

APPENDIX N — Procedures for Closing Postal Facilities

This Appendix explains the legal requirements for post office closings and details the internal procedures the Postal Service has adopted to consolidate operations. It also explains requirements for nationwide changes in postal services.

Under the Postal Reorganization Act, the Postal Service may not close post offices solely for economic reasons. Also, postal patrons have the right to appeal post office closings to the Postal Rate Commission. Further, pursuant to the Reorganization Act, the Postal Service must seek an Advisory Opinion from the Postal Rate Commission if it intends to change postal services on a nationwide basis. These external legal requirements, when combined with internal guidelines for plant consolidations, help determine next steps to improve operational efficiency and customer service.

Post Office Closings and Consolidations

Certain regulations based on federal law apply when postal managers propose to replace a post office with an alternate form of postal service. These regulations are designed to ensure that the reasons for proposing such changes in postal service are fully disclosed at a stage when customers can make helpful contributions toward a final decision. The full text of the statutory provisions appear in Title 39, United States Code, Section 404(b). The Postal Service's implementing regulations appear in Title 39, Code of Federal Regulations, Part 241.3.

Under postal regulations an initial investigation and any subsequent formal proposal to discontinue a post office originate with postal field managers responsible for post offices in their area. The proposal explains the services recommended as substitutes and the rationale that supports this recommendation. The written proposal is prominently posted for 60 days at affected post offices, along with an "Invitation for Comments," which formally invites customer comments. At the end of the 60-day comment period, additional review is made at lower and upper levels of postal management.

When a final decision is made at Postal Service Headquarters in Washington, DC, that decision is posted in affected post offices for 30 days, during which customers may appeal the decision to the Postal Rate Commission in Washington, DC. The Postal Rate Commission has 120 days to consider and decide an appeal. It may affirm or remand. Even without an appeal, postal regulations specify that a post office may not be closed sooner than 60 days after the public posting of the final decision.

The Postal Reorganization Act's promise of a more businesslike approach to providing the nation's mail service prompted considerable concern over the fate of small post offices, particularly rural ones. Section 101(b) of the Postal Reorganization Act reflects this concern by providing that:

"No small post office shall be closed simply for operating at a deficit, it being the specific intent of the Congress that effective postal services be ensured to residents of both urban and rural communities."

The Act as originally approved did not provide any role for the Commission in small post office closings. It contemplated only Postal Service involvement. However, the early-to-mid seventies saw mounting concern over Postal Service administrative proposals to close small post offices, and in 1976 Congress amended the Postal Reorganization Act of 1970 to provide for Commission review of appeals of post office closings or consolidations brought to it by affected persons.

The Commission makes its review based on statutory standards that evaluate the legal sufficiency of the Postal Service's treatment of the statutory criteria. This involves determining i) whether procedural requirements, such as providing adequate notice to patrons, were satisfied, ii) whether the Postal Service has made, on the record, the statutory findings it is required to make, and iii) whether they are supported by substantial evidence.

The Commission must affirm the determination to close or consolidate a post office unless its inquiry discloses inconsistency with the law or the Postal Service's failure to comply with due process requirements. If inconsistencies exist, the Commission cannot disapprove the closing or consolidation proposal. Rather, it must remand the case to the Postal Service for reconsideration of the criteria in question. In other words, returning a determination to the Postal Service does not mean that the Postal Service may not eventually close the office, only that it first must take further action to address the matters raised by the Commission, and may face another appeal.

In 1998 the Postal Service placed a moratorium on the closure of small post offices. This moratorium remains in place. Should the moratorium be lifted, the following closure procedures adopted by the Postal Service prior to 1998 would likely be implemented once again.

Procedures for Discontinuance of Independent Post Offices

A. Initial Review (0-10 Days)

- Postmaster vacancy.
- Emergency suspension.
- Decision to study post office for discontinuance or fill postmaster vacancy.

B. Review / Investigation Study (10 days – 2 months)

- Gather information on community.
- Contact county and city officials for community demographics and growth trends.
- Conduct window transaction and mail volume surveys to evaluate office workload.
- Analyze service alternatives.
- Analyze data gathered during investigation.
- Decision made to proceed with discontinuance study.

C. Community Input (2-6 months)

- Questionnaires sent to affected communities and/or community meeting held.
- Customer input analyzed.
- Decision made to proceed with discontinuance study.

D. Proposal (6-12 months)

- Written proposal prepared that provides a description and analysis detailing the nature and cause of change.
- Proposal addresses the following: Responsiveness to Community Postal Needs; Effect on Community; Effect on Employees; Economic Savings; Other Factors; Summary; and Notice.
- Proposal and invitation for customer comments are posted at affected post office(s) for 60 days.
- Written analysis of customers' concerns prepared.
- Revised proposal prepared and re-posted for an additional 60 days if significant changes are made to the original proposal.
- Decision made to proceed with discontinuance study.

E. Final Determination (12-24 months)

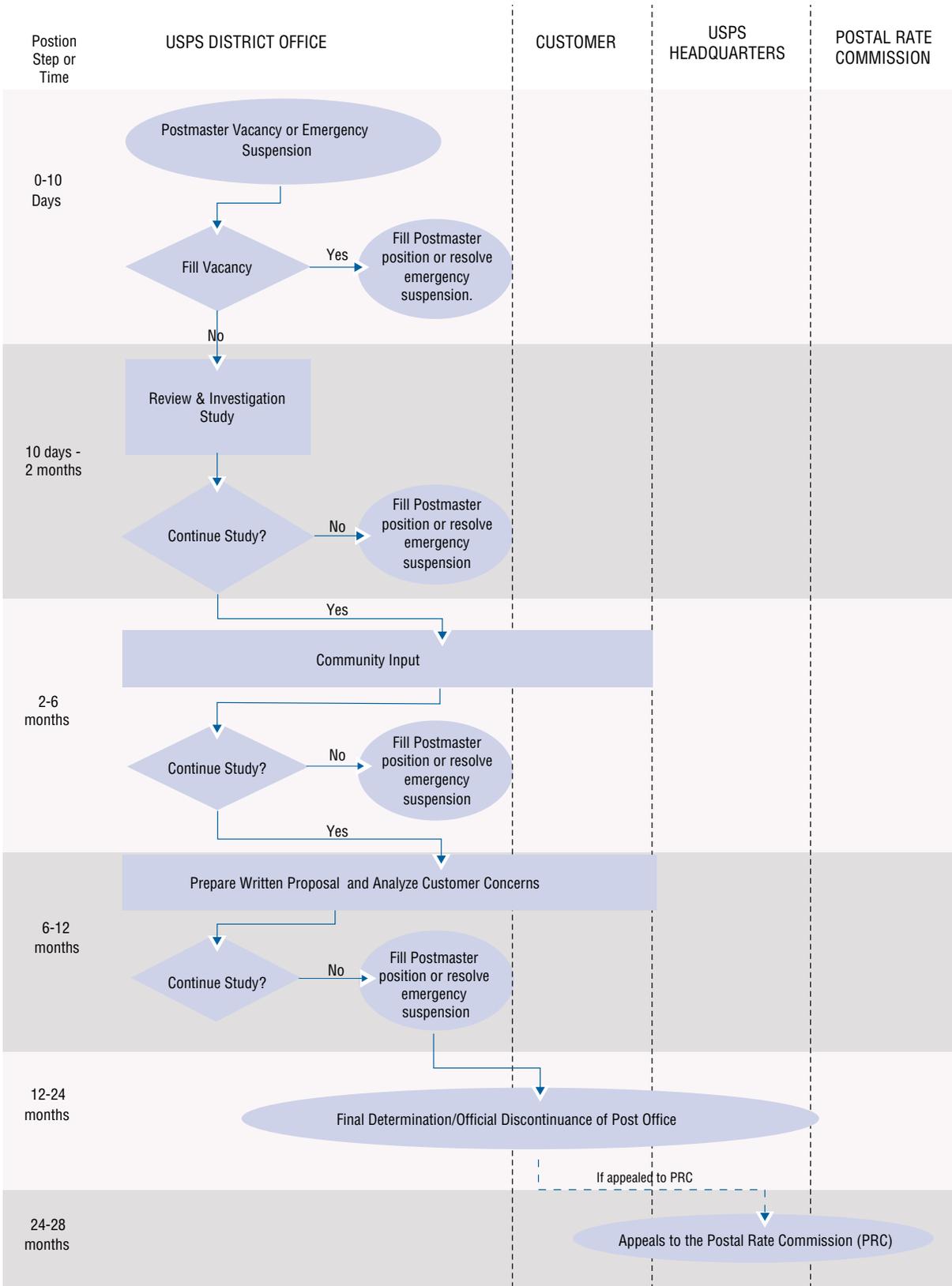
- Discontinuance study reviewed by Headquarters.
- Written final determination prepared providing customers with information on appeal rights to Postal Rate Commission.
- Final determination posted at affected post office(s) for 30 days.
- Affected post office is officially discontinued 60 days after the posting of the Final Determination (if no appeals).
- Financial close out of post office / establishment of alternate service.

F. Appeals to the Postal Rate Commission (24-28 months)

- Discontinuance study reviewed by Headquarters General Counsel and decision made to either proceed with discontinuance or withdraw study.
- Postal Rate Commission has 120 days to make decision on appeal.
- Postal Rate Commission either remands or affirms Postal Service decision.

The chart on the following page illustrates graphically the process explained above.

PROCEDURES FOR DISCONTINUANCE OF INDEPENDENT POST OFFICES



Revenue-Losing Small Post Offices: Some Examples

A few examples of rural post offices that operate less than 40 hours a week and are not self-sustaining highlight the Postal Service's inability to make business decisions regarding retail outlets.

Post Office A. This office is currently located in the Postmaster's home. It makes no deliveries and has no post office box customers. Its annual walk-in revenue is \$600, while its annual costs reach about \$11,000. There is one post office located within three miles of Post Office A. This post office is open 10 hours a week.

Post Office B. This office, which is open 24 hours a week, has no deliveries but does have 45 post office box customers. Its annual walk-in revenue is approximately \$6,000; its annual costs are around \$19,000. There are two post offices located within three miles of Post Office B.

Post Office C. This office is currently located in a "coal shed" leased by the Postal Service. Its annual walk-in revenue is approximately \$1,400, while its annual costs are around \$22,000. Open 10 hours a week, there is another post office located within four miles of Post Office C.

Post Office D. Located in an old farm house, this 10-hour-a-week office makes no deliveries and has nine post office box customers. Annual walk-in revenue amounts to about \$2,000, while annual costs are around \$19,000. There is one post office located within four miles of Post Office D.

Post Office E. This office makes 68 deliveries daily, is open 39 hours a week, and has 64 post office box customers. Its annual walk-in revenue is about \$15,000; its annual costs are around \$60,320. There are two post offices located within one mile of Post Office E.

Consolidations — Implementation of Area Mail Processing Procedures

In addition to restrictions on closing post offices, when considering streamlining operations the Postal Service also looks to facility consolidations. The following describes the procedures for consolidating operations under Area Mail Processing (AMP) concepts. This is an internal procedure that is used to ascertain if operational efficiencies are available by consolidating operations that are geographically adjacent.

A. Pre-Implementation Review (0-60 Days)

- Consider impact on service
- Identify possible service commitment changes
- Forecast community impacts
- Forecast employee impacts
- Identify transportation, Highway Contract Route, and network concerns
- Identify operating plan changes
- Firm up future equipment deployments
- Consider impact on new and existing facilities
- Quantify productivity impacts and other costs

B. Decision to study and quantify impacts of Area Mail Processing action on operating environment

- Notify Area Office (1 day)
- Provide notification that AMP study will be conducted
- Request assistance if needed

C. Decision to proceed with Area Mail Processing study and proposal

- Complete Area Mail Processing study
- Identify which offices will be consolidated (0-6 months)
- Quantify volume of mail to be shifted
- Prepare narrative listing reasons for consolidation
- Validate impacts on service commitments, employees, and transportation
- Validate impacts on cost / productivity
- Identify changes that will affect operating plans at all facilities involved in the consolidation
- Identify redundant equipment
- Provide anticipated implementation date
- Identify probable effects on the community
- Create file for supporting documentation
- Notify area of results

D. Decision submitted to Area recommending implementation of Area Mail Processing or cancellation of the study

- Area evaluation of AMP proposal; validate transportation routings (30 days)
- Address workhour, cost, and budget adjustments
- Document customer satisfaction, community impacts, while exploring operational feasibility
- Document contacts with all respective local government officials and Congressional representatives
- Administer human resource and employee contingency issues

E. Decision by Area to notify initiating office to cancel study or to Headquarters to recommend AMP implementation

- Headquarters evaluation of AMP proposal; coordinate final arrangements with Legislative Affairs, Consumer Affairs, Inspection Service, Transportation, and Operations Support. (30 days)
- Arrange for any changes to service commitments

F. Decision by Headquarters approving implementation of Area Mail Processing study

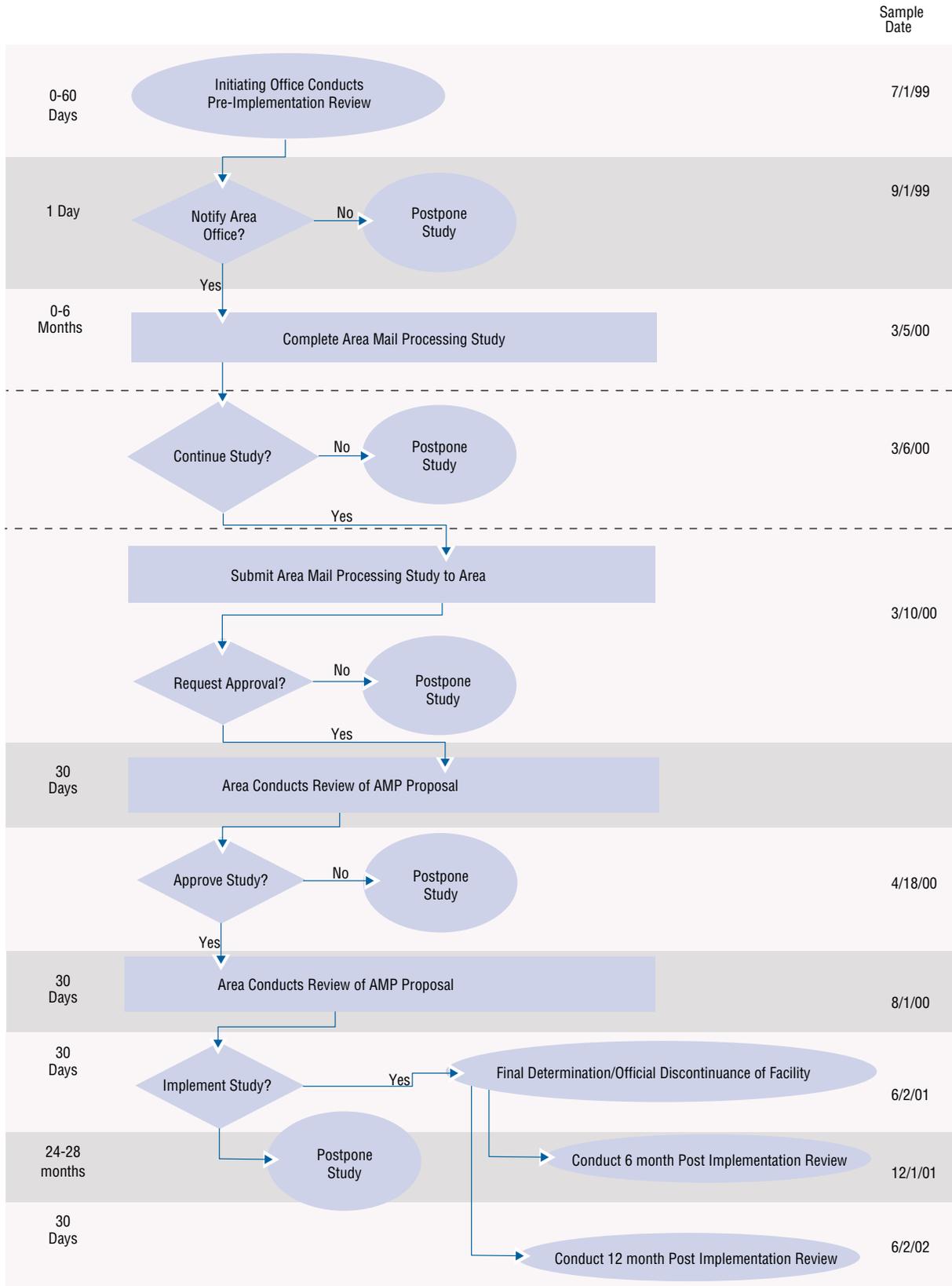
- Implement date assigned (1 day)
- Headquarters will assign an implementation date
- Headquarters notification of official AMP
- Postmaster or designee will brief local union representatives prior to implementation

G. Decision by Headquarters assigning Area Mail Processing implementation date

- Implement Area Mail Processing (0-365 days)
- Conduct semi-annual Post-Implementation Review (PIR)
- Conduct a PIR within 30 days after the second full quarter following implementation (30 days)
- Identify proposed versus actual expectations
- Identify accountability
- Evaluate performance against corporate / local goals and objectives
- Conduct annual PIR (30 days)
- During the first year after implementation an annual PIR will be conducted by the initiating office and the Area.
- Evaluate the Semi and Annual Post-Implementation Reviews; Headquarters will evaluate the PIRs (30 days each)
- If necessary, decision made to reverse a current implementation of an AMP plan

The chart on the following page illustrates graphically the process explained.

PROCEDURES FOR AREA MAIL PROCESSING CONSOLIDATIONS



Efforts to Close a Larger Facility

An example of the difficulty inherent in attempting to close a postal facility is described below.

In order to streamline operations and minimize redundancy, the Postal Service developed a plan to close a facility. In this plan, the Postal Service offered to provide jobs to all bargaining unit employees at another facility and to cover basic relocation costs. For EAS employees, the plan called for some positions to be transferred and others to be eliminated. An organization functioning within a more businesslike, commercial model would have encountered minimal resistance in implementing such a plan. However, implementation of the Postal Service's plan has been delayed by legal and regulatory constraints.

The Postal Service itself conducts studies prior to deciding to close a facility, and only pursues those that will benefit the rate payer through lower costs. Although the closure of the facility was found to result in greater efficiency and reduced fixed cost, by request of the House of Representatives a study of the proposal to close the facility was initiated. As part of the study, a questionnaire was not only sent to employees to be impacted by this closure, but also included former employees of another facility that was closed in 1993. A copy of the questionnaire sent to employees can be found at the end of this Appendix.

This is but one example of Congressional oversight. Attempts to close facilities often generate files that are thousands of pages thick. Cost avoidance and network optimization, demanded by customers and other postal stakeholders, are difficult to achieve in such a restricted, regulated environment.

Advisory Opinions

A final consideration for operational efficiency is the statutory requirement that the Postal Service obtain Advisory Opinions for nationwide changes of service. The Postal Reorganization Act directs the Postal Service to develop and promote efficient postal services. It also provides a role for the Postal Rate Commission whenever the Postal Service intends to change, on a nationwide or substantially nationwide basis, the postal services offered. The Act states:

“When the Postal Service determines that there should be a change in the nature of postal services which will generally affect service on a nationwide or substantially nationwide basis, it shall submit a proposal, within a reasonable time prior to the effective date of such proposal, to the Postal Rate Commission requesting an advisory opinion on the change.”

The Commission has stated that in deciding whether to file a request for an advisory opinion, the Postal Service should be governed by a good faith judgment whether a jurisdictional issue could be raised which is so difficult, doubtful, serious, or substantial as to make it a fair ground for litigation.

Upon receiving a request for an advisory opinion, the Commission must allow interested parties, the Office of the Consumer Advocate, and the Postal Service an

opportunity for a hearing on the record. The Commission will then render a written advisory opinion as to whether the change conforms to the policies of the Act.

The nature of the Commission's role is truly advisory. Thus, although the Postal Service must ask the Commission for an advisory opinion *and* the Commission must offer to hold hearings, the Commission's advice is not binding. To date, the Postal Service has requested four advisory opinions on changes in the nature of Postal Services. These have involved a retail analysis program, the provision of airmail services to First-Class Mail, payment provisions for Collect on Delivery Service, and realignment of First-Class Mail delivery standards.

QUESTIONNAIRE THAT WAS SENT TO POSTAL SERVICE EMPLOYEES

1. What is your sex? *(Check one.)*
 1. Female
 2. Male

2. What is your date of birth? *(Enter month/year)*
 _____(month), 19____

3. What is your ethnicity? *(Check the one that best applies.)*
 1. African-American
 2. Asian/Pacific Islander
 3. Caucasian (non-Hispanic)
 4. Hispanic
 5. Native-American
 6. Other

4. What is your current unit? *(Check one.)*
 1. COSC
 2. IBSSC
 3. MSSC

5. What is your current job series/classification? *(Check one.)*
 1. DCS craft/union
 2. EAS
 3. PCES
 4. Other

6. How many years have you:
 - a. been employed by the USPS? _____ Years
 - b. been employed at the _____? . . . _____ Years
 - c. lived in _____ . . . _____ Years

7. By which of the following retirement systems are you covered? *(Check one.)*
 1. Civil Service Retirement System (CSRS)
 2. Federal Employees Retirement System (FERS)

8. In how many years did you plan to retire? _____ Years

9. What is your highest level of education? *(Check one.)*
 1. Not finished high school
 2. High school diploma or GED
 3. Some college
 4. Associates degree
 5. Bachelors degree
 6. Advanced/Professional degree(s)

10. What is your marital status? *(Check one.)*
 1. Single
 2. Married
 3. Separated
 4. Divorced
 5. Widowed

11. Do you own your place of residence? *(Check one.)*
 1. Yes
 2. No

12. Do you have a spouse/partner living with you in your household? *(Check one.)*
 1. Yes → *Continue with question 13.*
 2. No → *Skip to question 20.*

13. How many years has your spouse/partner lived in _____
 _____ Years

14. Is your spouse/partner employed? (Check one.)

- 1. Yes → Continue with question 15.
- 2. No → Skip to question 20.

15. About what percentage of your household's total income is contributed by your spouse/partner?

_____ Percent

16. Does your spouse/partner have a pension plan through their employment? (Check one.)

- 1. Yes → Continue with question 17.
- 2. No → Skip to question 18.

17. Is your spouse/partner's pension plan portable/transferable, that is, can it be carried over to another place of employment? (Check one.)

- 1. Yes
- 2. No
- 3. Not sure

18. Does your spouse/partner have health benefits provided through their source of employment? (Check one.)

- 1. Yes
- 2. No

19. Are you currently covered by your spouse/partner's health benefits plan? (Check one.)

- 1. Yes → Skip to question 21.
- 2. No → Continue with question 20.

20. Do you participate in the health benefits program offered through USPS? (Check one.)

- 1. Yes
- 2. No

21. Do you have children? (Check one.)

- 1. Yes → Continue with question 22.
- 2. No → Skip to question 23.

22. What is the age of each child residing in each of the following locations? (Please include adult children)

In your residence:

___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs.

Not in your residence, but in _____

___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs.

Not in _____ but in _____

___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs.

Not in _____

___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs. ___ Yrs.

23. Do you, or your spouse/partner that resides with you, have a parent(s) still living? (Check one.)

- 1. Yes → Continue with question 24.
- 2. No → Skip to question 25.

24. Do you, or your spouse/partner that resides with you, have a parent(s) residing in any of the following locations? (Check all that apply.)

- 1. In your household
- 2. Not in household, but in _____
- 3. Not in _____ but in _____
- 4. Not in _____

25. Do you, or your spouse/partner that resides with you, have any grandchildren residing in any of the following locations? (Check all that apply.)
1. In your household
 2. Not in household, but in [REDACTED]
 3. Not in [REDACTED] but in [REDACTED]
 4. Not in [REDACTED]
 5. Not applicable—no grandchildren → Skip to question 27.
26. Are you, or your spouse/partner that resides with you, responsible for helping to care for grandchildren? (Check one.)
1. Yes
 2. No
27. Do you, or your spouse/partner that resides with you, have relatives other than a parent, child, or grandchild residing in any of the following locations? (Check all that apply.)
1. In your household
 2. Not in household, but in [REDACTED]
 3. Not in [REDACTED] but in [REDACTED]
28. Are you and/or your spouse/partner that resides with you responsible for providing assistance to a parent(s) or elderly, disabled, or handicapped relative at least once a week? (Check one.)
1. Yes
 2. No
29. Given your job and family situation, which one of the following options would you most likely choose if the [REDACTED] were to close a year from today? (Please check only one.)
1. Relocate (accept Postal Service offer, if made, to relocate to [REDACTED] or another location) → Continue with question 30.

 2. Take retirement/early retirement → Skip to question 36 on page 7.

 3. Exercise collective bargaining agreement provision to remain with the Postal Service in the [REDACTED] → Skip to question 38 on page 8.

 4. Seek other USPS employment → Skip to question 37 on page 7.

 5. Seek non-USPS employment → Skip to question 37 on page 7.

 6. Leave the labor force for other reasons (e.g. family, health) → Skip to question 37 on page 7.

 7. Other - Specify: _____ → Skip to question 37 on page 7.

Questions 30 through 35 are for those who indicated in question 29 that they would most likely relocate:

30. If you relocated, which of the following options would your spouse/partner most likely choose? (Check one.)

My spouse/partner would most likely . . .

- 1. relocate with me and transfer current job
- 2. relocate with me and seek new job
- 3. relocate with me and retire
- 4. relocate with me and continue non-working status
- 5. relocate with me and exit the labor force for other reasons (e.g. family, health)
- 6. not relocate
- 7. Not applicable - no spouse/partner resides with me

31. If you chose to relocate, which of the following best describes whether the other family members living in your household would relocate? (Check one.)

- 1. All family members would relocate
- 2. Some family members would relocate
- 3. No family members would relocate
- 4. Not sure at this time
- 5. Not applicable, no other family member resides with me

32. In deciding to relocate, how important to you are the following factors in your decision? (Check one box in each row.)

	Very important (1)	Somewhat important (2)	Of little or no importance (3)	Not applicable (4)
a) Keeping your job for economic/financial well-being				
b) Keeping your job for career advancement				
c) Maintaining your job/career for personal satisfaction				
d) Difficulty of finding another satisfactory job in [redacted] due to slump in [redacted] job market				
e) Difficulty for older workers to find new satisfactory jobs				
f) Maintaining your pension plan/ retirement security				
g) The high cost of housing in the [redacted]				
h) Improving your quality of life				
i) Relocating will get you closer to family and friends				
j) Other - Please specify: _____				

Questions 30 through 35 are for those who indicated in question 29 that they would most likely relocate:

33. If you relocated, how difficult do you think the following would be for you? (Check one box in each row.)

	Very difficult (1)	Somewhat difficult (2)	Not difficult (3)	Not sure (4)	Not applicable (5)
Personal Impacts					
a) Adjusting to a new location, new work environment, new culture					
b) Maintaining or establishing social, community, cultural ties/ support/ involvement					
c) Maintaining a satisfying quality of life/ lifestyle					
d) Managing any personal health issues					
e) Adjusting to different climate					
Impacts related to spouse/partner					
a) Your spouse maintaining or securing job/ career, benefits, and retirement security					
b) Managing any spouse/ partner health issues					
c) Strains on relationship with spouse/partner as a result of relocation					
Impacts related to children/grandchildren					
a) Keeping your family together					
b) Strains on family relationships					
c) Finding suitable child care arrangements for your children or grandchildren					
d) Finding suitable schooling for your children or grandchildren					
e) Children/grandchildren maintaining/establishing social ties					
f) Managing any child/grandchild health issues					
Impacts related to parents/ other relatives					
a) Need to assist with current physical care of parent(s)/ other relatives					
b) Need to assist with future physical care of parent(s)/ other relatives					
c) Maintaining social ties with parent(s)/ other relatives					
Housing/relocation impacts					
a) Selling/ buying homes					
b) Slowed real estate appreciation/ depressed housing market in [REDACTED]					
c) The cost, time, and energy involved in moving					
d) Difficulty in finding suitable housing/ neighborhood					
Other impacts - Please specify: _____					

Questions 30 through 35 are for those who indicated in question 29 that they would most likely relocate:

34. Overall, which of the following do you think would be the **primary** difficulty you would face in relocating? (Check one.)

1. Personal impacts.
2. Impacts related to your spouse/partner
3. Impacts concerning children/ grandchildren.
4. Impacts concerning parents/ other relatives.
5. Housing/ relocation impacts
6. Other - Please specify: _____

35. Overall, which of the following do you think would be the **secondary** difficulty you would face in relocating? (Check one.)

1. Personal impacts.
2. Impacts related to your spouse/partner
3. Impacts concerning children/ grandchildren.
4. Impacts concerning parents/ other relatives.
5. Housing/ relocation impacts
6. Other - Please specify: _____

If you answered questions 30 through 35 → Skip to question 42 on page 10.

Question 36 is for those who indicated in question 29 that they would **most likely retire**:

36. If the [redacted] were to close a year from today and you retired, would this be earlier than you had originally planned to retire? (Check one.)

1. Yes → Continue with question 37.
2. No → Skip to question 41 on page 10.

Questions 37 through 41 are for those who indicated in question 29 that they would most likely **not relocate**:

37. Are you an EAS employee who will not likely be offered a relocation option? (Check one.)

1. Yes → Skip to question 41 on page 10.
2. No → Continue with question 38.

Questions 37 through 41 are for those who indicated in question 29 that they would most likely not relocate:

38. How important would each of the following concerns be in your decision not to relocate if [redacted] were to close a year from today? (Check one box in each row.)

	Very important (1)	Somewhat important (2)	Of little or no importance (3)	Not applicable (4)
Personal Concerns				
a) Difficulty adjusting to a new location, new work environment, new culture				
b) Don't want to lose social, community, cultural ties/ support/ involvement				
c) Quality of life/ lifestyle concerns				
d) Nearness to retirement				
e) Personal health issues				
f) Don't want to move				
g) Disinterest in new location				
h) Other - Specify: _____				
Concerns related to your spouse/partner				
a) Don't want to lose spouse/partner's job/career, benefits, and retirement security				
b) Relocation would strain relationship with spouse/partner				
c) Spouse/partner health issues				
d) Spouse/partner's disinterest in moving				
e) Spouse/partner's disinterest in new location				
f) Other - Specify: _____				
Concerns related to children/grandchildren				
a) Keeping your family together/ nearby				
b) Maintaining child care arrangements for your children or grandchildren				
c) Maintaining school arrangements for your children or grandchildren				
d) Maintaining social ties of children or grandchildren				
e) Family resistance to move				
f) Relocation would cause strains on family relationships				
g) Children/grandchildren health issues				
h) Other - Specify: _____				
Concerns related to parents/ other relatives				
a) Need to assist with current physical care of parent(s)/ other relatives				
b) Need to assist with future physical care of parent(s)/ other relatives				
c) Want to maintain family ties with parent(s)/ other relatives				
d) Other - Specify: _____				

Question 38 continued on next page.

Questions 37 through 41 are for those who indicated in question 29 that they would most likely not relocate:

38. (Continued.) How important would each of the following concerns be in your decision not to relocate if the [redacted] were to close a year from today? (Check one box in each row.)

	Very important (1)	Somewhat important (2)	Of little or no importance (3)	Not applicable (4)
Concerns related to housing/relocation				
a) Want to avoid having to sell your house				
b) Slowed real estate appreciation/ depressed housing market in [redacted]				
c) Want to avoid the cost, time, and energy involved in moving				
d) Difficulty in finding suitable housing/ neighborhood				
e) Other - Specify: _____				
Other concerns not covered above: (Please specify)				

39. Overall, which of the following do you think would be your primary reason for not relocating? (Check one.)

1. Personal concerns
2. Concerns related to your spouse/partner
3. Concerns related to children/ grandchildren
4. Concerns related to parents/ other relatives
5. Concerns related to housing/relocation
6. Other _____

40. Overall, which of the following do you think would be your secondary reason for not relocating? (Check one.)

1. Personal concerns
2. Concerns related to your spouse/partner
3. Concerns related to children/ grandchildren
4. Concerns related to parents/ other relatives
5. Concerns related to housing/relocation
6. Other _____

41. If you retired, chose not to relocate, or were not offered a relocation option, how difficult do you think each of the following would be for you? (Check one box in each row.)

	Very difficult (1)	Somewhat difficult (2)	Not difficult (3)	Not sure (4)	Not applicable (5)
a) Finding a job that would adequately support your family					
b) Finding a job that would provide personal satisfaction					
c) Being able to achieve retirement security					
d) Maintaining adequate health care coverage					
e) Maintaining or finding adequate housing					
f) Potential increase in commute time and distance					
g) Other - Specify: _____					

Open-ended questions for all respondents:

42. (Optional) Please explain any additional specific circumstances that would impact you or your family if [redacted] were closed.

43. (Optional) What idea or alternatives do you see for helping the USPS save money in different ways?

Thank you very much for your participation.

