

Opening Statement of William D. Zollars
Before the Senate Committee on Homeland Security and Governmental Affairs
Confirmation Hearing, the United State Postal Service Board of Governors
June 3, 2020

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

The last time I was in a position to serve my country directly was 1970, when I enlisted in the Army National Guard. In the 50 years since, I have accumulated substantial experience that I believe will help me make a contribution in solving the important challenges facing the Postal Service—and give me an opportunity to, once again, serve my country.

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

During my years in private industry I have led large organizations in three different Fortune 500 companies and served on the board of directors of four different Fortune 500 companies.

My last leadership position was the most relevant to the Postal Service since it was a nationwide, unionized, logistics network of over 50,000 associates. The company was on the brink of financial failure when my team took over, but, by working in concert with our union workforce on a strategy focused on mutual success, we were able to deliver four consecutive years of record revenue and profitability. In the process, we delivered outstanding service to our hundreds of thousands of customers, whether they were in Manhattan, Kansas, or the island of Manhattan. I mention this to illustrate that I am familiar with turnaround situations.

During my 15 years at YRC, we served every Zip Code in the country—our own version of the “Universal Service Obligation.” We delivered shipments to our customers on time, regardless of distance or density, and in the most efficient way possible. We were also able to offset a labor cost disadvantage with a knowledgeable and experienced workforce enabled by an optimized network and effect technology.

At YRC we were also a direct participant in the postal delivery process by providing consolidation and de-consolidation services on behalf of the USPS.

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

Beyond YRC and from a broader governance perspective, I have worked effectively for nearly 20 years on public boards in the healthcare, technology, real estate, and transportation industries.

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

Finally, and very importantly, even though the Postal Service has complex and significant challenges ahead, they also may have a sustainable competitive advantage—last mile /last touch density. No other competitor has that, and it is why UPS, FedEx and Amazon use the Postal Service on a regular and frequent basis to complete their deliveries. Although I do not have an in-depth knowledge of the Postal Service, I am anxious to learn as much as possible about the potential in this and other areas of advantage.

So, if I am fortunate enough to be confirmed, I will work with Congress, the Postal Regulatory Commission, and the Board of Governors, to oversee and guide management to obtain a sustainable future for this required and fundamentally important and great American asset—the United States Postal Service.

Thank you, and I look forward to your questions.