Commissioner Wright discussed with those in attendance their concerns regarding the rate-setting process. The attendees expressed concern that the USPS provides pricing flexibility for large mailers at the expense of small volume mailers. They stated that small volume mailers have no flexibility to avoid rate increases. Those in attendance all expressed their view that the USPS must have the ability to reduce costs and close post offices/locations. The attendees recommended the concept of a “Base Closing Commission.” The attendees also thought that the USPS could outsource and privatize many of its processing and transportation activities, but that the USPS should continue to control the process of “universal service” and pricing. They defined “universal service” as the “best service that the USPS can afford to offer.” They elaborated that door-to-door service and six-day service is not necessary.