

Statement of Daniel M. Tangherlini
Nominee for the Board of Governors
United States Postal Service
March 31, 2022

Chairman Peters, Ranking Member Portman and members of the Senate Homeland Security and Governmental Affairs Committee, it is an honor to be before this body again today to seek your support for my nomination by President Biden to serve as a member of the Board of Governors of the United States Postal Service.

I am grateful to be joined today by my wife of 26 years, Theresa, who has served the public in her own way, as a pediatric nurse practitioner and lactation consultant. I am particularly grateful for her support and encouragement of my work in public service. I am also joined by one of our two children, Cassandra. Her sister, Francesca, could not join us because she is hard at work finishing up her last year of college in Portland, Oregon.

I cannot say that service to our Nation and its people is an idea I came to on my own. My family has a long tradition of public service. My grandfather, who immigrated from Italy to Boston, Massachusetts, served in the Army during the First World War, was wounded in battle, and later spent his career as a machinist at the Charlestown Navy Yards. My father followed him into the Army and fought in the Second World War, including in the Battle of the Bulge. One of my most singular honors was joining him in Bastogne, Belgium for the celebrations of the 75th Anniversary of that Battle in 2019. He later worked on the long-term defense of our Nation by studying inertial and optical guidance systems both in graduate school and when he worked for a defense contractor. His brother worked as a civilian for the Navy for his career. And my brothers both serve the public in their work, my younger brother as an Assistant Chief in the San Francisco Fire Department and my older brother as a professor at the University of California, Berkeley.

I came to Washington in 1991 eager to work in government and serve the Nation. As a newly appointed Presidential Management Fellow, I accepted my first job with the Office of Management and Budget and stayed for six years, working in a variety of capacities. After my next job with the U.S. Department of Transportation, I began what would become a 10-year stint with the Government of the District of Columbia – not including nearly a year that I spent with the Washington Metropolitan Area Transit Authority (Metro). Working for Mayor Williams and, later, Mayor Fenty, I had the pleasure to watch the fortunes of our Nation's Capital turn nearly full circle. I also learned the significant role the government can play in people's lives – both positive and negative.

Subsequently I was honored to be confirmed by the Senate as the Assistant Secretary for Management and the Chief Financial Officer of the Treasury Department under Secretary Geithner and President Obama. Later, in 2012, I was asked by the President to serve as Acting Administrator of the General Services Administration after a scandal forced the departure of the agency's leadership. I was honored when later that year, this Committee sent my nomination to be the Administrator on to the full Senate for approval. Since 2015 I have worked outside of government in the financial, real estate, technology, and philanthropic sectors.

Therefore, I bring to the challenge of serving as a member of the United States Postal Service Board of Governors, more than thirty years of experience from not just working inside and outside of government, but experience in working to change government for the better. For example, in my work at Treasury and GSA I worked to modernize the way the Federal Government did its work and the tools it used to do so. We found efficiencies in real estate, procurement, and operations, often in partnership with the private sector. In my work in the District of Columbia and the region, particularly with DC Water and Metro, I gained experience in both being on a public service delivery entity board and working for one. I gained direct experience in the importance of careful decision making when it comes to the quality, cost, and means of delivering a public service that people rely on.

Should I be fortunate enough to receive your support today and be confirmed, my work with the Board of Governors of the United States Postal Service will pull together all the various strands of my professional work. I am looking forward to the chance to help seek answers to the big questions of postal service financial sustainability, quality customer service, new product development, as well as employee engagement, satisfaction, and investment. In short, with the recent passage of bipartisan Postal Service reform legislation, the Postal Service stands at the starting line of a new era of progress and evolution. There is an exciting future for the USPS, and I look forward to finding innovative ways to utilize their network, delivery footprint and talented workforce to better serve a new generation of Americans. I hope to work with the other Governors, USPS leadership, this body, and the broader Congress, as well as the employees and the customers of the Postal Service in charting a financially sustainable course that protects and enhances the universal service commitment that so many Americans have come to depend on.

Over the centuries of its existence, the USPS has gained the reputation of the best national postal service in the world and has one of the most recognized and trusted brands of any organization, public or private. It delivers on its universal service obligations by visiting many of

the 160 million individual addresses it serves six days a week. With a retail presence of more than 30,000 post offices, one within 10 miles of nearly 99 percent of US households, USPS provides a physical infrastructure that also connects our communities.

COVID-19 has demonstrated the challenges of providing a critical service, and the men and women of the USPS have risen to the challenge at personal risk to keep the American people connected. The recent program to distribute millions of test kits has demonstrated the potential of this physical connection to provide vital services at times of critical need.

I am humbled and honored to have the possibility of serving the Nation in this new capacity should I be confirmed. Thank you for allowing me to appear before you today. I would be pleased to answer any questions.