Commissioner Wright met with Donna Hanberry and Bernard Bradpiece with the Saturation Mailers Council. The attendees recommended that the USPS define its mission. They believe that “universal service” should be defined as the provision of last mile delivery for mail, advertising, packages, etc. to every location in the United States, at least 5 days per week. They stated that if the USPS can not fulfill this mission, a federal regulator should contract with private-sector companies to provide access to the mailbox. The attendees also believe that Congressional restrictions and oversight should be substantially limited, or Congress should be required to subsidize and pay for their restrictions. They support as much private-sector involvement as possible, but believe the “last mile” of delivery should be part of the universal service obligation. They also recommended that binding arbitration should result in “final offer” decisions through a 3-judge panel that is required to consider the financial conditions of the USPS. They also believe that benefits should be considered in the arbitration process. The attendees recommended that management be provided with performance incentives, and that all executives, including the Postal Service senior management and the Board of Governors, be paid competitively. They also recommend that the Board of Governors be permitted to make limited rate decisions with access to due process hearings on disputes.