



MAY 18, 2021

VIA ELECTRONIC MAIL: john@greenewald.com

Mr. John Greenewald  
The Black Vault, Inc.  
Suite 1203  
27305 West Live Oak Road  
Castaic, CA 91384-4520

RE: Freedom of Information Act Request – FOIA Case No. 2021-FPRO-01161

Dear Mr. Greenewald:

This responds to your Freedom of Information Act (FOIA) request dated February 24, 2021 in which you seek access to Postal Service records concerning:

all e-mails sent to or by (along with bcc'd or cc'd) Postmaster General Louis DeJoy containing the phrase "OFF THE RECORD" from June 15, 2020 to the date of the search.

Based on your description of records sought, an electronic search was performed by the Information Catalog Program (ICP) at the request of the Office of the Postmaster General at Postal Service Headquarters. We located 39 pages of records responsive to your request.

Enclosed are 39 pages of record material; 4 pages are released in their entirety and 35 pages contain redactions pursuant to FOIA Exemption 3 in conjunction with U.S.C. § 410(c)(2) and U.S.C. § 410(c)(5), Exemption 5, 5 U.S.C. § 552(b)(5), and Exemption 6, 5 U.S.C. § 552(b)(6). The redacted material is indicated with the applied exemption annotated.

Exemption 3 allows an agency to withhold information that is "specifically exempted from disclosure by statute." 5 U.S.C. § 552(b)(3). Section 410(c)(2) of the Postal Reorganization Act qualifies as an Exemption 3 statute. 39 U.S.C. § 410(c)(2). Section 410(c)(2) permits the Postal Service to withhold "information of a commercial nature, including trade secrets, whether or not obtained from a person outside the Postal Service, which under good business practice would not be publicly disclosed." 39 U.S.C. § 410(c)(2). Information of a commercial nature under Section 410(c)(2) is broadly defined to include all information that "relates to commerce, trade, profit, or the Postal Service's ability to conduct itself in a businesslike manner." 39 C.F.R. § 265.14(b)(3). In determining whether particular information is commercial in nature, the Postal Service considers six factors relating to whether the information is more akin to its role as a business entity, a competitor in the market or a provider of basic public services. See 39 C.F.R. § 265.14(b)(3)(i). In addition, the Postal Service has identified an extensive, though not exhaustive, list of information that is commercial in nature and thus, exempt from disclosure under Section 410(c)(2). See 39 C.F.R. § 265.14(b)(3)(ii).

Here, we find that the information redacted in the responsive documents, such as market trends and product metrics, qualifies as "information of a commercial nature" under Section 410(c)(2). We also find that this information would not be released "under good business practice," as it is proprietary.

Accordingly, this information is exempt from disclosure under Exemption 3 of the FOIA and Section 410(c)(2).

Another such Exemption 3 statute is 39 U.S.C. 410 (c)(5), which permits the exemption of "the reports and memoranda of consultants or independent contractors except to the extent that they would be required to be disclosed if prepared within the Postal Service." 39 U.S.C. § 410(c)(5). Here, we find that the information on the competitive products market obtained from a Postal Service contractor that is withheld in the responsive record would not be disclosed, as it is "information of a commercial nature." 39 U.S.C. § 410(c)(2). We are accordingly withholding this information from disclosure under Exemption 3, in conjunction with 39 U.S.C. § 410(c)(5).

Exemption 5 permits the Postal Service to withhold "inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency, provided that the deliberative process privilege shall not apply to records created 25 years or more before the date on which the records were requested." 5 U.S.C. § 552(b)(5). Courts have found Exemption 5 to "exempt those documents, and only those documents, that are normally privileged in the civil discovery context," including the deliberative process privilege, the attorney-client privilege, and the attorney work-product privilege. *NLRB v. Sears, Roebuck & Co.*, 421 U.S. 132, 149 (1975); see *Martin v. Office of Special Counsel*, 819 F.2d 1181, 1184 (D.C. Cir. 1987). To meet the "inter-agency or intra-agency memorandums" threshold requirement, the "source [of the withheld records] must be a Government agency," *Dep't of the Interior v. Klamath Water Users Protective Ass'n*, 532 U.S. 1, 2 (2001), or the source of the withheld records could be a consultant if the agency sought outside advice and the consultant functioned as an agency employee in providing advice similar to that of an agency employee. See *Nat'l Inst. Of Military Justice v. Dep't of Defense*, 404 F. Supp. 2d 325, 345 (D.D.C. 2005).

The deliberative process privilege of Exemption 5 protects from disclosure records that reflect opinions, advice, recommendations, and other deliberations comprising part of a process by which federal governmental decisions and policies are formulated. *Dep't of the Interior v. Klamath Water Users Protective Ass'n*, 532 U.S. 1, 8 (2001). The privilege protects pre-decisional, deliberative records that were created less than 25 years before the date on which the records were requested. 5 U.S.C. § 552(b)(5). Certain records withheld here consist of background information on media inquiries and proposed responses, all of which are predecisional and deliberative in nature. These documents contain opinions, analysis, advice, and recommendations to be used in the decision-making process regarding the subject matter of the request, and therefore are within the scope of the deliberative process privilege. They have accordingly been withheld from disclosure.

The attorney-client privilege of Exemption 5 also protects from disclosure confidential communications between an attorney and his or her client relating to a legal matter for which the client has sought professional advice. *Mead Data Cent., Inc. v. U.S. Dep't of the Air Force*, 566 F.2d 242, 252 (D.C. Cir. 1977). Certain records withheld here contain confidential communications between or among attorneys and clients or between or among attorneys. Here, Postal Service counsel provides guidance to Postal Service employees related to an inquiry from the news media. This information has accordingly been withheld from disclosure under Exemption 5.

Under Exemption 6, the Postal Service may withhold "personnel files and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy." 5 U.S.C. § 552(b)(6). This exemption covers all records and information about an individual and is not limited to intimate details or highly personal information. See *U.S. Dep't of State v. Wash. Post Co.*, 456 U.S. 595, 600-02 (1982). Exemption 6 protects records and information that expressly identify an individual, as well as records and information from which an individual's identity could be deduced. *Id.*

The personal privacy interests protected under Exemption 6 include, but are not limited to, an individual's interest in avoiding embarrassment, harassment, retaliation, annoyance or other adverse effect that would result from the public disclosure of the information pertaining to the individual.

Under Exemption 6, a requester may overcome an individual's privacy interest only if the requester shows that the requester seeks to advance a public interest and disclosure of the records will advance that public interest. See *Nat'l Archives & Records Admin. v. Favish*, 541 U.S. 157, 172 (2004). The only public interest cognizable under Exemption 6 is the extent to which public disclosure of the record or information would significantly contribute to public understanding of the federal government's operations or activities. *Id.* Under Exemption 6, even a very slight privacy interest by an individual may be enough "to outweigh a negligible or non-existent public interest." *U.S. Dep't of Def. v. Fed. Labor Relations Auth.*, 510 U.S. 487, 497, 500 (1994).

Here, the records responsive to your request contain personal information, such as non-USPS employee email addresses, cell phone numbers, and names of non-federal employees who are private citizens. Individuals have a privacy interest in their personal contact information. You did not provide any information about how release of this information on the responsive records would contribute to the public's understanding of the operations or activities of the Postal Service. Therefore, we are this personal information contained on the responsive record pursuant to Exemption 6.

In accordance with 5 U.S.C. § 552(b), we have reviewed each record and confirm that all "reasonably segregable" portions of the responsive records have been disclosed to you.

If you are not satisfied with the response to this request, you may file an administrative appeal within 90 days of the date of this response letter by writing to the General Counsel U.S. Postal Service 475 L'Enfant Plaza SW Washington, DC 20260 or via email at [FOIAAppeal@usps.gov](mailto:FOIAAppeal@usps.gov). Your appeal must be postmarked or electronically transmitted within 90 days of the date of the response to your request. The letter of appeal should include, as applicable:

- (1) A copy of the request, of any notification of denial or other action, and of any other related correspondence;
- (2) The FOIA tracking number assigned to the request;
- (3) A statement of the action, or failure to act, from which the appeal is taken;
- (4) A statement identifying the specific redactions to responsive records that the requester is challenging;
- (5) A statement of the relief sought; and
- (6) A statement of the reasons why the requester believes the action or failure to act is erroneous.

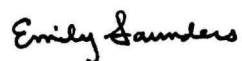
For further assistance and to discuss any aspect of your request, you may contact any of the following:

PRIVACY AND RECORDS MANAGEMENT OFFICE  
U.S. POSTAL SERVICE  
475 L'ENFANT PLAZA SW RM 1P830  
WASHINGTON, DC 20260-1101  
Phone: (202) 268-2608  
Fax: (202) 268-5353

FOIA Public Liaison:  
Name: Nancy Chavannes-Battle  
Phone: (202) 268-2608

Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001, e-mail at [ogis@nara.gov](mailto:ogis@nara.gov); telephone at 202-741-5770; toll free at 1-877-684-6448; or facsimile at 202-741-5769.

Sincerely,


A handwritten signature in cursive script that reads "Emily Saunders".

Emily Saunders  
Executive Administrator to the Postmaster General

Enclosures

This document is made available through the declassification efforts  
and research of John Greenewald, Jr., creator of:

# The Black Vault



The Black Vault is the largest online Freedom of Information Act (FOIA)  
document clearinghouse in the world. The research efforts here are  
responsible for the declassification of hundreds of thousands of pages  
released by the U.S. Government & Military.

**Discover the Truth** at: <http://www.theblackvault.com>

**From:** [DeJoy, Louis - Washington, DC](#)  
**To:** [Stavely, Rhonda J - Washington, DC](#)  
**Subject:** FW: [EXTERNAL] Fw: Requesting Help For Violence in the Workplace From My Area Vice President  
**Date:** Thursday, July 9, 2020 11:52:18 AM

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From: (b) (6) [ (b) (6) ]  
Sent: Thursday, July 9, 2020 11:51 AM  
To: DeJoy, Louis - Washington, DC <(b) (6)>  
Subject: [EXTERNAL] Fw: Requesting Help For Violence in the Workplace From My Area Vice President

CAUTION: This email originated from outside USPS. STOP and CONSIDER before responding, clicking on links, or opening attachments.  
Dear Sir,

My name is (b) (6) ; I am a city letter carrier at the (b) (6) . Attached is a forwarded (b) (6)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

#makethepostofficegreatagain

----- Forwarded Message -----

From: (b) (6)  
To: (b) (6) (b) (6) <(b) (6)> (b) (6)  
Cc: (b) (6) (b) (6)  
<(b) (6)> (b) (6) Cunningham Pamela L. - Bloomingdale IL  
<(b) (6)> (b) (6) Gilbert Karlett E. - Detroit MI  
<(b) (6)> (b) (6) Hogan Erica L. - Detroit MI  
<(b) (6)> (b) (6) Parker Stacey O. - Detroit MI  
<(b) (6)> (b) (6) Osteen Angela L. - Sterling Heights MI  
(b) (6) Ingalls Shawn - Flint MI  
<(b) (6)> (b) (6)

Sent: Friday, March 27, 2020, 2:11:19 PM EDT

Subject: Requesting Help For Violence in the Workplace From My Area Vice President

Dear Ms. Brix,

I am a city letter carrier out of the (b) (6)

[Redacted]

[Redacted]

[Redacted]

(b) (6)

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]



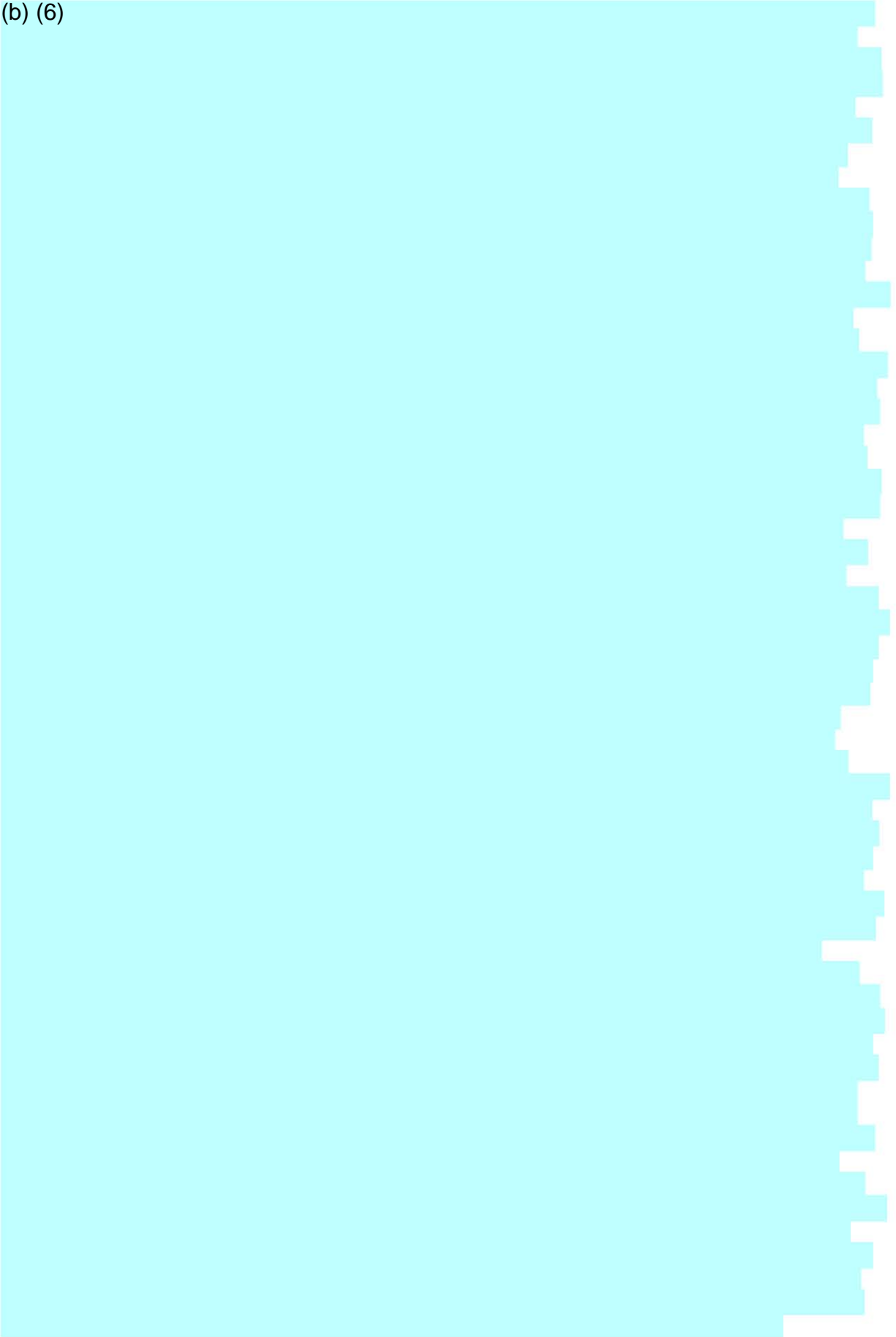
(b) (6)

[Redacted text block]

[Redacted text block]

[Redacted text block]

(b) (6)



(b) (6)

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

(b) (6)

[Redacted text block]

[Redacted text block]

[Redacted text block]

(b) (6)


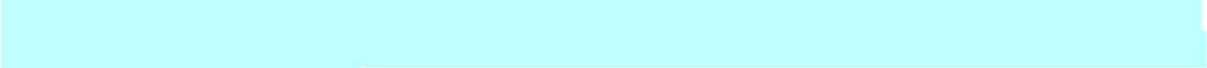
[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]


(b) (6)

A large rectangular area of the document is completely redacted with a solid black box, covering the majority of the upper half of the page.A single horizontal line of text is redacted with a black box.

Thank you for taking the time to read this lengthy yet informative correspondence. I only wanted to ensure that you have the entire history of everything that has transpired. I didn't choose this. My hand was forced.

Sincerely,

(b) (6)

The signature area is redacted with a black box.

**From:** [Marshall, Thomas J - Washington, DC](#)  
**To:** [DeJoy, Louis - Washington, DC](#); [Elston, Michael J - Washington, DC](#); [Clarke, Heather A - Washington, DC](#)  
**Subject:** FW: USA TODAY Editorial Board  
**Date:** Tuesday, August 11, 2020 4:03:37 PM

---

(b) (5)

Thomas J. Marshall  
General Counsel and Executive Vice President  
United States Postal Service

From: Marshall, Thomas J - Washington, DC  
Sent: Tuesday, August 11, 2020 4:01 PM  
To: Parteneheimer, David A - Washington, DC <(b) (6)> Adams, Jeffery A - Washington, DC  
<(b) (6)> Seaver, Kristin A - Washington, DC <(b) (6)> Williams Jr, David E (COO) -  
Washington, DC <(b) (6)> Grossmann, Luke T - Washington, DC <(b) (6)> (b) (6)  
Corbett, Joseph - Washington, DC <(b) (6)>  
Subject: RE: USA TODAY Editorial Board

(b) (5)

Thomas J. Marshall  
General Counsel and Executive Vice President  
United States Postal Service

From: Parteneheimer, David A - Washington, DC  
Sent: Tuesday, August 11, 2020 3:56 PM  
To: Marshall, Thomas J - Washington, DC <(b) (6)> (b) (6) Adams, Jeffery A  
- Washington, DC <(b) (6)> (b) (6) Seaver, Kristin A - Washington, DC  
<(b) (6)> (b) (6) Williams Jr, David E (COO) - Washington, DC  
<(b) (6)> (b) (6) Grossmann, Luke T - Washington, DC  
<(b) (6)> (b) (6) Corbett, Joseph - Washington, DC  
<(b) (6)> (b) (6)  
Subject: RE: USA TODAY Editorial Board  
Importance: High

All, (b) (5)

So has USPS implemented new measures to reduce overtime and that has been misinterpreted as elimination of overtime?

If we can get to the bottom of this and make something clearer - like USPS is restricting overtime or trying to reduce it, but not eliminating it. We can do a service for our readers by advancing the argument. The documents that have been cited by journalists seem to say that overtime has to be approved at a higher level than before. Is that right?

From: Parteneheimer, David A - Washington, DC  
Sent: Tuesday, August 11, 2020 3:36 PM  
To: Marshall, Thomas J - Washington, DC <(b) (6)> (b) (6) Adams, Jeffery A  
- Washington, DC <(b) (6)> (b) (6) Seaver, Kristin A - Washington, DC  
<(b) (6)> (b) (6) Williams Jr, David E (COO) - Washington, DC  
<(b) (6)> (b) (6) Grossmann, Luke T - Washington, DC  
<(b) (6)> (b) (6) Corbett, Joseph - Washington, DC  
<(b) (6)> (b) (6)  
Subject: RE: USA TODAY Editorial Board

(b) (5) ?

There's also this lesser. Your editorial the P.O. sorts 425 million pieces a day, but this P.O. site says 472 million  
<https://facts.usps.com/one-day/#:~:text=The%20Postal%20Service%20processes%20and%20delivers%20472.1%20million%20mail%20pieces%20each%20day>.

From: Marshall, Thomas J - Washington, DC  
Sent: Tuesday, August 11, 2020 3:31 PM  
To: Adams, Jeffery A - Washington, DC <(b) (6)> (b) (6) Seaver, Kristin A - Washington, DC <(b) (6)> (b) (6) Williams Jr, David E (COO) - Washington, DC  
<(b) (6)> (b) (6) Grossmann, Luke T - Washington, DC  
<(b) (6)> (b) (6) (b) (6) Corbett, Joseph - Washington, DC  
<(b) (6)> (b) (6)  
Cc: Parteneimer, David A - Washington, DC <(b) (6)> (b) (6)  
Subject: RE: USA TODAY Editorial Board

(b) (5)

Thomas J. Marshall  
General Counsel and Executive Vice President  
United States Postal Service

From: Adams, Jeffery A - Washington, DC  
Sent: Tuesday, August 11, 2020 3:26 PM  
To: Marshall, Thomas J - Washington, DC <(b) (6)> (b) (6) Seaver, Kristin A - Washington, DC <(b) (6)> (b) (6) Williams Jr, David E (COO) - Washington, DC  
<(b) (6)> (b) (6) Grossmann, Luke T - Washington, DC  
<(b) (6)> (b) (6) (b) (6) Corbett, Joseph - Washington, DC  
<(b) (6)> (b) (6)  
Cc: Parteneimer, David A - Washington, DC <(b) (6)> (b) (6)  
Subject: FW: USA TODAY Editorial Board  
Importance: High

All,  
(b) (5)

(b) (5)

(b) (5)

Jeff

David Williams, Chief Logistics & Processing Operations Officer & Executive Vice President  
Thomas Marshall, General Counsel & Executive Vice President

The Postal Service is well prepared and has ample capacity to deliver America's election mail for the upcoming general election in November. On any given day, the Postal Service delivers more than 425 million pieces of mail, and our best estimates are that election mail will account for less than two percent of all mail volume from mid-September until Election Day. Given our available processing capacity, we can easily handle the anticipated increase in Election Mail due to the COVID-19 pandemic, without impact to on-time performance.

In recent weeks, the Postal Service has taken steps to improve the efficiency of our operations, which is vital given our financial situation. Contrary to media accounts and other accusations, there have been no edicts to delay the mail or eliminate overtime. Rather, we are ensuring that our operations run on time and on schedule, which will avoid unnecessary overtime and transportation costs. We are making these changes methodically and in ways designed to ensure the timely and cost-effective delivery of America's



mail - including election mail.

The Postal Service remains fully committed to fulfilling our role in the electoral process by doing everything we can to handle and deliver Election Mail, including ballots, in a timely manner consistent with our operational standards. The only concerns we have about the upcoming election is that many states have designed their election systems without considering the ordinary timeframes required by the Postal Service to process and deliver mail. For that reason, throughout this year, we have worked closely with election officials regarding our mailing requirements, delivery standards and best practices for enabling voting by mail. In particular, we are asking election officials and voters to realistically consider how the mail works, and to be mindful of our delivery standards, in order to provide voters ample time to cast their votes through the mail, and we look forward to continued coordination with election officials through November.

From: (b) (6)  
Sent: Tuesday, August 11, 2020 3:05 PM  
To: Parteneimer, David A - Washington, DC <(b) (6)> (b) (6)  
Cc: (b) (6)  
Subject: [EXTERNAL] RE: USA TODAY Editorial Board

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Dave,

We have a factual issue.

It deals with this sentence here: Contrary to media accounts and other accusations, there have been no edicts to delay the mail or eliminate overtime.

There's been internal documents and reporting that says otherwise:

- n This Washington Post story includes a document that specifically says that mail will be left at distribution centers: [https://www.washingtonpost.com/context/internal-usps-document-tells-employees-to-leave-mail-at-distribution-centers/175dd1ae-e202-4777-877c-33442338d1cc/?itid=lk\\_inline\\_manual\\_46](https://www.washingtonpost.com/context/internal-usps-document-tells-employees-to-leave-mail-at-distribution-centers/175dd1ae-e202-4777-877c-33442338d1cc/?itid=lk_inline_manual_46)
- n This Washington Post story cites an internal memo that prohibits overtime <https://www.washingtonpost.com/business/2020/07/14/postal-service-trump-dejoy-delay-mail/> (workers, in interviews, told me the same thing)
- n The memo that says paid overtime is being eliminated is here <http://postalnews.com/blog/2020/07/13/document-purports-to-show-pmgs-plans-for-changes-to-usps-operations/>
- n This story discusses the overtime <https://www.govexec.com/pay-benefits/2020/07/looking-cut-costs-new-usps-leader-takes-aim-overtime-and-late-trips/166917/>

How do you reconcile the internal memos and the reporting, and what employees have told me, with your assertion that overtime has not been eliminated?

(b) (6)

From: (b) (6)  
Sent: Tuesday, August 11, 2020 12:17 PM  
To: 'Parteneimer, David A - Washington, DC' <(b) (6)> (b) (6)  
Subject: RE: USA TODAY Editorial Board

So both gentlemen are executive presidents for the U.S. Postal Service?

From: Parteneimer, David A - Washington, DC <(b) (6)> (b) (6)  
Sent: Tuesday, August 11, 2020 12:12 PM  
To: (b) (6)  
Subject: RE: USA TODAY Editorial Board

Thanks (b) (6) out response is below. It is from:

David Williams, Chief Logistics & Processing Operations Officer & Executive Vice President  
Thomas Marshall, General Counsel & Executive Vice President

The Postal Service is well prepared and has ample capacity to deliver America's election mail for the upcoming general election in November. On any given day, the Postal Service delivers more than 425 million pieces of mail, and our best estimates are that election mail will account for less than two percent of all mail volume from mid-September until Election Day. Given our available processing capacity, we can easily handle the anticipated increase in Election Mail due to the COVID-19 pandemic, without impact to on-time performance.

In recent weeks, the Postal Service has taken steps to improve the efficiency of our operations, which is vital given our financial situation. Contrary to media accounts and other accusations, there have been no edicts to delay the mail or eliminate overtime. Rather, we are ensuring that our operations run on time and on schedule, which will avoid unnecessary overtime and transportation costs. We are making these changes methodically and in ways designed to ensure the timely and cost-effective delivery of America's mail - including election mail.

The Postal Service remains fully committed to fulfilling our role in the electoral process by doing everything we can to handle and deliver Election Mail, including ballots, in a timely manner consistent with our operational standards. The only concerns we have about the upcoming election is that many states have designed their election systems without considering the ordinary timeframes required by the Postal Service to process and deliver mail. For that reason, throughout this year, we have worked closely with election officials regarding our mailing requirements, delivery standards and best practices for enabling voting by mail. In particular, we are asking election officials and voters to realistically consider how the mail works, and to be mindful of our delivery standards, in order to provide voters ample time to cast their votes through the mail, and we look forward to continued coordination with election officials through November.

From: (b) (6)  
Sent: Tuesday, August 11, 2020 12:05 PM  
To: Parteneimer, David A - Washington, DC <(b) (6)> (b) (6)  
Subject: [EXTERNAL] RE: USA TODAY Editorial Board

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Absolutely. You folks pick the author or authors.

From: Parteneimer, David A - Washington, DC <(b) (6)> (b) (6)  
Sent: Tuesday, August 11, 2020 12:02 PM  
To: (b) (6)  
Subject: RE: USA TODAY Editorial Board

(b) (6) could the response be from two of our top executives?

From: (b) (6)  
Sent: Tuesday, August 11, 2020 12:00 PM  
To: Parteneimer, David A - Washington, DC <(b) (6)> (b) (6)  
Subject: [EXTERNAL] RE: USA TODAY Editorial Board

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Exactly.

From: Parteneimer, David A - Washington, DC <(b) (6)> (b) (6)  
Sent: Tuesday, August 11, 2020 11:59 AM  
To: (b) (6)  
Subject: RE: USA TODAY Editorial Board

Got it. And to clarify, this, along with your editorial, will be online later today and in the print edition tomorrow?

From: (b) (6)  
Sent: Tuesday, August 11, 2020 11:56 AM  
To: Parteneimer, David A - Washington, DC <(b) (6)> (b) (6)  
Subject: [EXTERNAL] RE: USA TODAY Editorial Board

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attachments.

Dave, that should work. Thanks. Please, no later.

(b) (6)

From: Partenheimer, David A - Washington, DC <(b) (6)> (b) (6)  
Sent: Tuesday, August 11, 2020 11:51 AM  
To: (b) (6)  
Subject: RE: USA TODAY Editorial Board

(b) (6) as an update, I have an approved submission. I'm just waiting to get final word on who the response will be coming from. Will have that shortly. Can you hold out a little bit longer for me to get it to you? Will have it to you before 1pm.  
Dave

From: (b) (6)  
Sent: Monday, August 10, 2020 10:09 AM  
To: Partenheimer, David A - Washington, DC <(b) (6)> (b) (6)  
Cc: Johnson, Martha S - Washington, DC <(b) (6)> (b) (6)  
Subject: [EXTERNAL] RE: USA TODAY Editorial Board

CAUTION: This email originated from outside USPS. STOP and CONSIDER before responding, clicking on links, or opening attachments.

Hi, Dave,

I'm sorry. I just came out of an editorial meeting with the editor. He's intent on running this package Tuesday evening online and Wednesday evening in print. So we are locked in on that original deadline of noon, Tuesday. I know this might change matters for you. But it's why we tried to reach out to you folks as early as possible last week.

Yes, there would have to be a named author on the piece.

Please let us know what your final decision is on this.

Thanks,

(b) (6)

From: Partenheimer, David A - Washington, DC <(b) (6)> (b) (6)  
Sent: Monday, August 10, 2020 10:03 AM  
To: (b) (6)  
Cc: Johnson, Martha S - Washington, DC <(b) (6)> (b) (6)  
Subject: RE: USA TODAY Editorial Board

Thanks, yes, I believe we can make that work. Please refresh my memory, does the opposing editorial need a name attached to it, or would it be "from the Postal Service"?

From: (b) (6)  
Sent: Monday, August 10, 2020 9:58 AM  
To: Partenheimer, David A - Washington, DC <(b) (6)> (b) (6)  
Cc: Johnson, Martha S - Washington, DC <(b) (6)> (b) (6)  
Subject: [EXTERNAL] RE: USA TODAY Editorial Board

CAUTION: This email originated from outside USPS. STOP and CONSIDER before responding, clicking on links, or opening attachments.

Noon Wednesday would work?

From: Partenheimer, David A - Washington, DC <(b) (6)> (b) (6)  
Sent: Monday, August 10, 2020 9:57 AM  
To: (b) (6)  
Cc: Johnson, Martha S - Washington, DC <(b) (6)> (b) (6)  
Subject: RE: USA TODAY Editorial Board

Thanks for your quick response (b) (6) Would we be able to have until at least Wednesday?

From: (b) (6)  
Sent: Monday, August 10, 2020 9:50 AM  
To: Partenheimer, David A - Washington, DC <(b) (6)> (b) (6)  
Cc: Johnson, Martha S - Washington, DC <(b) (6)> (b) (6)  
Subject: [EXTERNAL] RE: USA TODAY Editorial Board

CAUTION: This email originated from outside USPS. STOP and CONSIDER before responding, clicking on links, or opening attachments.

Hey, Dave,

What kind of a delay do you have in mind? Are you talking about waiting until Friday to publish? I don't think we can do that. Barring that, how much more time would you need?

(b) (6)

From: Partenheimer, David A - Washington, DC <(b) (6)> (b) (6)  
Sent: Monday, August 10, 2020 9:42 AM  
To: (b) (6)  
Cc: Johnson, Martha S - Washington, DC <(b) (6)> (b) (6)  
Subject: FW: USA TODAY Editorial Board

Hi (b) (6) I know my colleague Marti Johnson provided you with a statement as background for the first item below. Regarding the invitation to write an opposing view to your planned editorial, we would be interested in that. I understand the deadline for submission is tomorrow but we were wondering if you might consider a delay in your editorial and the opposing view so we could message the launch of a resource that will be an important addition to our public outreach on Election Mail issues. That launch is scheduled to take place this Friday.

If a delay of that length is not possible, we would appreciate a bit more time for our submission. Also, information about what exactly your editorial would focus on would be helpful so we know how to focus our response.

Thanks

Dave Partenheimer

From: (b) (6)  
Sent: Thursday, August 6, 2020 4:14 PM  
To: Johnson, Martha S - Washington, DC <(b) (6)> (b) (6)  
Subject: [EXTERNAL] USA TODAY Editorial Board

CAUTION: This email originated from outside USPS. STOP and CONSIDER before responding, clicking on links, or opening attachments.

Hello, Martha,

Could you please help me? I believe you are the correct contact at USPS on the issue I'm researching because the website has you listed as the media relations person who handles "election/political mail," among other things.

There were news reports that USPS issued a statement recently regarding its ability to process what is anticipated to be an historic influx of mailed-in balloting. I couldn't locate the statement on the USPS website. Could you please send it to me?

Second, we are writing an editorial in which we will be raising a number of concerns about the upcoming election and the ability of the USPS to handle the mailed ballots. Our editorial page typically features an "our view" along with an "opposing view" or "other view" from a guest writer to show readers the arguments from different sides of the story. We're going to say that the fact that overtime has been cut and transportation costs reduced could place added strain on the ability of the USPS to handle what is expected to be a historic amount of mailed-in balloting in some states. Would USPS be interested in offering an editorial view assuring readers that there will be not issues around mailed-in balloting?

If so, we would need 320 words by 4 pm today, Monday, Nov. 6. The piece should be sent to me at

(b) (6) (b) (6) and (b) (6) at  
(b) (6) (b) (6) Please let me know as soon as possible if USPS is interested in participating in this opportunity.

Yours,

(b) (6)

Writer, USA TODAY Editorial Board

(b) (6)

Please note: We reserve the right to write headlines and to edit for space, style, accuracy and clarity. Factual assertions should be backed up with sources or hyperlinks, and you should alert us to any conflicts of interest. If any significant changes are made, we will show you the edited version prior to publication. The timing of publication often depends on the flow of breaking news.



**From:** [Elston, Michael J - Washington, DC](#)  
**To:** [DeJoy, Louis - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#)  
**Subject:** Fwd: Pending story major concerns  
**Date:** Friday, September 18, 2020 1:44:33 PM

---

Resending to the right email. (b) (5) ?

Sent from my iPhone

Begin forwarded message:

From: "Adams, Jeffery A - Washington, DC" <(b) (6)>  
Date: September 18, 2020 at 1:25:53 PM EDT  
To: "Partenheimer, David A - Washington, DC" <(b) (6)> "Partenheimer, David A - Washington, DC" <(b) (6)> "Krage Strako, Jakki - Washington, DC" <(b) (6)> (b) (6)  
(b) (6) "Calamoneri, Kevin A - Washington, DC" <(b) (6)> "Elston, Michael J - Washington, DC" <(b) (6)> "Marshall, Thomas J - Washington, DC" <(b) (6)> "Monteith, Steven W - Washington, DC" <(b) (6)> "Elston, Michael J - Washington, DC" <(b) (6)>  
Subject: RE: Pending story major concerns

All,  
(b) (5)

From: Partenheimer, David A - Washington, DC  
Sent: Friday, September 18, 2020 1:15 PM  
To: Adams, Jeffery A - Washington, DC <(b) (6)>  
Subject: FW: Pending story major concerns

(b) (5)

From: Partenheimer, David A - Washington, DC  
Sent: Friday, September 18, 2020 1:15 PM  
To: (b) (6) <(b) (6)> (b) (6)  
Subject: FW: Pending story major concerns

Hi (b) (6) I'm Dave Partenheimer, manager of public relations for the Postal Service. Below is an email I sent to (b) (6) just now following an off the record phone conversation I had with him a short time again about (b) (5)

I am at (b) (6) to discuss.

Thanks  
Dave

From: Partenheimer, David A - Washington, DC  
Sent: Friday, September 18, 2020 1:10 PM  
To: (b) (6)  
Subject: Pending story major concerns

(b) (6) following up on our phone conversation, below, off the record, are our main concerns and why we are asking the story be modified:

(b) (5)

Thanks  
Dave

Dave Partenheimer  
Manager, Public Relations  
U.S. Postal Service  
202-268-2599

(b) (6)

(b) (6)

**From:** [Elston, Michael J - Washington, DC](#)  
**To:** [DeJoy, Louis - Washington, DC](#); [Marshall, Thomas J - Washington, DC](#)  
**Subject:** Re: Pending story major concerns  
**Date:** Friday, September 18, 2020 1:50:54 PM

---

(b) (5) .

Sent from my iPhone



**From:** [Marshall, Thomas J - Washington, DC](#)  
**To:** [Elston, Michael J - Washington, DC](#); [DeJoy, Louis - Washington, DC](#)  
**Subject:** RE: Pending story major concerns  
**Date:** Friday, September 18, 2020 2:21:07 PM

---

(b) (5) ?

Thomas J. Marshall  
General Counsel and Executive Vice President  
United States Postal Service

**From:** [Marshall, Thomas J - Washington, DC](#)  
**To:** [DeJoy, Louis - Washington, DC](#); [Elston, Michael J - Washington, DC](#)  
**Cc:** [Weidner, Keith E - Washington, DC](#)  
**Subject:** FW: WSJ story on USPS  
**Date:** Thursday, October 1, 2020 2:29:23 PM

---

**ATTORNEY-CLIENT COMMUNICATIONS**  
**PRIVILEGED AND CONFIDENTIAL**

Fyi.

Thomas J. Marshall  
General Counsel and Executive Vice President  
United States Postal Service

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**From:** Marshall, Thomas J - Washington, DC  
**Sent:** Thursday, October 1, 2020 2:28 PM  
**To:** Partenheimer, David A - Washington, DC <(b) (6)> (b) (6)  
(b) (6)  
**Cc:** Adams, Jeffery A - Washington, DC <(b) (6)>  
**Subject:** RE: WSJ story on USPS

**ATTORNEY-CLIENT COMMUNICATIONS**  
**PRIVILEGED AND CONFIDENTIAL**

(b) (5)  
(b) (5)  
(b) (5)  
(b) (5)

(b) (5)  
(b) (5)

-Tom

Thomas J. Marshall  
General Counsel and Executive Vice President  
United States Postal Service

---

**From:** Partenheimer, David A - Washington, DC  
**Sent:** Thursday, October 1, 2020 11:37 AM  
**To:** (b) (6)  
(b) (6) Marshall, Thomas J - Washington, DC <(b) (6)>

Cc: Adams, Jeffery A - Washington, DC <(b) (6)>

Subject: RE: WSJ story on USPS

Hi (b) (6) yes, we are aware of him reaching out to various folks. (b) (5)

(b) (6) Here is the story he is working on as he told (b) (6) :

Hi, (b) (6) . (b) (6) . I left a VM the other day. Apologies for piling on. We're reporting on some events that took place in late 2017. President Trump had several meetings with executives who spoke disparagingly of Amazon and USPS. Mr. Trump seemed to take them at face value, though these executives had an incentive to see the relationship between Amazon and USPS damaged. It's my understand that his aides asked you to make a WH visit in December 2017 to discuss some of issues raised by the executives. To essentially disabuse him of some of the info he'd received. These conversations with the executives seem (to us) important to the history of the President's position toward the USPS and Treasury's subsequent efforts to exert more influence over USPS. But I don't have a complete picture, and I don't want to be led into a narrative by people who have less insight than you. Would it be possible to have a brief conversation on or off the record? I'm sure you've been bombarded by reporters. Thanks for any consideration.

Dave

---

From: (b) (6)

Sent: Thursday, October 1, 2020 11:31 AM

To: Partenheimer, David A - Washington, DC <(b) (6)> (b) (6)

(b) (6) Marshall, Thomas J - Washington, DC

<(b) (6)>

Cc: Adams, Jeffery A - Washington, DC <(b) (6)>

Subject: [EXTERNAL] FW: WSJ story on USPS

**CAUTION: This email originated from outside USPS. STOP and CONSIDER before responding, clicking on links, or opening attachments.**

All,

(b) (6) with the Wall Street Journal is working on a story about USPS and reached out to Chairman Duncan with questions from 2019 and 2020 about Treasury, the note purchase agreement and the borrowing authority in the CARES Act. Chairman Duncan has passed it along. It looks like (b) (5)

(b) (6)

(b) (6)

Thanks,

(b) (6)

---

**From:** M. -Mike- Duncan Robert <(b) (6)>  
**Sent:** Thursday, October 1, 2020 10:35 AM  
**To:** (b) (6)  
**Subject:** [EXTERNAL] Fwd: WSJ story on USPS

Sent from my iPhone

Begin forwarded message:

**From:** (b) (6)  
**Date:** October 1, 2020 at 10:29:59 AM EDT  
**To:** "M. -Mike- Duncan Robert" <(b) (6)>  
**Subject:** WSJ story on USPS

Hi, Mr. Duncan.

I hope this email finds you in good health. I'm a reporter for The Wall Street Journal. We're working on a story about USPS, and I was hoping to speak with you about some of the issues in 2019 and 2020 involving Treasury, the note purchase agreement and the borrowing authority in the CARES Act.

It would be most helpful if I could convey my understanding of events and see if it matches with your recollection, your schedule permitting. Could I bother you for a brief call? You can reach me at your convenience at (b) (6).

Thanks for any consideration.

Regards,  
(b) (6)

--

(b) (6)

**The Wall Street Journal**

1211 Avenue of the Americas

New York, NY 10036

(b) (6)



**From:** [Marshall, Thomas J - Washington, DC](#)  
**To:** [DeJoy, Louis - Washington, DC](#)  
**Subject:** FW: WSJ story on USPS  
**Date:** Thursday, October 1, 2020 6:35:37 PM

---

Fyi.

Thomas J. Marshall  
General Counsel and Executive Vice President  
United States Postal Service

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**From:** (b) (6)  
**Sent:** Thursday, October 1, 2020 6:04 PM  
**To:** Partenheimer, David A - Washington, DC <(b) (6)> Marshall, Thomas J - Washington, DC (b) (6)  
(b) (6) Elston, Michael J - Washington, DC <(b) (6)>  
**Cc:** Adams, Jeffery A - Washington, DC <(b) (6)>  
**Subject:** [EXTERNAL] RE: WSJ story on USPS

**CAUTION:** This email originated from outside USPS. **STOP and CONSIDER** before responding, clicking on links, or opening attachments.

Thank you, Dave. This is incredibly helpful and detailed.

All, I have (b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (6)

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**From:** Partenheimer, David A - Washington, DC <(b) (6)>  
**Sent:** Thursday, October 1, 2020 5:25 PM  
**To:** Marshall, Thomas J - Washington, DC <(b) (6)> (b) (6)  
(b) (6)  
**Cc:** Adams, Jeffery A - Washington, DC <(b) (6)>  
**Subject:** [EXTERNAL] RE: WSJ story on USPS

(b) (5)

(b) (5)

- (b) (5)

**(b) (5)**

Dave

**From:** [Monteith, Steven W - Washington, DC](#)  
**To:** [DeJoy, Louis - Washington, DC](#)  
**Cc:** [Clarke, Heather A - Washington, DC](#); [Elston, Michael J - Washington, DC](#); [Stavelly, Rhonda J - Washington, DC](#)  
**Subject:** Industry Speakers for the Offsite  
**Date:** Friday, January 8, 2021 2:25:41 PM  
**Attachments:** [PMG Service Expansion Draft 010521 v3 \(client\).pptx](#)

---

Louis,

Both (b) (6) of the (b) (6), and (b) (6) of the (b) (6) are lined up to participate for 20 minutes each next week. I told them that this will be an off the record discussion and that we will have them ZOOM in on Thursday afternoon.

They will also work on a couple of slides: an intro on them, their organizations, and discussion topics that they will weigh in on:

For (b) (6) the topic areas we discussed are:

- First-Class Service Standard change impacts
- Pricing impact
- Legislative

For (b) (6) the topic areas we discussed are:

- Trends in the Shipping Market
- Impact of consistent service on USPS ability to compete
- First-Class Service standard change impacts:
  - Shipping
  - Mail

They will get is slides by Monday but the topic areas are set unless you would like them to cover something else.

Also, (b) (6) from (b) (6) is set as well for next Thursday. Tom Foti sent you his current deck this morning but I included it here as well. He is out of pocket until Monday but if you want to have another discussion with him prior to the meeting we can set that up.

Thanks,

Steve

# PMG Service Expansion Concept

01/14/21



# (b) (6)

## Comprehensive

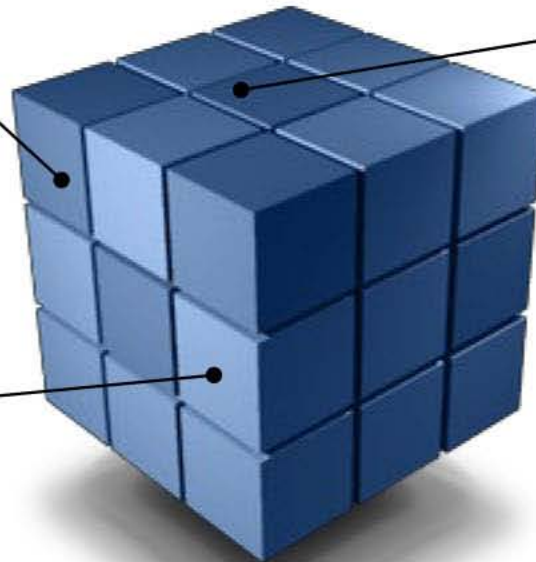
The methods developed and used to amass shipping data represent all shippers proportionally and; therefore, result in the industry's most representative set of data.

## Accurate

Our years of experience in sampling the transportation market results, in any given year, statistical confidence levels greater than 90%.

## Quality

(b) (6) has interviewed more than one million businesses using its own in-house Quality Survey Center to control and ensure data quality standards are met.



## Expansion Concept: Objective

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

## Expansion Concept: Align Services to Customer Needs & Growth

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

## Expansion Concept: Customer Demand

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

## Expansion Concept: Market Opportunity

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)

(b)(3)- 30 U.S.C. 410 (c)(2), (b)(3)- 30 U.S.C. 410 (c)(5)



**From:** [The Economist](#)  
**To:** [Louis Dejoy](#)  
**Subject:** [EXTERNAL] The Economist: Virtual Roundtable Invitation  
**Date:** Monday, February 8, 2021 1:10:49 PM  
**Attachments:** [ii\\_kkr7zjh11.png](#)  
[ii\\_kkr7ypz10.png](#)

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**CAUTION:** This email originated from outside USPS. **STOP and CONSIDER** before responding, clicking on links, or opening attachments.

Dear Louis,

I hope you are well.

I would like to invite you, on behalf of *The Economist Events*, to join us for an exclusive virtual roundtable discussion taking place on **Tuesday, March 30, 2021**.

The session entitled [The employer imperative: Driving economic vitality through a healthy, productive workforce](#) will welcome your peers from large-scale employers in the US to identify how to manage employee health and well-being, and determine how this affects productivity and economic vitality. Your contribution will be vital to this discussion.

As part of the session, *The Economist Intelligence Unit* will present a sneak-peek of new research on the topic. Our moderator, (b) (6) will then lead an informal, off-the-record conversation among participants to draw out insights and practical takeaways.

- **Roundtable topic:** The employer imperative: Driving economic vitality through a healthy, productive workforce
- **Date:** Tuesday, March 30, 2021,
- **Time:** 1-2pm ET

#### RSVP

This is a private, invitation-only roundtable with a small number of contributors joining the discussion - please register your interest at your earliest convenience [online here](#).

If you would like more information about the session, please [visit the event website](#).

I do hope you can join us for this discussion, and look forward to hearing from you.

Best regards,

(b) (6)

The Economist Group  
[events.economist.com](https://events.economist.com)

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**From:** [Marshall, Thomas J - Washington, DC](#)  
**To:** [DeJoy, Louis - Washington, DC](#)  
**Subject:** FW: Financial Times request - "Most Innovative General Counsel" list  
**Date:** Wednesday, February 10, 2021 2:21:31 PM

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Is there any reason why you would want me to do this? I get these requests periodically and generally decline, as I don't see them as having much value for the Postal Service, and an added complication is that the items I work on that the media is interested in are for the most part issues that I can't discuss as a matter of professional responsibility (b) (5)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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**From:** Partenheimer, David A - Washington, DC <(b) (6)>  
**Sent:** Wednesday, February 10, 2021 10:51 AM  
**To:** Marshall, Thomas J - Washington, DC <(b) (6)>  
**Cc:** Coleman, David P - Washington, DC <(b) (6)> Adams, Jeffery A - Washington, DC <(b) (6)>  
**Subject:** Financial Times request - "Most Innovative General Counsel" list

Tom,  
David Coleman from my team received the below opportunity for you, if you are interested. Many times these type of opportunities involve a commitment to buy advertising space or other financial commitments, but we verified this one does not. If this is something you are interested in, David Coleman will work with you to move this forward.  
Thanks  
Dave

Corporate Communications has received a request from RSG Consulting, the research and content partner for the Financial Times Innovative Lawyers program to write a profile about you. Your profile would be part of Financial Times special report. It would appear in the FT General Counsel report (published annually by the Financial Times). The report will feature a global list of 25 of the most innovative General Counsel (GC) . It will be published online on 18<sup>th</sup> June.

The Financial Times stated the report this year will cover a range of key challenges that GCs face over the next 5 years, including but not limited to, digital transformation and the role of a GC working as a risk officer and strategic advisor.

In order to consider you for the report the publication would need to schedule a short, off the record phone call to discuss your role as a GC or they can send you a written questionnaire to fill in

at your convenience if you'd prefer.

The report is funded by sponsorship from law firms. The USPS will not be asked to buy any advertising and there's no cost for the interview. The Financial Times is based in London.

Here's the report link from last year: <https://www.ft.com/reports/FT-general-counsel>

The deadline is the end of March.

**From:** (b) (6)  
**To:** (b) (6)  
**Subject:** [EXTERNAL] The Economist invites Louis Dejoy: Private virtual round table discussion (60 mins) - The Employer Imperative: Driving economic vitality through a healthy, productive workforce: March 30th 2021: 1pm ET  
**Date:** Friday, February 12, 2021 9 55:49 AM

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**CAUTION:** This email originated from outside USPS. **STOP and CONSIDER** before responding, clicking on links, or opening attachments.

Dear Mr Dejoy,

I am writing on behalf of The Economist to invite you to take part in a 60 minute private virtual roundtable discussion [The Employer Imperative: Driving economic vitality through a healthy, productive workforce](#) supported by Cigna. The event will take place on **30th March 2021 at 1pm ET with the discussion moderated by (b) (6)** events.

In addition, The Economist will invite your peers from large-scale employers in the US to identify how to manage employee health and well-being, and determine how this affects productivity and economic vitality. Your contribution will be vital to this discussion.

*As part of the session, The Economist Intelligence Unit will present a sneak-peek of new research on the topic. Our moderator, (b) (6), will then lead an informal, off-the-record conversation among participants to draw out insights and practical takeaways.*

Spaces are limited to 12 participants which our editorial team will allocate on a first-come basis. I sincerely hope you can join this very important discussion - please let me know if you're available at your earliest convenience?

**Overview**

Among the many changes which covid-19 catalysed, a new way of working has been perhaps the most impactful. Living rooms transformed into home offices overnight, in immediate response to the virus. But as the pandemic persists, so does remote work and workers in essential functions such as health-care, food and agriculture, logistics and transportation are constantly at risk of exposure as they wait to be inoculated.

As vaccinations begin to make their way around the world, helping employees manage their stress, while keeping them safe, healthy, and productive will be critical to reviving America's economy. Companies must identify what their employees need, provide relevant and effective support, and protect their health and well-being to enable recovery and foster growth. They are not alone: federal and state programmes can help manage this complex and evolving set of challenges—but do firms know where to look for help?

Join *The Economist Events* for **The Employer Imperative: Driving economic vitality through a healthy, productive workforce**, a virtual roundtable welcoming corporate leaders to discuss the relationships between employee health, productivity and broader economic vitality. The session will begin with a sneak peek into research from *The Economist Intelligence Unit* and then attendees will share challenges and collectively identify solutions to foster a healthier and productive workforce.

**Key discussion points may include:**

- What coverage and support mechanisms are companies investing in to provide safer environments and look after the mental well-being of employees?
- Are companies' investments and initiatives rooted in data and designed for employees? How effective are these programmes, and what are their shortcomings?
- How are local, state and federal agencies working with companies to better serve the needs of employees and employers? What more can they do?

To secure your participation, may I kindly request you click the link to complete a short registration page:

[Economist Private Round Table Registration](#)

In the meantime, if I can provide you with any further information, please do not hesitate to contact myself.

We look forward to your prompt response and to the prospect of your valuable participation.

Best wishes,

(b) (6)

(b) (6)



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