

Message from the Chairman of the Board, Robert F. Rider, and Postmaster General & CEO, John E. Potter.

The Postal Service is delivering on its commitment to the Senate and the House of Representatives to develop a comprehensive Transformation Plan. The Congress's recognition of and concern for the seriousness of the situation facing the Postal Service has been most encouraging to the Governors and postal management.

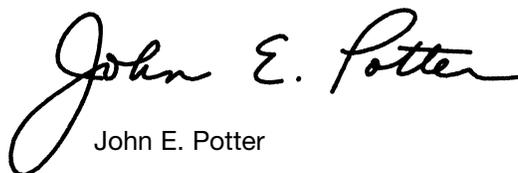
Successful transformation will require strong and committed leadership from the Governors, the Postmaster General and all postal employees. Working together with our many stakeholders, including the executive and legislative branches, we will forge a new and modern business model for an institution that has served this country and evolved with changing times since 1789. We recognize our responsibility to take definitive action and to offer the citizens of America a clear and compelling view of current and planned actions, and our vision of where we are headed. At the same time we want and encourage all our stakeholders to remain actively engaged in discussions about postal issues and the Postal Service's future. To that end, we call your attention not only to the Executive Summary, but to all the supporting materials, especially the appendices. These sections provide the detailed information that will enable further dialogue and understanding.

This *Transformation Plan* is about enabling the Postal Service to successfully carry out its long-standing mission of providing affordable universal service. It is about maintaining a fundamental principle and vision that delivery of mail is an important and vital government service, regardless of where one lives or what one's station in life might be. Equal access and opportunity to communicate through the mail to meet personal and commercial needs supports a basic American value of equality.

We commit to leading this transformation of the Postal Service to ensure the continuation of affordable universal service and to prepare the organization for the challenges of change in a dynamic marketplace.



Robert F. Rider



John E. Potter

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