

Prepared Statement of
David C. Williams
BEFORE THE SENATE HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS COMMITTEE
April 18, 2018

Chairman Johnson, Ranking Member McCaskill, and members of the Committee, thank you for considering my nomination. By way of background, my government experience began with military service in the Americal Infantry Division in Vietnam. I then joined the Secret Service. I served with the Department of Justice Organized Crime Strike Force in the Labor Department's Office of Inspector General and was part of President Reagan's Commission on Organized Crime.

I went on to head GAO's Office of Special Investigations. I was then confirmed by the Senate to be the Inspector General at the Nuclear Regulatory Commission, the Social Security Administration and the Treasury. I was also the first IRS Inspector General and for a time was simultaneously the Acting Inspector General at HUD. Most recently I served as the Inspector General of the Postal Service for 13 years, until 2016.

As the Postal Service Inspector General, I conducted audits of program efficiency and effectiveness and worked closely with the outside auditor to review Postal Service financial statements. The office also conducted investigations to assure the integrity of the organization's actions and its business dealings. I am currently a Distinguished Professor at George Mason University.

I believe that the Postal Service has long served an important role in America as an economic engine for commerce and in supporting daily, the communications and logistics needs of Americans.

I believe that the contribution of the Postal Service continues in this fast moving and disruptive era. We are certainly fortunate to live in these times, but they are continuously challenging and disorienting for citizens and commercial enterprises. The Postal Service and other American infrastructures are stabilizing constants enabling opportunity, while supporting citizens and businesses in this complex ecosphere.

Each year, the Postal Service continues to protect the privacy and security of its 150 billion mail and parcel pieces, vigorously investigating thefts and abuses. The business model, since 1970, relies entirely on revenues from its product sales. The Postal Service provides the nation with an un-conflicted infrastructure, serving the public good.

The Postal Service recently navigated an immense storm that included digital messaging diversion and an historic economic downturn, while serving as the sole participant in a major experiment to pre-fund its \$400 billion benefit programs.

As a result, there is rightfully a concern for the finances of the Postal Service, which are currently difficult for stakeholders to interpret and understand. Stakeholders often accuse one another of understating or exaggerating financial results.

I believe it is essential for the financial condition to be more clearly presented, so that decision-makers can make important judgments and chart the future. A first step is to decompose Postal liabilities into component parts and to more clearly define the universal service obligation.

I also believe that Congress could use the Postal Service to further support American citizens and position business enterprises for the opportunities and challenges of the digital global era. Today, I suspect that the Postal Service leaves much of its value to the nation on the table.

The country is also facing the promise and the specter of coming megacities featuring smart systems and the Internet of Things. New systems must integrate our neighborhoods with their cities, surrounding regions and to the world. Binding our coming nation may actually be more challenging in the near future, than in our past.

The Postal Service's facilities and truck fleet could help collect and provide needed data for the Internet of Things and perhaps serve as platforms to increase internet broadband access.

The digital age is still unfolding and the period ahead is likely to be challenging. The Postal Service's trusted presence in every American neighborhood could make it a candidate for new national mandates, should Congress direct. The neighborhood operations of the Postal Service often provide the most visible government presence in the daily lives of citizens.

This is particularly true for America's rural areas, where the Postal Service may be vital to enabling the citizens of small towns and rural areas to enjoy the lives that we have intended for all Americans.

If I am confirmed, I look forward to the challenges of this complex era and to working with you to respond to the needs of our nation.

###