



June 4, 2026

The Honorable Pete Sessions
Chairman, Committee on Oversight and Government Reform
Subcommittee on Government Operations
United States House of Representatives
2157 Rayburn House Office Building
Washington, DC 20515

The Honorable Kweisi Mfume
Ranking Member, Committee on Oversight and Government Reform
Subcommittee on Government Operations
United States House of Representatives
2157 Rayburn House Office Building
Washington, DC 20515

Re: Hearing with the Commissioners of the Postal Regulatory Commission

Dear Chairman Sessions and Ranking Member Mfume:

On behalf of the Envelope Manufacturers Association (EMA), I want to thank you and the Members of the Committee on Oversight and Government Reform Subcommittee on Government Operations for holding this important hearing with the Commissioners of the Postal Regulatory Commission (PRC).

At this pivotal moment for the future of the Postal Service, and in recognition of the Subcommittee's continued commitment to meaningful oversight, EMA respectfully submits this statement to help identify a practical path to restoring accountability, affordability, and confidence in the postal system. In our view, that path requires strong, independent PRC oversight, clear congressional guardrails on monopoly pricing, and measurable USPS accountability for cost control, service performance, and long-term financial stability.

EMA and the Mailing Economy

EMA is the leading trade association representing the envelope and paper-based communications industry. Our members manufacture and supply the envelopes, paper, printed products, equipment, and services that support trusted communications for businesses, nonprofits, government agencies, and households

nationwide. EMA's mission is to promote the value of envelopes, mail, and paper-based communications as essential to commerce, consumer access, and community connection. Through the EMA Foundation for Paper-Based Communications, we advance research, education, and public awareness focused on the postal ecosystem, the environmental benefits of paper options in America, and the importance of preserving consumer choice in how people receive essential communications.

The U.S. Postal Service is at the center of a nearly \$2 trillion mailing industry that supports approximately 7.9 million American jobs. The Postal Service's financial and service challenges are therefore not isolated institutional concerns. They affect businesses, nonprofits, newspapers, manufacturers, suppliers, postal customers, households, and communities across the country. Finding a durable, bipartisan solution to the Postal Service's financial and service challenges is a shared national concern.

The PRC's Role Must Be Preserved and Strengthened

Congress created a system in which the Postal Service operates as a government-sanctioned monopoly for market-dominant mail, but not an unchecked one. Independent regulatory oversight is the necessary counterbalance to monopoly authority. The PRC plays a critical role in protecting transparency, accountability, affordability, service quality, and public confidence in the postal system.

EMA supports strong PRC oversight, including the Commission's recent efforts to review and revise the system that regulates market-dominant rates. EMA has also intervened in support of the PRC in litigation involving Order No. 9426, which addressed the frequency of rate increases and workshare discount criteria. We believe the PRC's role must be preserved and strengthened, not weakened or circumvented.

The need for independent oversight is especially important because USPS retains monopoly authority over market-dominant mail. A monopoly under financial pressure will naturally seek greater pricing flexibility. Indeed, USPS has sought removal of the CPI cap and, in the alternative, significant additional rate authority. That request underscores the importance of enforceable guardrails. Without them, ratepayers bear the cost while the underlying operational problems remain unresolved.

What We Have Learned from 5 Years of the Delivering for America Plan

Through the Postal Service Reform Act of 2022, Congress provided significant bipartisan relief from major financial obligations, to help stabilize USPS and reduce pressure on the system. Despite that relief, the Postal Service continues to report significant financial losses, declining mail volume, service concerns, and a continued need for additional support.

The Delivering for America plan has not delivered the financial stability, service reliability, or customer confidence that were promised. The plan was presented as a path to long-term sustainability, but the results to date show that repeated above-inflation-rate increases and network changes have not solved the Postal Service's underlying challenges.

That does not mean USPS should receive no credit for taking steps to improve efficiency, reduce costs, and address long-term structural challenges. USPS has undertaken self-help measures and operational changes to modernize the network. But plans must be judged by measurable results. Congress should evaluate if USPS's efforts deliver real improvements in cost control, productivity, service reliability, and volume retention.

The lesson from the last several years is not that the PRC is unnecessary. The opposite is true. The experience with the Delivering for America plan demonstrates why a strong, independent regulator is essential. It also underscores the importance of this Subcommittee's oversight role in examining whether the PRC had, and used, the tools, authority, and statutory clarity necessary to require timely course corrections before harm becomes difficult or impossible to reverse.

A CPI Cap Would Promote Affordability and Efficiency

A return to a CPI-based cap on market-dominant postage increases would address many of the efficiency concerns Congress has raised about USPS. A CPI cap is not merely a customer protection measure; it is an efficiency tool. It requires the Postal Service to operate within predictable, inflation-based pricing authority, improve productivity, control costs, and take meaningful self-help measures before asking Congress, postal customers, or captive ratepayers for more.

EMA understands that Congress is often reluctant to be overly prescriptive about postal operations, especially pricing. We are not asking Congress to manage the Postal Service's day-to-day operations. Rather, we urge Congress to set clear guardrails for monopoly pricing, preserve strong independent oversight, and ensure that any future financial relief, appropriations, or additional rate authority are paired with meaningful accountability.

If additional rate authority is warranted, it should be conditional, and tied to verified improvements in efficiency, cost control, and service performance. Predictable rate discipline would help protect customers, preserve mail volume, and require USPS to address the cost side of its financial challenges.

The Path Forward

The path forward should begin with a clear lesson from the past several years: the current cycle is unsustainable. Repeated rate increases, declining service, volume losses, and ongoing financial pressure have not produced the stability USPS needs, the reliability the American people deserve, or the confidence postal customers require to remain in the system.

Congress can help break that cycle by establishing clear guardrails around monopoly pricing. Restoring predictable, CPI-based rate discipline for market-dominant mail would not only protect postal customers but also create the discipline necessary for USPS to improve productivity, control costs, preserve volume, and operate within reasonable, inflation-based bounds.

At the same time, the PRC should continue strengthening the system within its existing authority, and Congress should examine whether the Commission has the tools, mandate, and statutory clarity necessary to require timely course corrections when pricing, service, productivity, or financial results are moving in the wrong direction.

Any future financial relief, appropriations, or additional rate authority should be tied to measurable USPS accountability. Before Congress, postal customers, or taxpayers are asked to provide more, USPS should demonstrate meaningful self-help, including lower controllable costs, improved productivity, reliable service, affordable rates, and a strategy to retain and grow mail volume.

Congress, the PRC, USPS, and postal stakeholders each have a role to play. The goal should not be to favor one part of the postal ecosystem over another, but to establish a better framework for a postal system that is affordable for customers, financially sustainable for USPS, reliable for the American public, and strong enough to support the businesses, workers, and communities that depend on it. EMA and the EMA Foundation stand ready to serve as a resource for the Subcommittee as it continues its oversight of the Postal Service, the PRC, and the broader mailing economy. Thank you again for your leadership on this critical issue.

Sincerely,



Marie Clarke
President
Envelope Manufacturers Association
EMA Foundation for Paper-Based Communications