or Cares, Act if the legislation contained any money directed to bail out the postal agency, according to a senior Trump Administration official and congressional official.

"We told them very clearly that the president was not going to sign the bill if [money for the Postal Service] was in it," the Trump Administration official said. "I don't know if we used the v-bomb, but the president was not going to sign it, and we told them that."

Instead, Sens. Gary Peters (D-Mich.) and Ron Johnson (R-Wis.) added a last minute \$10 billion Treasury Department loan to the Cares Act to keep the agency on firmer ground through the spring of 2020, according to a Democratic committee aide.

Lawmakers originally agreed to a \$13 billion direct grant the Postal Service would not have to repay. That effort was blocked by Treasury Secretary Steven Mnuchin who warned such a move could blow up the relief bill. A committee aide said Mnuchin told lawmakers during negotiations: "You can have a loan or you can have nothing at all."

Only the \$10 billion loan to the Postal Service made it into law, over Mnuchin's objections.

Without the loan, which awaits approval by the Treasury Department, USPS would be "financially illiquid" by Sept. 30, according to estimates provided to lawmakers. Advocates for the Postal Service worry the agency is in a vulnerable position. As its main funding source dwindles, the Postal Service could be seen as ripe for a makeover; conservatives have long talked about privatizing the mail delivery in the United States.

The Postal Service projects it will lose \$2 billion each month through the coronavirus recession while postal workers maintain the nationwide service of delivering essential mail and parcels, such as prescriptions, food and household

necessities.

That work often comes at great personal risk. Nearly 500 postal workers have tested positive for the coronavirus and 462 others are presumptive positives, USPS leaders told lawmakers. Nineteen have died; more than 6,000 are in self-quarantine because of exposure.

While the Trump Administration and Mnuchin pushed through private-sector bailouts in the Cares Act — \$350 billion to the Small Business Administration loan program, \$29 billion to passenger airlines and air cargo carriers, and economic incentives for the construction, energy and life sciences industries, among others — Mnuchin has signaled any postal relief funds in a “Phase IV” stimulus package under negotiation would amount to a poison pill.

Postmaster General Megan Brennan asked lawmakers Thursday for another \$50 billion — \$25 billion to offset lost revenue from declining mail volume due to the coronavirus and \$25 billion for “modernization” — plus another \$25 billion Treasury loan and a mechanism to pay down \$14 billion in existing public debt.

House Democrats, led by Virginia Rep. Gerald E. Connolly, cautioned that without the funding, the Postal Service may not make it past September without missing payrolls or service interruptions. Senate Republicans insist the \$10 billion loan from the Cares Act provided sufficient short-term liquidity, the staffer said, and the Senate would not vote to extend more money to an agency unlikely to make good on its borrowing.

“I’m so frustrated at how difficult it has been for a long time to galvanize attention and action around an essential service,” Connolly said in a phone interview. “And maybe the pandemic forces us all to refocus on this service and how essential it is and how we need to fix it while we can before it gets into critical condition.”

Trump has long been antagonistic of the post office, calling it once in a tweet Amazon’s “delivery boy” <<https://twitter.com/realdonaldtrump/status/981168344924536832?lang=en>>.” The Postal Service often serves as a vendor for Amazon, UPS, FedEx and other shipping companies, delivering the “last mile” service to often rural and remote areas. It is a crucial service for the Postal Service, for which package delivery is a growing part of its business.

Much of Trump’s invective on the Postal Service is aimed at Amazon’s founder and chief executive Jeff Bezos, who owns The Washington Post. Trump has advocated for increasing the prices on Amazon deliveries, against the recommendation of shipping experts and the agency’s own Board of Governors, a majority of whom Trump appointed.

“They should raise, they have to raise the prices to these companies that walk in and drop thousands of packages on the floor of the post office and say, ‘Deliver it,’” Trump said at a news conference Wednesday. “And they make money, but the post office gets killed. Okay? So they ought to do that, and we are looking into it, and we’ve been pushing them now for over a year.”

Raising rates too much would lead private-sector competitors to develop their own cheaper methods to deliver packages, said Lori Rectanus, director of physical infrastructure at the Government Accountability Office. Even if a rate increase generates revenue, that money would be marginal to the total U.S. Postal Service debt, almost all of which comes from a congressional requirement to prepay pension and retiree health care costs for all employees, even those who haven’t yet retired.

Under normal market conditions, the Postal Service nearly breaks even, save for the pension account debt, despite cratering volume on deliveries in recent years. In 2010, USPS delivered 77.6 billion items of first-class mail. In 2019, it delivered only 54.9 billion first-class items. The service handled 3.1 billion packages in 2010 and 6.2 billion in 2019, although processing packages doesn’t earn the agency as much revenue as first-class mail delivery.

The coronavirus has completely upended consumer behavior and the quantity of items in the mail. Volume in the first week of March declined 30 percent, postal agency officials told lawmakers. At the end of June, the agency projects volume to be down 50 percent, and it could lose \$23 billion over the next 18 months.

“We are at a critical juncture in the life of the Postal Service,” Brennan, the postmaster general, said in a statement. “At a time when America needs the Postal Service more than ever, the reason we are so needed is having a

devastating effect on our business.”

The Postal Service has faced financial troubles for more than a decade, as digital communication morphed and took off, giving lawmakers many opportunities to debate its future. The Postal Service is so foundational to the country it’s enumerated in the Constitution.

The agency’s troubles have renewed conservative conversations about structural changes that would force the Postal Service to act more like a corporation, with steps such as eliminating the prepaid pension requirement and easing its universal service obligation to deliver to every address in the United States, including ones so remote.

“If we’re concerned about the Postal Service and its workers,” said Romina Boccia, an economist at the right-leaning Heritage Foundation, “the best thing we can do is to free up the Postal Service to operate like a business so they can try to get back into the black.”

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: Washington Post article on stimulus money and USPS
Date: Sunday, April 12, 2020 12:37:33 PM

(b) (5)

Thanks,

Megan

On Apr 12, 2020, at 12:34 PM, Marshall, Thomas J - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) wrote:

(b) (5)

From: Brennan, Megan J - Washington, DC
Sent: Sunday, April 12, 2020 12:26 PM
To: Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >>
Cc: Marshall, Thomas J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)>
Subject: Re: Washington Post article on stimulus money and USPS

“(b) (5)
Thanks,

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: Washington Post article on stimulus money and USPS
Date: Sunday, April 12, 2020 5:13:05 PM

(b) (5)

A large rectangular area of the document is redacted with a solid light blue color, obscuring several lines of text.

Thank you.

Megan

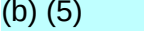
On Apr 12, 2020, at 4:47 PM, Marshall, Thomas J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)> wrote:

(b) (5)

A large rectangular area of the document is redacted with a solid light blue color, obscuring several lines of text.

From: Marshall, Thomas J - Washington, DC
Sent: Sunday, April 12, 2020 12:38 PM
To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >
Subject: RE: Washington Post article on stimulus money and USPS

(b) (5)

A small rectangular area of the document is redacted with a solid light blue color, obscuring a single line of text.

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: Washington Post article on stimulus money and USPS
Date: Sunday, April 12, 2020 7:11:15 PM

(b) (5)

A large rectangular area of the document is redacted with a solid black box.

Thank you.

Megan

On Apr 12, 2020, at 5:45 PM, Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) > wrote:

5 U.S.C. 552 (b)(5)

A large rectangular area of the document is redacted with a solid black box.

Sent from my iPhone

From: [Brennan, Megan J - Washington, DC](#)
To: [Elston, Michael J - Washington, DC](#)
Subject: Fwd: Washington Post editorial
Date: Monday, April 20, 2020 7:59:51 PM

Thanks,

Megan

Begin forwarded message:

From: "Walker, Janice D - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >>
Date: April 20, 2020 at 7:32:28 PM EDT
To: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >>,
"Stroman, Ronald A - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2) >>,
"Marshall, Thomas J - Washington, DC" <(b)(3)-39 U.S.C. 410 (c)(2) >>
Subject: FW: Washington Post editorial

(b) (5)

https://www.washingtonpost.com/opinions/congress-gave-the-postal-service-a-band-aid-it-needs-a-permanent-fix/2020/04/20/5247aaf6-8003-11ea-8013-1b6da0e4a2b7_story.html

The Post's View<<https://www.washingtonpost.com/opinions/the-posts-view/>>
Congress gave the Postal Service a Band-Aid. It needs a permanent fix.
By Editorial Board<<https://www.washingtonpost.com/opinions/the-posts-view/>>
April 20, 2020 at 6:40 p m. EDT

EVEN IN the Internet age, a solvent, functional postal service remains an essential element of any advanced nation's infrastructure. As of January, however, the U.S. Postal Service was on its way to running out of cash by 2024, according to USPS management's five-year business plan<<https://about.usps.com/strategic-planning/five-year-strategic-plan-2020-2024.pdf>>. This long-standing problem was due fundamentally to digital competition. Then the economic shock from the novel coronavirus<https://www.washingtonpost.com/health/2020/02/28/what-you-need-know-about-coronavirus/?tid=lk_inline_manual_1&itid=lk_inline_manual_1> crisis accelerated the agency's prospective insolvency<<https://federalnewsnetwork.com/agency-oversight/2020/04/postmaster-general-usps-will-run-out-of-cash-this-fiscal-year-without-more-pandemic-funding/>> to as early as this year — until Congress approved \$10 billion in additional credit as part of the Cares Act. At best, though, this is a Band-Aid; without a more permanent fix, the Postal Service will be forced to scrounge for cash indefinitely, threatening its ability to deliver vitally needed prescriptions and other supplies, as well as to collect and deliver mail ballots in this fall's election.

Congress must not let this opportunity for structural reform pass, as it has on so many previous occasions. The first step is to stop wasting time on extraneous issues, such as President Trump's complaint that the USPS undercharges Amazon for package delivery. (Jeff Bezos, CEO and chairman of Amazon, owns The Post.) Mr. Trump's beef with Amazon was a key reason the administration blocked<https://www.washingtonpost.com/business/2020/04/11/post-office-bailout-trump/?tid=lk_inline_manual_3&itid=lk_inline_manual_3> broader cash relief for the Postal Service in the Cares Act. However, even if the USPS could increase its revenue from package delivery dramatically — a highly unlikely possibility — it would still face fundamental problems: the precipitous decline of first-class mail, over-regulation and vast unfunded retiree benefit liabilities.

The disaster confronting the Postal Service goes far beyond anything it could have been expected to anticipate. Yet it is also the case that the USPS would have been in a much better position to withstand the coronavirus crisis if Congress had enacted comprehensive reforms years ago, as many recommended. Given that, the fairest, most

sustainable option is for Congress to provide the Postal Service generous financial assistance — not the \$75 billion wish list the USPS has presented<<https://federalnewsnetwork.com/agency-oversight/2020/04/postmaster-general-usps-will-run-out-of-cash-this-fiscal-year-without-more-pandemic-funding/>>, but enough to assure its midrange solvency — in return for substantial structural reform.

The elements of such reform are already familiar from multiple studies and analyses of the system, as well as from the provisions of previous proposed legislation: an end to mandatory Saturday mail delivery (which could save \$2 billion per year, according to the USPS); greater regulatory latitude to set prices and develop new products; closing or consolidating underutilized postal facilities; and shifting retiree health benefits to Medicare.

These and other reforms have been defeated in the past by a coalition of interest groups that benefits from the pre-coronavirus crisis status quo. They may resist again, but just throwing billions at the USPS with no corresponding modifications to its outmoded business model will achieve nothing. What might work is a grand bargain: rescue in exchange for reform.

From: [Brennan, Megan J - Washington, DC](#)
To: [Seaver, Kristin A - Washington, DC](#); [Seaver, Kristin A - Washington, DC](#); [Williams Jr, David E \(COO\) - Washington, DC](#)
Subject: Document1
Date: Tuesday, April 21, 2020 12:14:33 PM
Attachments: [Document1.docx](#)

The Post's View

Congress gave the Postal Service a Band-Aid. It needs a permanent fix.

By **Editorial Board**

April 20, 2020 at 6:40 p.m. EDT

EVEN IN the Internet age, a solvent, functional postal service remains an essential element of any advanced nation's infrastructure. As of January, however, the U.S. Postal Service was on its way to running out of cash by 2024, according to USPS management's five-year [business plan](#). This long-standing problem was due fundamentally to digital competition.

Then the economic shock from the novel [coronavirus](#) crisis accelerated the [agency's prospective insolvency](#) to as early as this year — until Congress approved \$10 billion in additional credit as part of the Cares Act. At best, though, this is a Band-Aid; without a more permanent fix, the Postal Service will be forced to scrounge for cash indefinitely, threatening its ability to deliver vitally needed prescriptions and other supplies, as well as to collect and deliver mail ballots in this fall's election.

Congress must not let this opportunity for structural reform pass, as it has on so many previous occasions. The first step is to stop wasting time on extraneous issues, such as President Trump's complaint that the USPS undercharges Amazon for package delivery. (Jeff Bezos, CEO and chairman of Amazon, owns The Post.) Mr. Trump's beef with Amazon was a key reason the administration [blocked](#) broader cash relief for the Postal Service in the Cares Act. However, even if the USPS could increase its revenue from package delivery dramatically — a highly unlikely possibility — it would still face fundamental problems: the precipitous decline of first-class mail, over-regulation and vast unfunded retiree benefit liabilities.

The disaster confronting the Postal Service goes far beyond anything it could have been expected to anticipate. Yet it is also the case that the USPS would have been in a much better position to withstand the coronavirus crisis if Congress had enacted comprehensive reforms years ago, as many recommended. Given that, the fairest, most sustainable option is for Congress to provide the Postal Service generous financial assistance — [not the \\$75 billion wish list the USPS has presented](#), but enough to assure its midrange solvency — in return for substantial structural reform.

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These and other reforms have been defeated in the past by a coalition of interest groups that benefits from the pre-coronavirus crisis status quo. They may resist again, but just throwing billions at the USPS with no corresponding modifications to its outmoded business model will achieve nothing. What might work is a grand bargain: rescue in exchange for reform.

From: [Brennan, Megan J - Washington, DC](#)
To: [Seaver, Kristin A - Washington, DC](#); [Seaver, Kristin A - Washington, DC](#); [Williams Jr, David E \(COO\) - Washington, DC](#)
Subject: Document1
Date: Tuesday, April 21, 2020 12:14:31 PM
Attachments: [Document1.docx](#)

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#); [Stroman, Ronald A - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#); [Corbett, Joseph - Washington, DC](#); [Elston, Michael J - Washington, DC](#)
Subject: RE: Wash Post story on USPS stimulus money
Date: Thursday, April 23, 2020 5:25:45 PM

(b) (5)

Thank you.

Megan

From: Walker, Janice D - Washington, DC
Sent: Thursday, April 23, 2020 5:07 PM
To: Brennan, Megan J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Stroman, Ronald A - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) Corbett, Joseph - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2); Elston, Michael J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Cc: Latham, Sandra R - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) Stavely, Rhonda J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Subject: FW: Wash Post story on USPS stimulus money

(b) (5)

Thanks.

<https://www.washingtonpost.com/business/2020/04/23/10-billion-treasury-loan-usps/>

Trump administration considers leveraging emergency coronavirus loan to force Postal Service changes
President Trump has railed for years against what he sees as mismanagement of the agency, which he argues has been exploited by sites such as Amazon
By Jacob Bogage<<https://www.washingtonpost.com/people/jacob-bogage/>> and Lisa Rein<<https://www.washingtonpost.com/people/lisa-rein/>>

April 23, 2020 at 4:36 p m. EDT

The Treasury Department is considering taking unprecedented control over key operations of the U.S. Postal Service by imposing tough terms on an emergency coronavirus<https://www.washingtonpost.com/health/2020/02/28/what-you-need-know-about-coronavirus/?tid=lk_inline_manual_2&itid=lk_inline_manual_2> loan from Congress, which would fulfill President Trump's longtime goal of changing how the service does business, according to two people familiar with the matter.

Officials working under Treasury Secretary Steven Mnuchin, who must approve the \$10 billion loan, have told senior officials at the USPS in recent weeks that he could use the loan as leverage to give the administration influence over how much the agency charges for delivering packages and how it manages its finances, according to the two people, who spoke on the condition of anonymity because the talks are preliminary.

Trump has railed for years against what he sees as mismanagement at the Postal Service, which he argues has been exploited by e-commerce sites such as Amazon, and has sought to change how much the agency charges for delivery packages. (Amazon's founder and chief executive Jeff Bezos owns The Washington Post.)

Under the \$2 trillion coronavirus stimulus relief passed last month<https://www.washingtonpost.com/business/2020/03/25/trump-senate-coronavirus-economic-stimulus-2-trillion/?tid=lk_inline_manual_7&itid=lk_inline_manual_7>, the Treasury was authorized to loan \$10 billion to the USPS, which says it may not be able to make payroll and continue mail service uninterrupted past September. Mnuchin rejected a bipartisan Senate proposal to give the Postal Service a bailout amid the negotiations over that legislation, a senior Trump administration official and a congressional official previously told The Post<https://www.washingtonpost.com/business/2020/04/11/post-office-bailout-trump/?tid=lk_inline_manual_7&itid=lk_inline_manual_7>.

The borrowing terms have only been discussed among both agencies' leadership and have not been made public because the Postal Service hasn't officially requested the loan, the two people familiar with the matter said. Mnuchin could still decide not to pursue tough terms as the September deadline nears. The Postal Service would not have to use the entire \$10 billion loan at one time, but could borrow up to that amount at any given time.

In discussions with senior USPS personnel, Treasury officials have said they are interested in raising rates on the Postal Service's lucrative package business, its sole area of profitability in recent years. Treasury could also review all large postal contracts with package companies to push for greater margins on deliveries.

Treasury officials have said they may press the agency to demand tougher concessions from its powerful postal unions - among the public-sector unions that still retain significant leverage in negotiations with the government.

The officials have also said Mnuchin wants the authority to review hiring decisions at the agency's senior levels, including the selection of the next postmaster general, a decision that until now has been left to the Postal Service's five-member board of governors.

USPS spokesman David Partenheimer confirmed in an email that the agency and Treasury have begun "preliminary discussions" over the loan, but that the Treasury had not yet asked "to impose any of those conditions on that borrowing authority." He declined to say whether these or any other terms were under discussion.

A Treasury spokesman said the department began preliminary discussions on the terms of the loan, but said it was too early to comment on those conversations. Amazon did not respond to requests for comment.

The Postal Service has repeatedly drawn on an open \$15 billion line of credit Congress authorized nearly 30 years ago, as the agency's finances have been squeezed by the demise of the traditional mail business and rising pension costs. That loan comes without any terms and low interest rates. USPS has paid down the debt in recent years, but has never fully paid off the loan. On April 1, the Postal Service borrowed another \$3 billion to help weather the pandemic, bringing the agency up to \$14.4 billion from that line of credit.

Usually, the agency's business decisions are made by its Board of Governors, who are appointed by the president, and an independent entity called the Postal Regulatory Commission, which ensures that the Postal Service charges rates for its services that cover its costs.

If Mnuchin were to gain greater control through the new loan, a slew of Postal Service management decisions, including the terms of major contracts and collective bargaining strategy, could require Treasury's approval. Hiring and firing of senior executives could be required to be run by Treasury, the two people familiar with the matter said.

Trump has taken aim at the Postal Service since early in his tenure, initially urging the agency<https://www.washingtonpost.com/business/economy/trump-personally-pushed-postmaster-general-to-double-rates-on-amazon-other-firms/2018/05/18/2b6438d2-5931-11e8-858f-12becb4d6067_story.html?tid=lk_inline_manual_26&itid=lk_inline_manual_26> to double the rates it charges Amazon and other firms for delivery.

The agency has been decimated by the decline in first-class mail over recent decades, but one bright spot has been package delivery. The Postal Service competes vigorously with UPS and FedEx and even Amazon's own delivery services, and it specializes in the "last mile" delivery to a customer's home.

Trump frequently repeats the claim that higher package rates on Internet shipping companies - Amazon, in particular - could ease the Postal Service's financial troubles. The Postal Service has repeatedly defended its arrangement with the e-commerce giant, saying it gets fair rates for the services it provides in a highly competitive environment.

Higher Postal Service rates could hurt the USPS by artificially raising its price above those of UPS and FedEx, analysts say. It would also hit Amazon, because the company contracts for "last mile" deliveries more frequently than its competitors.

UPS spokeswoman Kara Gerhardt Ross in an emailed statement called the Postal Service "an important partner for us in delivering to communities," especially during the pandemic. "At the same time, the USPS would benefit from modernizing both their cost attribution methodologies to reflect the past decade's growth in the competitive package market," she said.

FedEx did not respond to a request for comment.

The familiar mail carriers in the USPS's iconic blue and white trucks have continued delivering mail and packages to a country under quarantine. The Postal Service remains a vital conduit of information for the dwindling proportion of the population that isn't online.

A Postal Service spokesman said 1,219 workers of the Postal Service's 630,000-person workforce have tested positive for the coronavirus. Forty-four workers have died, according to the American Postal Workers Union, one of several labor groups that represents USPS employees.

The Postal Service is projecting a \$13 billion shortfall this year because of the pandemic, with mail volume down about 30 percent since the virus forced businesses to scale back advertisements, catalogues and other mail. A jump in package deliveries to homebound customers has not fully compensated for those losses.

Postmaster General Megan Brennan asked lawmakers this month for an \$89 billion bailout that would include funding to make up for losses because of the pandemic, new money for modernization and \$39 billion in restructured debt.

The Postal Service's plight has recently been attracting the attention of lawmakers in both parties. Sen. Bill Cassidy (R-La.) told donors on a call last week that he would want postal unions to make concessions on salaries and benefits to help the Postal Service's finances. Senate Minority Leader Charles E. Schumer (D-N.Y.) said Tuesday that relief for the Postal Service should be part of a "Phase IV" stimulus package.

At an Oval Office meeting more than a year ago, Trump decried to aides what he viewed as the dysfunction of the Postal Service and reiterated long-standing grievances about the costly effect on American taxpayers, according to one former senior administration official present at the meeting.

Trump has repeatedly demanded changes to the agency's financial structure. Mnuchin has taken on the cause, and has since been repeatedly briefed on potential solutions, the former official said.

"People around [Mnuchin] thought it was crazy because people have been trying to figure this out for years, and it's very politically challenging," the former official said.

But the treasury secretary has so far found a career staff at the Postal Service that has resisted his efforts at change. Mnuchin created a task force that released a 74-page study in 2018 that called for some of the same reforms Treasury may ask for now, namely cutting labor costs, restructuring third-party service agreements and increasing package rates.

"Require price increases, reduce service costs, or exit the business for any mail products that are not deemed an essential service and do not cover their direct costs," the report recommended.

But the recommendations went nowhere, in part because the agency lacked a quorum on the Board of Governors. They also faced political opposition in Congress and among union ranks to curtailing postal routes and other services.

Last fall, Mnuchin sent his deputies to present a new board largely made of up Trump appointees with a slate of changes that attached terms to the remainder of the Postal Service's customary \$15 billion line of credit, breaking with a nearly five-decade precedent of generous terms of postal borrowing.

But career postal staff balked at the terms and USPS leadership swiftly rejected them.

"Treasury is going to want to see some of these recommendations implemented," said Paul Steidler, a postal expert at the Lexington Institute, a conservative think tank focused on security-related issues.

Democrats say Mnuchin will be making a mistake if he tries to impose stringent terms on the new loan.

"If Mnuchin wants to play this kind of game with the Postal Service, I think it is time for the Postal Service to tell him they're not going to agree to unacceptable conditions, and that means Mnuchin will have on his hands the disruption of services this fall," said Rep. Gerald E. Connolly (D-Va.), who chairs the House subcommittee in charge of postal oversight. "I think it's time to stare him down and this White House down, and for Congress to decide are we going to stand with the Postal Service as we know it.

"This is an essential service and it needs to be treated as such. My hope would be that the Postal will stare him down. If they don't, it's tantamount to handing over day-to-day management to the Treasury Department."

Connolly and Rep. Carolyn B. Maloney (D-N.Y.) joined Sens. Gary Peters (D-Mich.) and Thomas R. Carper (D-Del.) in an April 3 letter to Mnuchin asserting Congress's oversight authority for the Postal Service.

"We strongly urge you to make this loan to the Postal Service in a timely manner, under fair terms that comply with the intent of the Cares Act," the letter states. "We expect the Treasury Department to fully comply with federal statutes and refrain from setting any conditions that would infringe on the Postal Service's statutory authorities."

Staff writers Josh Dawsey and Jeff Stein contributed to this report.

From: [Brennan, Megan J - Washington, DC](#)
To: [Elston, Michael J - Washington, DC](#)
Subject: Re: Wash Post story on USPS stimulus money
Date: Friday, April 24, 2020 8:29:56 AM

(b) (5)

Thanks,

Megan

On Apr 24, 2020, at 8:27 AM, Elston, Michael J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)> wrote:

FYI

From: Roman Martinez IV (b) (6)
Sent: Thursday, April 23, 2020 8:13 PM
To: Elston, Michael J - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)>
Cc: (b) (6)
Subject: [EXTERNAL] RE: Wash Post story on USPS stimulus money

CAUTION: This email originated from outside USPS. STOP and CONSIDER before responding, clicking on links, or opening attachments.

Michael,

(b) (5)

Best,
Roman

From: Elston, Michael J - Washington, DC
Sent: Thursday, April 23, 2020 6:09 PM
To: Elston, Michael J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2)
Subject: FW: Wash Post story on USPS stimulus money

Governors,

Please see below a new Washington Post story. (b) (5)

Michael

Michael J. Elston
Secretary of the Board of Governors
United States Postal Service
(202) 268-4800

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Cc: [Stroman, Ronald A - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#); [Elston, Michael J - Washington, DC](#); [Corbett, Joseph - Washington, DC](#); [Grossmann, Luke T - Washington, DC](#); [Krage Strako, Jakki - Washington, DC](#)
Subject: Re: Expanded Wash Post article and print placement
Date: Saturday, April 25, 2020 9:42:13 AM

(b) (5)

Thank you.

Megan

On Apr 25, 2020, at 9:27 AM, Walker, Janice D - Washington, DC <(b)(3)-39 U.S.C. 410 (c)(2)> wrote:

(b) (5)

<https://www.washingtonpost.com/us-policy/2020/04/24/trump-postal-service-loan-treasury/>

Trump says he will block coronavirus aid for U.S. Postal Service if it doesn't hike prices immediately
The president said the postal agency should quadruple its package delivery prices, otherwise he would block congressionally approved funding

By Lisa Rein<<https://www.washingtonpost.com/people/lisa-rein/>> and Jacob

Bogage<<https://www.washingtonpost.com/people/jacob-bogage/>>

April 24, 2020 at 7:22 p m. EDT

President Trump on Friday threatened to block an emergency loan to shore up the U.S. Postal Service unless it dramatically raised shipping prices on online retailers, an unprecedented move to seize control of the agency that analysts said could plunge its finances into a deeper hole.

"The Postal Service is a joke," Trump told reporters in the Oval Office. To obtain a \$10 billion line of credit Congress approved this month, "The post office should raise the price of a package by approximately four times," he said.

Trump for years has alleged the Postal Service has charged too little for packages and personally pushed the head of the agency to charge far more to ship goods for big online retailers. Several administration officials, speaking on condition of anonymity, have said Trump's criticism of Postal Service rates is rooted in a desire to hurt Amazon in particular.<https://www.washingtonpost.com/business/economy/trump-personally-pushed-postmaster-general-to-double-rates-on-amazon-other-firms/2018/05/18/2b6438d2-5931-11e8-858f-12becb4d6067_story.html?tid=lk_inline_manual_4&itid=lk_inline_manual_4> They have said that he fumes publicly and privately at Amazon's founder Jeff Bezos, who also owns The Washington Post, for news coverage that Trump believes is unfair.

But raising USPS prices so sharply may not have the impact the president desires, analysts said, as it would put postal services prices far above those of UPS and FedEx, allowing them to raise prices a little and still gain market share, they said.

"This is about as catastrophically stupid an idea that anyone could ever imagine," said Mark Cohen, director of retail studies at Columbia University Business School. "As if anyone from Amazon to the local mom and pop delivery businesses would ever put up with a rate increase like that when they have alternatives."

Jon Gold, the vice president of supply chain and customs policy at the National Retail Federation, said in a statement that higher prices would “significantly hurt rural communities and small businesses in addition to USPS.”

“Retailers and consumers are heavily relying on USPS during the pandemic to deliver goods, as bricks-and-mortar stores are temporarily closed,” Gold said.

Trump’s proposal could hit Amazon harder than other shipping companies because it cannot as easily pass costs onto consumers. It also contracts more often with USPS for “last-mile” service — or deliveries between warehouses and homes.

But a dramatic spike in USPS package rates could push the e-commerce giant to do more last-mile shipments on its own. Amazon already delivers close to half of its own shipments. Before the pandemic, it was on pace to deliver more packages annually than either UPS or FedEx by 2022, according to Morgan Stanley.

Such a price increase would also hurt a broad swath of businesses, including brick-and-mortar retailers and other Amazon rivals, which have turned to the Postal Service to get goods to consumers after the pandemic closed down many malls and physical stores.

“Raising rates like that on the post office, which is a thinly veiled attempt to get at Bezos, will merely result in Amazon and other shippers moving their business,” Cohen said. “It will kill the post office.”

The Postal Service has not taken federal funding since 1970, operating instead from revenue it raises from stamp sales and other products. But it has struggled as first-class mail plummeted in the Internet era, and is burdened by a congressional requirement to pre-fund its health benefits for retired employees. The agency has stopped making those payments. As it has run up multibillion-dollar debts, Congress has debated new subsidies and business plans to lessen its financial problems — but never agreed on a solution.

Delivering packages has been a good business for the Postal Service, making up just 5 percent of the Postal Service’s volume, but accounting for 30 percent of its revenue. And package volume jumped 53 percent last week, compared with the same period in 2019, as a homebound nation dives into e-commerce for groceries, prescriptions and household essentials.

But overall, the pandemic has worsened the agency’s finances as catalogues, real estate ads and other business mail have spiraled down. Postal officials say revenue has plunged by almost a third, and growth in package business has not been able to compensate for the other losses.

The Postal Service repeatedly has defended its arrangement with Amazon, saying it gets fair rates for the services it provides in a highly competitive environment. But Trump has doubted those statements.

“They’re handing out packages for Amazon and other Internet companies, and every time they bring a package, they lose money on it,” Trump said on Friday. He also accused post office officials of being “very cozy” with big online merchants.

“If they don’t raise the price of the service they give, which is a tremendous service, and they do a great job and the postal workers are fantastic — but this thing’s losing billions of dollars,” Trump said. “If they don’t raise the price I’m not signing anything, so they’ll raise the price so that they become maybe even profitable but so they lose much less money, okay?”

His comments are drawing the Postal Service into a political showdown. The agency says revenue have dropped down by close to a third during the pandemic.

Lawmakers, postal unions and other entities that rely on the post office accused the president of exploiting the pandemic to punish his enemies.

House Speaker Nancy Pelosi (D-Calif.) said the president was trying to starve the Postal Service so he and his allies can turn it over to a private company.

“Right now, I see a big danger for our country in the form of the administration’s interest in privatizing the post office,” she told reporters. “This is just about somebody on the outside making money off the post office instead of recognizing the important role [it] plays.”

Under the \$2.3 trillion coronavirus stimulus relief passed last month<https://www.washingtonpost.com/business/2020/03/25/trump-senate-coronavirus-economic-stimulus-2-trillion/?tid=lk_inline_manual_7&itid=lk_inline_manual_7&tid=lk_inline_manual_38&itid=lk_inline_manual_38>, Treasury was authorized to loan \$10 billion to the USPS, which says it may not be able to make payroll and continue mail service uninterrupted past September.

Treasury Secretary Steven Mnuchin rejected a bipartisan Senate proposal to give the Postal Service a bailout amid the negotiations over that legislation, a senior Trump administration official and a congressional official previously told The Post.<https://www.washingtonpost.com/business/2020/04/11/post-office-bailout-trump/?tid=lk_inline_manual_7&itid=lk_inline_manual_7&tid=lk_inline_manual_41&itid=lk_inline_manual_41>

Any decision on higher package rates as a condition of the Treasury loan would be up to the agency’s board of governors, which currently has five Senate-confirmed members appointed by Trump.

“If you raise prices by 400 percent, people are no longer going to be able to mail packages — or they will move to the Postal Service’s competitors,” said Art Sackler, a longtime lobbyist for mailers, postal shippers and suppliers.

After months of attack on Amazon early in his term, Trump commissioned the Treasury Department to lead a task force on the post office’s financial troubles. In a December 2018 report, the task force concluded that the agency “is on an unsustainable financial path” and recommended restructuring that included higher package prices and labor concessions that called for a shift to nonunion employees in some parts of agency operations.

Since becoming president, Trump has taken an unusual interest in the Postal Service, according to current and former aides. He has asked for detailed briefings on the agency’s finances and operations and has complained repeatedly to senior aides about its status as a financial “loser,” the aides said. Mnuchin, whose agency has provided many loans to the post office as its fortunes sank — loans with no strings attached except interest payments — took on the challenge of getting Trump what he wanted.

“[Trump] is interposing his own flawed judgment for a very complex, technical enterprise that serves at least a \$2 trillion industry,” said Rep. Gerald E. Connolly (D-Va.), who chairs the House subcommittee in charge of postal oversight. “It’s one of the most important services in America. It serves every business and every household and it has a workforce of 630,000 people who put themselves at risk every day on behalf of the American population. And he’s willing to risk it all because he’s got a bugaboo in his mind that Jeff Bezos and Amazon are getting a good deal.”

Former Army secretary John McHugh, chairman of the Package Coalition advocacy group, said in a statement that Trump’s proposal would raise prices for consumers, small businesses and rural communities.

“Now, when Americans need affordable and reliable package delivery service more than ever, Congress must fight to guarantee emergency relief for the Postal Service and stop this package tax,” he said.

Staff writers Philip Rucker, Damian Paletta and Erica Werner contributed to this report.

From: [Brennan, Megan J - Washington, DC](#)
To: [Seaver, Kristin A - Washington, DC](#); [Williams Jr, David E \(COO\) - Washington, DC](#)
Subject: Fwd: Expanded Wash Post article and print placement
Date: Saturday, April 25, 2020 10:06:32 AM

FYI; sorry, meant to copy you.

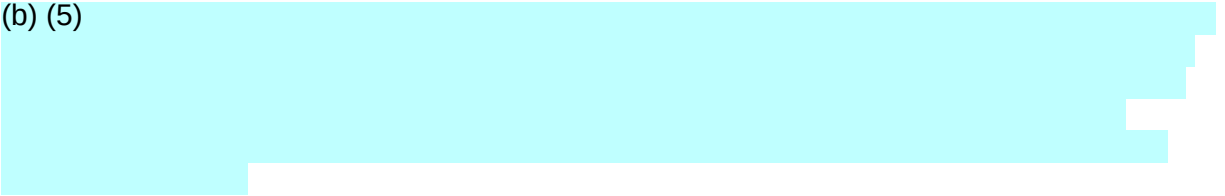
Thank you.

Megan

Begin forwarded message:

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Cc: [Elston, Michael J - Washington, DC](#)
Subject: Re: Expanded Wash Post article and print placement
Date: Saturday, April 25, 2020 12:26:14 PM

(b) (5)

A large rectangular area of the document is redacted with a solid light blue color, obscuring several lines of text.

Thank you.

Megan

On Apr 25, 2020, at 11:08 AM, Marshall, Thomas J - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) > wrote:

(b) (5)

A rectangular area of the document is redacted with a solid light blue color, obscuring a line of text.

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Subject: RE: Wash Post fact checker column on POTUS claims
Date: Monday, April 27, 2020 10:53:30 AM
Attachments: [image001.jpg](#)

(b) (5)

Thank you.

Megan

From: Walker, Janice D - Washington, DC
Sent: Monday, April 27, 2020 10:06 AM
To: _Executive Leadership Team <(b)(3)-39 U.S.C. 410 (c)(2) v>
Subject: Wash Post fact checker column on POTUS claims

FYI

<https://www.washingtonpost.com/politics/2020/04/27/trumps-claim-postal-service-loses-money-every-e-commerce-package-it-delivers/>

Fact Checker<<https://www.washingtonpost.com/news/fact-checker/>>

Trump's claim the Postal Service loses money on every e-commerce package it delivers

By Glenn Kessler<<https://www.washingtonpost.com/people/glenn-kessler/>>

April 27, 2020

"The Postal Service is a joke because they're handing out packages for Amazon and other Internet companies. And every time they bring a package, they lose money on it."

- President Trump, in remarks to reporters<<https://publicpool.kinja.com/subject-remarks-by-president-trump-at-a-signing-ceremo-1843052439>>, April 24

President Trump is threatening to veto financial aid for the beleaguered U.S. Postal Service unless it hikes the price it charges for delivering packages - which he said should be quadrupled.

Note that he mentioned Amazon by the name. The Washington Post, of course, is owned by Jeff Bezos, the founder and chief executive of Amazon. The president is often displeased by reporting in The Post, which he occasionally labels the "Amazon Washington Post" even though The Post is not part of Amazon. Bezos has owned The Post since 2013 as a personal investment via Nash Holdings LLC.

Be that as it may, it's certainly worth fact-checking whether the Postal Service loses money delivering packages for e-commerce merchants, as Trump claims.

The Facts

The Postal Service is losing money overall, primarily because the rise of email has sharply cut flat-mail volume, and because Congress requires it to prepay pension and health benefits. One problem is the USPS must charge the same price for first-class mail delivery anywhere in the country, no matter how remote.

But the USPS consistently says package delivery is a bright spot in its revenue picture, increasing every year.

"As a percentage of operating revenue, Shipping and Packages generated approximately 32%, 30% and 28% for the years ended September 30, 2019, 2018 and 2017, respectively," USPS said in a 2019 regulatory filing<<https://about.usps.com/who-we-are/financials/10k-reports/fy2019.pdf#page=23>>. "As a percentage of total volume, Shipping and Packages represented 4.3%, 4.2% and 3.8% for the years ended 2019, 2018 and 2017, respectively."

Of course, revenue is not profit. And we do not know the details of the contracts between USPS and Internet

retailers. But USPS says it has been raising prices: "Prices for these Competitive services increased an average of 7.4%, 4.1% and 3.9% in January 2019, January 2018 and January 2017, respectively."

Amazon uses the Postal Service for the last mile or so of a package's journey. But the Postal Service says there are signs Amazon may emerge as a competitor.

"The primary competitors of our Shipping and Packages services are FedEx Corporation and United Parcel Service, Inc., as well as other national, regional and local delivery companies and crowdsourced carriers," USPS said in the regulatory filing. <<https://about.usps.com/who-we-are/financials/10k-reports/fy2019.pdf#page=6>> "We see additional competition coming from existing customers, such as Amazon.com, Inc., that are testing and in some cases implementing 'last-mile' services."

In its most recent 10-K filing <<http://d18rn0p25nwr6d.cloudfront.net/CIK-0001018724/4d39f579-19d8-4119-b087-ee618abf82d6.pdf>> with the Securities and Exchange Commission, Amazon said it had spent \$27.7 billion in 2018 and \$37.9 billion in 2019 on shipping costs and was looking for ways to "mitigate costs of shipping over time."

Note the use of the phrase "competitive services" in USPS documents. Under a 2006 law, USPS has two product lines - services such as first-class mail in which it holds a monopoly and competitive products in which it competes with companies such as FedEx and UPS. Under that law, USPS is prohibited from losing money in the competitive services deliveries.

"By law, prices for each Competitive service must cover 'attributable costs' (meaning the Postal Service's costs attributable to such product through reliably identified causal relationships), and Competitive services collectively must contribute an appropriate share to the institutional costs of the Postal Service, currently 8.8%," the regulatory filing says. Indeed, the USPS's most recent public cost and revenue filing shows <<https://about.usps.com/what/financials/cost-revenue-analysis-reports/fy2019.pdf#page=4>> that in the competitive services sector, first-class package services covered 148 percent of operating costs, while ground parcel post covered 189 percent of operating costs associated with these deliveries. That would suggest profits are being made.

So, the law says USPS cannot lose money on package services, and USPS says costs are being covered. How can Trump claim the agency is losing money?

We contacted the Treasury Department for an explanation, as Treasury Secretary Steven Mnuchin is handling this issue for Trump. Mnuchin was at Trump's side when the president made these remarks, and he indicated he agreed USPS should charge more to e-commerce merchants.

Essentially, Treasury's answer is that USPS's calculation methods are off-kilter and provide a misleading picture of profits and losses - even as it concedes that USPS is following the law.

"It is correct that the law only requires them to contribute to institutional costs and therein lies the problem," said a Treasury official. "Judges uphold that the USPS's accounting functions within the law. However, the law also requires the USPS to be self-sustaining and to not receive appropriations. In order to achieve sustainability without ongoing appropriations, the packages need to cover their proportional share of institutional costs rather than simply contribute to them."

The official added: "USPS's cost allocation method was originally developed 45 years ago to align mail prices with marginal mail costs when USPS operated on a break-even basis. It was never designed to fully distribute costs to products or to determine the profitability of products, let alone to distinguish cost drivers between mail vs. packages. As such, it does not reflect the drivers of its costs today - the rapid decline in mail and rapid rise in packages over the last decade."

The official pointed to the sections of a 2018 task force report, produced after Trump complained e-commerce merchants - in particular, Amazon <<https://twitter.com/realDonaldTrump/status/981168344924536832>> - were getting too sweet of a deal from USPS. "Modernizing the USPS's cost standards and allocation methodology is a key principle needed to reform the USPS," the report said <https://home.treasury.gov/system/files/136/USPS_A_Sustainable_Path_Forward_report_12-04-

[2018.pdf#page=9](#)>. "This modernization will provide the USPS the information it needs to inform critical management decisions, government policies, and regulatory reporting."

Notably, the report did not say e-commerce merchants were taking advantage of USPS - or even offer an alternative way to calculate profits. But it did say USPS could exploit its prominence in rural areas. "The Task Force recommends that USPS price its competitive products in a manner that is not geared simply toward maximizing volume, but instead toward generating income that can be used to fund its capital expenditures and long-term liabilities," the report

said<https://home.treasury.gov/system/files/136/USPS_A_Sustainable_Path_Forward_report_12-04-2018.pdf#page=58>. "Alternatively, the Task Force recommends that in any of its pricing decisions, the USPS consider the potential market distortions that could drive industry participants out of the market."

The Treasury official said: "Until USPS modernizes its cost allocation method, using standard business practices, it will not be able to determine the true profitability of products."

(One private-sector analysis that attempted to calculate whether the USPS subsidized Amazon turned out to be<<https://www.businessinsider.in/one-of-the-central-arguments-in-trumps-attacks-on-amazon-is-all-wrong-and-its-citigroups-fault/articleshow/63658626.cms>> based on out-of-date numbers. Recalculated figures by Josh Barro of Business Insider found barely any subsidy.)

The Pinocchio Test

Regular readers know the burden of proof rests with the speaker. The president says USPS loses money on every package it delivers for e-commerce merchants. But that appears to be an analysis derived from his gut - or his animus toward Amazon - than any sophisticated analysis of the numbers.

USPS, by its own calculation, says revenue from package deliveries far exceeds costs. With Amazon perhaps seeking to bypass USPS, the agency must be careful not to price itself out of the market - and thus face a bigger financial squeeze. Moreover, under the law, USPS is prohibited from losing money in the package-delivery sector.

The Treasury Department, while acknowledging USPS's calculations passed muster with the courts, says USPS's methodology is flawed. We acknowledge government accounting sometimes can be opaque and different from private-sector accounting. But the Postal Service's business model also is burdened by rules set by Congress and thus cannot easily be compared with private business.

In the end, Treasury cannot show us USPS is actually losing money on its contract with Amazon, as Trump claims. It can assert only that USPS does not know whether it makes a profit.

Trump earns Four Pinocchios. We're happy to revisit this fact check if any evidence supporting his position emerges.

Four Pinocchios

[Image without a caption]

(About our rating scale<http://www.washingtonpost.com/blogs/fact-checker/about-the-fact-checker/?tid=lk_inline_manual_50&itid=lk_inline_manual_50>)



The White House

@WhiteHouse



LIVE: POTUS holds a roundtable with industry executives



The White House

@WhiteHouse

LIVE: POTUS holds a roundtable with industry executives

[pscp.tv](#)

4:18 PM · Apr 29, 2020 · [Periscope](#)

AMERICAN
OVERSIGHT

USPS-19-1513-A-000367

2.9K Retweets 13.1K Likes

**President Trump's Roundtable with Industry Executives
April 29, 2020**

45:26 (best transcript available)

Reporter (unknown affiliation)

Mr. President, are you open to making a deal for the Postal Service that would allow it to borrow from the Treasury without raising shipping rates?

President Trump:

We have to raise the rates in packages because they are losing a fortune on packages - anywhere from \$2, \$3, \$4 on everyone they deliver and so it's not fair. And it's not fair to the people that work at the Postal Service. You have some of these internet retail companies that drop millions of packages at Post Offices. It's not fair and they drop packages off - \$2-5 a package and every time they lose. What kind of a business is that?

And you could never replicate the Post Office. The Post Office is massive and they've got to (deliver) in little places that the Post Office can go to. And, it took hundreds of years to build the Post Office and when you look at the size, it's much bigger than most companies.

We want to stabilize and we are looking for companies, not the people, for companies to pay a percentage of the loss. The Government shouldn't have to do that. We are looking to break even. We are making a lot of people rich and a lot of companies rich by subsidizing these companies on top of this - they don't pay the same taxes as a retail store.

It's very unfair to retailers. You look at the retail stores and they are just getting clobbered and there are so many disadvantages. But when we deliver a package at the Post Office and every time they deliver they lose a lot of money and that's not fair.

Steve?

Sec. Mnuchin:

The President asked us (last year) to look at a Postal Task Force and look at restructuring. A year ago, we didn't have a Board of Governors. Now we have a Board of Governors and they are overseeing it and they are conducting a search and we look forward to hearing the results of a new Postmaster and we think this is a business and the people at the Post Office will have an opportunity.

President Trump:

We want our Post Office to be successful. We don't want them to be a laughing stock and we don't want it to be a stupidly run organization (like) the way it's been for so many decades now. It's ridiculous that we make other people rich because we are willing to deliver packages at a fraction of the cost. And other people gain by it and you're hurting other people. You're hurting retailers. You're looking at stores where they have to pay rent, taxes than other companies that don't.

From: [Brennan, Megan J - Washington, DC](#)
To: [Elston, Michael J - Washington, DC](#)
Subject: FW: New Trump comments
Date: Thursday, April 30, 2020 9:30:43 AM
Attachments: [image001.png](#)
[President TrumpIndExectranscript42920.docx](#)

Mike,

Here's the transcript.

Thank you.

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Fwd: [EXTERNAL] : Amazon CEO Jeff Bezos Called to Testify Before Congress
Date: Friday, May 1, 2020 12:54:32 PM

Thank you.

Megan

Begin forwarded message:

From: (b) (6)
Date: May 1, 2020 at 10:56:53 AM EDT
To: Barger/NorthernCrossPartners (b) (6) >, "Brennan, Megan J - Washington, DC"
(b)(3)-39 U.S.C. 410 (c)(2), "(b) (6)"
Cc: (b) (6)
Subject: [EXTERNAL] : Amazon CEO Jeff Bezos Called to Testify Before Congress

CAUTION: This email originated from outside USPS. STOP and CONSIDER before responding, clicking on links, or opening attachments.

(b) (5)

Amazon CEO Jeff Bezos Called to Testify Before Congress
Lawmakers want to know if the retailing giant used data about independent sellers on its platform to develop competing products
By: Dana Mattioli and Ryan Tracy
5/1/2020
Wall Street Journal

Lawmakers on the House Judiciary Committee called on Amazon.com Inc. AMZN -6.59% Chairman and CEO Jeff Bezos to testify on its private-label practices, citing a Wall Street Journal investigation that found Amazon AMZN -6.59% employees used data about independent sellers on its platform to develop competing products.

The House panel has been investigating the market power of Amazon and other giant large technology firms.

“On April 23, the Wall Street Journal reported that Amazon employees used sensitive business information from third-party sellers on its platform to develop competing products,” lawmakers from both parties said in a letter to Mr. Bezos on Friday. “The report was based on interviews with over 20 former or current Amazon employees and the company’s internal documents.”

“If these allegations are true, then Amazon exploited its role as the largest online marketplace in the U.S. to appropriate the sensitive commercial data of individual marketplace sellers and then used that data to compete directly with those sellers,” the letter said.

Testimony by Mr. Bezos would give lawmakers a public forum to interrogate him on the private-label practices as well as other subjects. Bipartisan concerns about the company stretch across a range of issues, from its market power and its impact on small businesses to the safety of its workers and sales of counterfeit products on its platforms.

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Cc: [Stroman, Ronald A - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#); [Elston, Michael J - Washington, DC](#); [\(b\) \(6\)](#); [Corbett, Joseph - Washington, DC](#)
Subject: Re: Washington Post story on reaction to PMG selection
Date: Thursday, May 7, 2020 8:09:37 PM

Janice,

(b) (5)

Thanks,

Megan

On May 7, 2020, at 7:39 PM, Walker, Janice D - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) y>> wrote:

(b) (5)

Sent from my iPhone

<https://www.washingtonpost.com/business/2020/05/07/postal-service-postmaster-dejoy-trump/>

Under fire from Trump, Postal Service braces for arrival of new postmaster general allied with White House
Louis DeJoy — a top Republican fundraiser and Trump donor — has been selected to run the beleaguered agency
the president has long agitated to change

By Jacob Bogage<<https://www.washingtonpost.com/people/jacob-bogage/>>

May 7, 2020 at 7:12 p.m. EDT

U.S. Postal Service officials are bracing for sweeping changes with the arrival of a new boss who is deeply aligned with President Trump at a time the agency grappling with a financial crisis and battling for its future.

The selection of Louis DeJoy — a North Carolina businessman and top Republican fundraiser — as postmaster general puts a White House ally at the helm of an agency Trump has long agitated to change, deriding it as a “loser” and “delivery boy” for private shipping companies, particularly Amazon.

The administration, led by Treasury Secretary Steven Mnuchin, has angled for the authority to name a successor to current Postmaster General Megan Brennan and set package prices, among other terms, in exchange for emergency funding for the Postal Service, which leaders say could run out of money by October.

Trump in April called USPS “a joke”<https://www.washingtonpost.com/us-policy/2020/04/24/trump-postal-service-loan-treasury/?tid=lk_inline_manual_7&itid=lk_inline_manual_7> and said he would not authorize a \$10 billion loan included in a pandemic relief package unless it raised package rates 400 percent on third-party shippers.

With DeJoy’s appointment and the resignation of David C. Williams, vice chairman of the board of governors and a foil to Mnuchin’s borrowing terms, some postal advocates worry that the changes Trump wants will not only materialize, they will be made without any benefit of additional funding — or the promised loan — for an agency whose already shaky financial footing has grown weaker during the coronavirus pandemic. They also worry it will politicize the independent agency, leaving USPS wounded in the run up to a presidential election that in many states may be conducted through the mail.

“We’re trying to manage through a pandemic and economic collapse,” Rep. Gerald E. Connolly (D-Va.), who chairs

the House subcommittee responsible for postal oversight, said in a phone interview. “What could go wrong in hiring a political donor?”

The White House declined to comment, and DeJoy did not immediately respond to a request for comment.

DeJoy is the owner of a real estate and consulting firm in North Carolina who had served as chairman and chief executive of New Breed Logistics, according to his family’s foundation page. New Breed was sold to XPO Logistics and DeJoy served on the company’s board of directors.

He is a longtime donor to Republican causes, according to Federal Election Commission records, and has given more than \$157,000 to GOP candidates, committees and superpacs since the start of the year. In March 2017, DeJoy hosted a fundraiser for Trump at his home in Greensboro, N.C. Tickets cost as much as \$15,000 per couple, according to the Raleigh News & Observer<<https://www.newsobserver.com/news/politics-government/state-politics/article176825156.html>>. In the invitation he wrote of “unreasonable challenges” Trump faced from “the political establishment, the left wing groups, the media and many of the federal employees of the agencies of the executive branch.”

His wife, Aldona Wos, a former ambassador to Estonia and Trump’s nominee as ambassador to Canada, is the vice chair of the president’s Commission on White House Fellowships. USPS Board of Governors Chairman Robert M. Duncan, the former head of the RNC, chairs the fellowship panel.

Conservatives are cheering DeJoy’s appointment and hailing his private-sector experience in the logistics industry. Only four postmasters general have come from the private sector, and some analysts want the Postal Service to invest more heavily in the logistics arena, rather than door-to-door delivery.

“We have so many different ways to move stuff,” said Kevin Kosar, vice president of research partnerships at libertarian think tank R Street. “Where does the Postal Service fit into that picture? Hopefully someone from the outside like DeJoy can bring people into the main office who can help him think about that.”

Meanwhile, the Package Coalition — an industry group of online retailers led by Amazon, eBay, QVC and CVS Health, all companies set to lose substantially with higher shipping rates — launched a \$2 million ad blitz Wednesday on Fox News. The 30-second commercial, which will air during broadcasts of “Hannity,” “Fox & Friends” and other network shows, takes aim at Trump’s proposal to quadruple package rates, calling it a “400-percent package tax.” It asks viewers to call Congress and urge members to support a postal bailout. (Amazon founder and chief executive Jeff Bezos owns The Washington Post.)

“We’re trying not to be alarmist about it,” former Army secretary and Package Coalition chairman John McHugh said in a phone interview. “But we want to tell people that there’s something afoot that I think could be cataclysmic in the lives of many Americans. That is the Postal Service running out of money.”

The Postal Regulatory Commission, the body that approves postage rates and monitors the USPS’s budget, on Thursday reported the agency was in “dire” financial shape after 2019. It posted an \$8.8 billion loss caused by declining mail volume and missed its payments into a prepaid retiree health benefit account<https://www.washingtonpost.com/business/2020/04/15/postal-service-bailout-congress/?tid=lk_inline_manual_28&itid=lk_inline_manual_28>. Those losses don’t reflect the nearly two-month long coronavirus pandemic, during which postal leaders told lawmakers they expected \$2 billion losses each month as the economy shut down.

But Senate Republicans say they have data that indicates USPS’s losses, propped up by surging package volumes, are far more tame than the agency portrays and that the USPS is not in desperate need of a bailout as some officials claim.

From: [Brennan, Megan J - Washington, DC](#)
To: (b) (6)
Subject: Fwd: Washington Post story
Date: Wednesday, October 16, 2019 9:03:17 PM

Thanks,

Megan

https://www.washingtonpost.com/politics/postmaster-general-who-was-target-of-trumps-ire-announces-retirement/2019/10/16/608e6286-c51d-11e9-850e-c0eef81a5224_story.html

Postmaster general who was target of Trump's ire announces retirement

By

Ashley Parker<<https://www.washingtonpost.com/people/ashley-parker>> and Josh Dawsey<<https://www.washingtonpost.com/people/josh-dawsey/>>

Oct. 16, 2019 at 6:18 p m. EDT

U.S. Postmaster General Megan Brennan plans to retire in January, officials said Wednesday, following months of complaints from President Trump that the Postal Service was losing too much money and should be charging retail giant Amazon more for package delivery.

Trump had told aides repeatedly earlier this year that he would like to remove Brennan from her post, according to people with knowledge of the discussions.

But officials on Wednesday characterized Brennan's departure as a normal retirement and said she would assist in the search for a replacement.

Brennan, a former letter carrier who is the first woman to head the postal agency, had resisted Trump's push to double the rates<https://www.washingtonpost.com/business/economy/trump-personally-pushed-postmaster-general-to-double-rates-on-amazon-other-firms/2018/05/18/2b6438d2-5931-11e8-858f-12becb4d6067_story.html?tid=lk_inline_manual_4> charged to Amazon and other firms to ship packages — a drastic move that could cost the companies and post office customers billions of dollars.

Trump has repeatedly rained invective on Amazon's founder, Jeff Bezos, and on his separate ownership of The Washington Post, which Trump regularly accuses of reporting "Fake News."

Brennan had explained to the president in multiple conversations that he cannot undo Amazon's contracts without a regulatory commission review, and had also argued that<https://www.washingtonpost.com/business/economy/trump-personally-pushed-postmaster-general-to-double-rates-on-amazon-other-firms/2018/05/18/2b6438d2-5931-11e8-858f-12becb4d6067_story.html?tid=lk_inline_manual_8> the relationship benefits both Amazon and the Postal Service.

In a statement released by the Postal Service, Brennan thanked the men and women with whom she had worked. "I have had the privilege to work with you over the course of my 33-year career," she said. "You embody the spirit of public service, you earn the trust of the American people every day, and you continually reinforce my reverence for this institution and my abiding belief in our mission."

Brennan added: "When I was appointed Postmaster General, I made a commitment to the Board of Governors that I

would serve for five years and it has been my absolute honor to do so.”

The Senate recently confirmed three new members to the Postal Service’s Board of Governors, which elects the postmaster general and now has a quorum dominated by Trump appointees. That would have given the administration enough new members on the Postal Service’s oversight board to enable Brennan’s ouster, at least in theory, according to people with knowledge of the discussions.

The Board of Governors has 11 members, nine of whom are appointed by the president, as well as the postmaster general and her deputy. The nine-member board elects the postmaster general. There are still four vacancies, but with five governors, the board now has a quorum for the first time since 2014. And now Trump has installed three of his picks — a majority — on the board.

Before Wednesday’s announcement, the White House rejected the notion that Trump’s nomination of three new members to the Postal Service board was in any way tied to the president’s desire to replace Brennan or that Trump hoped to see Brennan removed because she had been too soft on Amazon.

“This insinuation is so false that no one had the guts to go on the record with it, but giving gutless anonymous sources a platform to attack the President Trump and protect Amazon is a typical tactic of The Washington Post,” said Hogan Gidley, a White House spokesman, in an email statement several weeks before Brennan decided to retire.

Bezos plays no role in the newspaper’s day-to-day coverage, and his ownership of the publication is separate from his role as Amazon chief executive. Amazon declined to comment.

After months of attacks on Amazon and its shipping charges early in his term, Trump commissioned the Treasury Department to lead a task force on the Postal Service’s financial troubles. A December 2018 report<https://home.treasury.gov/system/files/136/USPS_A_Sustainable_Path_Forward_report_12-04-2018.pdf> from the task force concluded that the Postal Service “is on an unsustainable financial path” and is “forecast to lose tens of billions of dollars over the next decade.”

The Postal Service reported a net loss of \$3.9 billion for fiscal 2018 — an increase of \$1.2 billion in net losses compared to 2017, even as the agency increased its operating revenue by \$1 billion.

“She was running the joint on baling wire and bubble gum for five years,” Arthur Sackler, a longtime lobbyist for mailers, postal shippers and suppliers, said about Brennan. “She’s got to be worn down.”

Brennan worked closely on a deal reached in September that changed the fee structure for international mail and small packages, earning her praise from Peter Navarro, a senior White House economic adviser.

“One of my favorite people in this town is the postmaster general,” Navarro said in a CNN interview last month. “She has put all the resources of her agency to work on this.”

Since becoming president, Trump has taken an unusual interest in the Postal Service, according to current and former aides. He has asked for detailed briefings on its finances and operations and has complained repeatedly to senior aides about its status as a financial “loser,” three former senior administration officials said.

One of Trump’s greatest gripes is the Postal Service’s relationship with Amazon.

“I am right about Amazon costing the United States Post Office massive amounts of money for being their Delivery Boy,” Trump wrote<<https://twitter.com/realdonaldtrump/status/981168344924536832>> in a tweet last year. “Amazon should pay these costs (plus) and not have them borne by the American Taxpayer. Many billions of dollars. P.O. leaders don’t have a clue (or do they?)!”

Trump has also mused about privatizing the Postal Service, an idea long floated by various conservative think tanks, according to current and former senior administration officials, who spoke on the condition of anonymity to share private conversations.

John McHugh, chairman of the Package Coalition, a trade association that represents over 20 national brands and

companies, including Amazon, said it is important to “look at this process as a whole” rather than just Amazon.

The package delivery system, McHugh said, “is by far the Postal Service’s most lucrative and highest returning business, and if you want to fix the Postal Service’s financial position — and I think the president really does want to do that — I think the last thing you want to do is artificially, on a nonmarket basis, disrupt that single profitable source of Postal Service revenue.”

Many of the Postal Service’s financial woes are tied to the 2006 Postal Accountability and Enhancement Act, which requires the agency to pre-fund its retiree health care benefits. During April testimony before the House Oversight Committee, Brennan cited the law and the agency’s “very sizable retirement-related payments” to explain some of the Postal Service’s challenges.

Brennan assumed the postmaster general’s job in February 2015, becoming the first woman to hold the job. Before that, she served as the Postal Service’s chief operating officer and executive vice president. Brennan began her three-decade career as a letter carrier in Lancaster, Pa.

Just before the August congressional recess, Senate Majority Leader Mitch McConnell (R-Ky.) included the confirmation votes of three new members of the Postal Service Board of Governors — John McLeon Barger, Ron A. Bloom, and Roman Martinez IV — as part of a broader package that passed by voice vote.

Trump had previously complained to Treasury Secretary Steven Mnuchin about his frustrations with Brennan, according to someone familiar with the conversations. McConnell’s office was aware of the president’s desire to replace her, a second person familiar with the situation said. But, this person said, McConnell viewed the three new board members’ nominations as simply part of his role in filling executive branch vacancies.

Through a Postal Service spokesman, the three new members previously declined requests for interviews.

Damian Paletta and Lisa Rein contributed to this report.

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Fwd: [EXTERNAL] Re: Wash Post Update
Date: Friday, September 20, 2019 12:23:13 PM

Thanks,

Megan

Begin forwarded message:

From: (b) (6)
Date: September 20, 2019 at 12:09:46 PM EDT
To: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: [EXTERNAL] Re: Wash Post Update

(b) (5)

[Redacted content]

Sent from my iPhone

On Sep 20, 2019, at 11:49 AM, Brennan, Megan J - Washington, DC
(b)(3)-39 U.S.C. 410 (c)(2) >> wrote:

(b) (6)

(b) (5)

[Redacted content]

Thanks,

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Marshall, Thomas J - Washington, DC](#)
Subject: Re: [EXTERNAL] Re: Wash Post Update
Date: Friday, September 20, 2019 12:34:04 PM

(b) (5)

Thanks,

Megan

On Sep 20, 2019, at 12:32 PM, Marshall, Thomas J - Washington, DC

(b) (6) wrote:

(b) (5)

Thomas J. Marshall
General Counsel and Executive Vice President
United States Postal Service

From: [Brennan, Megan J - Washington, DC](#)
To: (b) (6)
Subject: Re: [EXTERNAL] Re: Wash Post Update
Date: Friday, September 20, 2019 12:47:23 PM

(b) (6)

(b) (5) .

Thanks,

Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Subject: Re: Wash Post Article
Date: Friday, September 20, 2019 2:10:36 PM

(b) (5)

Thanks,

Megan

> On Sep 20, 2019, at 1:00 PM, Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) wrote:

>

> Megan,

>

> (b) (5)

[REDACTED]

>

> ###

>

> Officers,

>

> I want to acknowledge the article in today's Washington Post. Speculation and distractions do not serve the organization or our customers well. My reaction - I remain focused on doing my job to the best of my ability, working hard to provide our customers with the high quality service they deserve while advocating for the public policy changes required to return the Postal Service to financial stability.

>

> I know I can count on you to keep your eyes on the ball and stay focused on the important work that we need to accomplish.

>

> Together, we will continue to do our level best for our employees, our customers and this great American institution.

>

> Thank you for your leadership.

>

> Statement:

>

> "The United States Postal Service does not comment on unsubstantiated rumors or innuendo. The Postal Service is very pleased that additional Governors have been confirmed, and that a Board of Governors quorum has been restored. As the Postmaster General has continuously advocated, the Postal Service and our customers are best served by a robust Board made up of highly-qualified individuals, and we appreciate the willingness of all of our Governors to help us tackle the unique challenges that we face. In that regard, although we are an independent establishment of the Executive Branch, we are working together with our Board, the Administration and Congress to return the Postal Service to financial stability so that we can continue to serve the needs of America's businesses, consumers, and people."

>

>

>

> -----Original Message-----

> From: Brennan, Megan J - Washington, DC

> Sent: Friday, September 20, 2019 12:09 PM
> To: Walker, Janice D - Washington, DC (b)(3)-39 U.S.C. 410 (c)(2) >
> Subject: Wash Post Article
>
> Janice,
>
> (b) (5)
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
>
> Thanks,
>
> Megan

From: [Brennan, Megan J - Washington, DC](#)
To: [Walker, Janice D - Washington, DC](#)
Cc: [Marshall, Thomas J - Washington, DC](#); [Latham, Sandra R - Washington, DC](#)
Subject: Fwd: [EXTERNAL] News
Date: Saturday, January 4, 2020 2:55:16 PM

Janice,

(b) (5)

Thank you.

Megan

Begin forwarded message:

From: (b) (6)
Date: January 4, 2020 at 2:12:44 PM EST
To: "Brennan, Megan J - Washington, DC" (b)(3)-39 U.S.C. 410 (c)(2)
Subject: [EXTERNAL] News

I was watching Fox News this past week and they posted donations made to Bernie Sanders campaign from businesses. The USPS as you may know stands for UNITED STATES POSTAL SERVICE was listed on that list!!! I am sure that I speak for millions of AMERICANS can simply NOT BELIEVE what I saw!!! Do you what SOCIALISM will do to OUR AMERICA?? HE WILL DESTROY OUR AMERICA!!! WHY WHY would YOU or ANYONE in OUR POSTAL SERVICE GIVE THIS NAZI MONEY??? I PRAY I AM WRONG but I SAW WITH MY OWN EYES!!!!!! I WILL BE POSTING THIS ON SOCIAL MEDIA!!!! Better straighten up if you want to keep your job!!!!

Sent from my Huawei Mobile