

ENGLISH LANGUAGE AND COMPOSITION

SECTION II

Total time—2 hours

Question 1

(Suggested time—40 minutes. This question counts for one-third of the total essay section score.)

The United States Postal Service (USPS) has delivered communications for more than two centuries. During the nineteenth century, the USPS helped to expand the boundaries of the United States by providing efficient and reliable communication across the country. Between 1790 and 1860 alone, the number of post offices in the United States grew from 75 to over 28,000. With this growth came job opportunities for postal workers and a boom in the cross-country rail system. The twentieth century brought substantial growth to the USPS, including large package delivery and airmail. Over the past decade, however, total mail volume has decreased considerably as competition from electronic mail and various package delivery companies has taken business away from the USPS. The loss of revenue has prompted the USPS to consider cutting back on delivery days and other services.

Carefully read the following seven sources, including the introductory information for each source. Then synthesize information from at least three of the sources and incorporate it into a coherent, well-developed essay that argues a clear position on whether the USPS should be restructured to meet the needs of a changing world, and if so, how.

Make sure your argument is central; use the sources to illustrate and support your reasoning. Avoid merely summarizing the sources. Indicate clearly which sources you are drawing from, whether through direct quotation, paraphrase, or summary. You may cite the sources as Source A, Source B, etc., or by using the descriptions in parentheses.

- Source A (Stone)
- Source B (graph)
- Source C (O'Keefe)
- Source D (Hawkins)
- Source E (McDevitt)
- Source F (Cullen)
- Source G (photo)

Source A

Stone, Daniel. "Flying Like an Eagle?" *Newsweek*.
Newsweek, 5 Oct. 2009. Web. 24 Sept. 2010.

The following is excerpted from an online article in a national news magazine.

Anyone who's waited, and waited, in line at the old letter hub knows the service could probably be run better. NEWSWEEK asked a variety of management consultants and business futurists how to turn the old pony express into a sleek, 21st-century moneymaker—or, at the very least, a breaker-even. Listen up, Postal Service (and Congress): for this advice, we'll let you cut in line.

- 1) Get into the e-business. More people are e-mailing? So meet their needs. "Give every American an e-mail address when they're born," suggests futurist Watts Wacker. Might they look elsewhere for a different one? Sure, but at least you'll maintain relevance in their mind. Plus, you can sell lucrative advertising on those accounts.
- 2) Increase service. Don't drop from six- to five-day delivery; go the other way, says Kellogg School marketing prof Richard Honack—to all seven. It seems counterintuitive to add service when you're losing money, but people have less faith in the system precisely because of spotty service. Consider tightening hours, but the USPS could be the first carrier to reliably deliver all week.
- 3) Advertise with coupons. It sounds like an archaic way to attract customers in a new era, but if people are flocking to the Internet, give them an incentive to come back. "We're a coupon-cutting society," says futurist and business strategist Marlene Brown. "Make people feel like there's value added."
- 4) Make a play for control of government broadband [Internet access]. With Congress considering an expansion of broadband access, why not put it under the USPS, asks futurist David Houle. "That would define the Postal Service as a communications-delivery service, rather than just a team of letter carriers. Don't let the service's tie to Congress make it fizzle. If used right, why not use it as an advantage?"
- 5) Rebrand. No one knows what the Postal Service stands for, says Wacker. "Fly like an eagle, what does that even mean?" A company's brand is its most valuable tool, or its biggest liability. Contract out to find a new logo and slogan that actually convey what you do and how you do it. And then use them. (In this week's NEWSWEEK magazine, we asked three design firms to get started.)
- 6) Close branches if you must, but do it strategically. Franchise services by region, posits business strategist Gurumurthy Kalyanaram. You don't need a full-service post office every few blocks in New York, for example. Some centers could be for letters only, others for packages. That way you cut down on staff size and service required to and from each.
- 7) Reorganize and motivate staff. Paying high wages with inflated job security isn't a competitive strategy. Unions may be fierce, but consultant Peter Cohan thinks management should put employee contracts out to bid. And add incentives: if a worker saves money, give him a percentage. Inversely, put jobs on the line to avoid losses. In other words, run it like a real business.

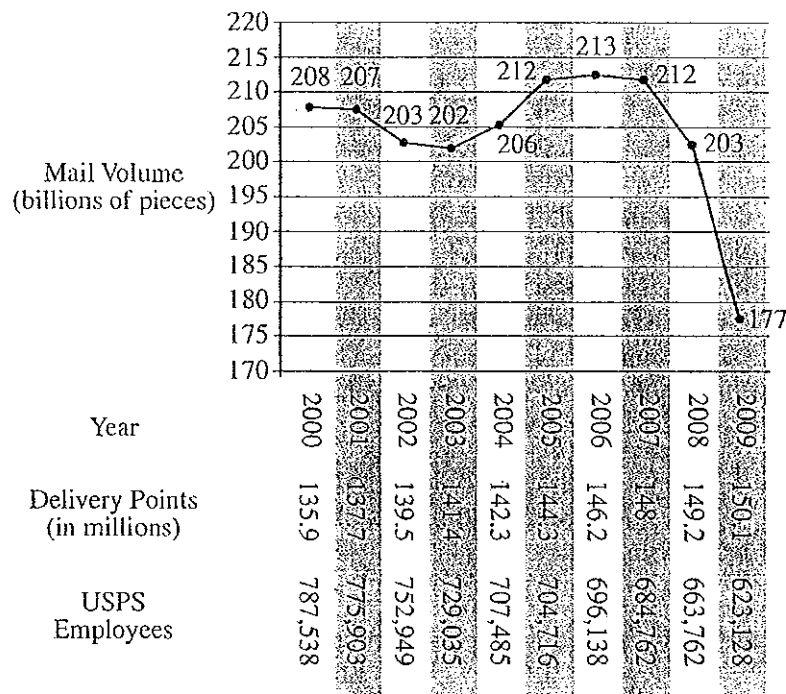
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Source B

"The Challenge to Deliver: Creating the 21st Century Postal Service: United States Postal Service 2009 Annual Report." *United States Postal Service*. United States Postal Service, 2009. Web. 24 Sept. 2010.

The following graph is excerpted from the 2009 annual report of the United States Postal Service.

The Delivery Challenge: Less Mail, More Addresses



Source C

O'Keefe, Ed. "Postal Service Expected to Announce 'Significant Changes.'" *Washington Post*. Washington Post Company, 2 Mar. 2010. Web. 27 Sept. 2010.

The following is excerpted from an online article in a national newspaper.

The U.S. Postal Service will release projections Tuesday that confirm for the first time the suspicion that mail volume will never return to pre-recession levels. In response, the agency is pushing anew for a dramatic reshaping of how Americans get and send their letters and packages.

Customers are continuing to migrate to the Internet and to cheaper standard-mail options, and away from the Postal Service's signature product—first-class mail, Postmaster General John E. Potter will report in announcing the projections.

The Postal Service experienced a 13 percent drop in mail volume last fiscal year, more than double any previous decline, and lost \$3.8 billion. The projections anticipate steeper drops in mail volume and revenue over the next 10 years, and mounting labor costs only complicate the agency's path to firm fiscal footing.

In an effort to offset some of the losses, Potter seeks more flexibility in the coming year to set delivery schedules, prices and labor costs. The changes could mean an end to Saturday deliveries, longer delivery times for letters and packages, higher postage-stamp prices that exceed the rate of inflation, and the potential for future layoffs.

"At the end of the day, I'm convinced that if we make the changes that are necessary, we can continue to provide universal service for Americans for decades to come," Potter said Monday. "We can turn back from the red to the black, but there are some significant changes we need to make."

The postmaster general called for many of these changes last year but failed to convince lawmakers. This time he's armed with \$4.8 million worth of outside studies that conclude that, without drastic changes, the mail agency will face even more staggering losses.

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Source D

Hawkins, Dawn. "Advantages of Using the United States Postal Service." *Associated Content*. Associated Content, 14 Aug. 2009. Web. 27 Sept. 2010.

The following is excerpted from an online article.

Most people refer to sending mail through the post office as snail mail. There is good reason behind that. It takes days for mail to get to its destination through the postal service. When you compare that to sending an email or paying a bill online, it doesn't make sense to use the post office that often. Using the United States postal service has a lot of advantages though.

Here is a look at some of the advantages of using the United States postal service:

1. Cheaper than other services—Using UPS or FedEx is very expensive. It costs far more to send packages through these services. You can get the same type of service from the post office for small packages at an extremely lower price. If the bad economy hasn't taught us anything else, it has taught us not to waste any money.
2. Personal touch—It's nice to sometimes get a personally written letter in the mail. Email is great for a quick note here and there. It helps you keep up with people and it's instant. However, nothing replaces a personally written letter to an old friend. It gives the message a more intimate feeling.
3. It keeps Americans working—One of the few jobs that can't be outsourced to other countries is mail delivery. You know when you send a letter or your bills through the mail, you are helping other Americans keep their jobs. Many post offices are in the process or in danger of closing down because of the incredible impact the internet has had on it. Making a point of sending one piece of mail once a month is one way to help.
4. People without technology—Even though the vast majority of people are connected to the internet, there are many people who aren't. If the post office were to shut down, it would make it extremely difficult for those people to get mail and packages sent. UPS and FedEx do offer package delivery, not everyone has one close by. It is also more expensive as discussed earlier.
5. Paperless isn't always better—Everyone loves the idea of going paperless. It isn't likely that this will ever completely happen. It's important to keep paper copies of some things. Having copies of your bills helps keep better track of the information. Things happen with computers. Information can easily be lost including important documentation. Having a paper copy sent to you through the mail helps you back it up. . . .
6. Other services—The United States post office offers services far beyond delivery service. You can get money orders, set up P.O. boxes and use your debit card for purchases to get cash back.

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Source E

McDevitt, Caitlin. "To Postal Workers, No Mail Is 'Junk': With Revenues Falling, the Post Office Owes Its Future to Stuff We Throw Out." *Newsweek*. Newsweek, 27 Sept. 2008. Web. 28 Sept. 2010.

The following is excerpted from an online article in a national news magazine.

These are tough times for the U.S. Postal Service. It's being pummeled by high fuel costs. The soft economy is crimping the overall volume of mail, which fell 5.5 percent in the past year. Its business is also falling as Americans opt for e-mail over birthday cards and thank-you notes. Now comes another threat: consumers like Colleen Plimpton of Bethel, Conn. Earlier this year Plimpton became tired of the credit-card offers, catalogs and advertising fliers that clogged her mailbox. So in February she paid \$20 to GreenDimes, a firm that helps consumers reduce their inflow of "junk mail" by contacting businesses on their behalf. "[Junk mailers] are cutting down trees willy-nilly, and that has got to stop," says Plimpton.

To the post office, consumers like her are a serious threat. "Efforts to convince people not to receive mail are really going to hurt," says Steve Kearney, a Postal Service senior vice president.

The Postal Service lost \$1.1 billion in its latest quarter. That number would be even larger if it weren't for direct mailings, which now constitute 52 percent of mail volume, up from 38 percent in 1990. Revenue from direct mail "is the financial underpinning of the Postal Service—it could not survive without it," says Michael Coughlin, former deputy postmaster.

But 89 percent of consumers say in polls that they'd prefer not to receive direct-marketing mail; 44 percent of it is never opened. That's why 19 state legislatures have debated Do Not Mail lists, which would function just like the federal Do Not Call list. But partly due to opposition from postal workers, not a single bill has passed. When Colorado state Rep. Sara Gagliardi held a public meeting on a bill she was sponsoring, she was surprised when a crowd of postal workers showed up to express vehement opposition.

Both the Postal Service and the Direct Marketing Association say direct mail is a key source of customers for small businesses. "Advertising mail is a very valuable product to many consumers," says Sam Pulcrano, Postal Service vice president for sustainability, who points to two-for-one pizza coupons as especially welcome surprises. To blunt opposition, the DMA recently launched the Mail Moves America coalition to lobby against the restrictions.

GreenDimes founder Pankaj Shah isn't sympathetic. Not only is his company providing a service to consumers, he says, but it has also used its fees to plant more than 1 million trees. "We're all about giving consumers choice, not about bringing down the post office," he says. Still, as more consumers opt out of junk mail, rain, sleet and gloom of night may seem like the least of mail carriers' problems.

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Source F

Cullen, Kevin. "Sending, Getting 'Real' Mail Still Magic." *Commercial-News*. Commercial-News, 20 Mar. 2010. Web. 28 Sept. 2010.

The following is excerpted from an online article.

E-mail is fast and simple, but to me an old-fashioned, handwritten letter has value in this speed-obsessed world. I have deleted hundreds of e-mails in one fell swoop, without taking the time to reread them, but I still have a letter that my Grandpa Cullen sent to me when I was 8.

I like to receive letters, thank-you notes, birthday cards and Christmas cards, and I like to send them too. Even today, it costs just 44 cents to send one from Danville to Sandybeach, Hawaii, or Frozentoes, Alaska . . . a genuine bargain.

Historians worry about the disappearance of permanent, written records. If there were no "real" letters, diaries, governmental files, handbills, pamphlets, magazines, newspapers and books—real ink on real paper—what would be left? Will electronic records even survive for 100 years? And what will happen if they don't? . . .

The Postal Service has been required to pay its own costs since 1970, and it made a profit until 2006. Since then, declining mail volume has created major problems. It delivered 17 percent fewer pieces in 2009 than it did in 2006, and lost \$1.4 billion. That money was borrowed from the U.S. Treasury.

More declines in volume, coupled with the soaring cost of retiree health benefits, could create \$238 billion in losses over the next 10 years, Postmaster General John Potter recently said. Approximately half of the present 300,000 postal workers are expected to retire by 2020.

Eliminating Saturday mail delivery would save \$40 billion over a decade. Potter also wants to close and consolidate 154 post offices. More and more part-time workers would be hired as full-time workers retire.

Clearly, mail delivery isn't going away entirely. It's an essential government function, like feeding the Army. No private contractor will carry a letter from the Florida Keys to Alaska for 44 cents.

I'm going to do my bit by sending more letters.

Our Christmas card list will be expanded. Birthday cards will go to more friends and family. And I'm going to thank more people, in writing, for more things. I will send more cards and letters to offer encouragement, interest and sympathy. It shows good breeding.

I have shoeboxes filled with kind letters sent to me through the years by readers who liked something that I wrote. I always thanked them by return mail. Many friendships began that way. Those messages weren't deleted 100 at a time; they were saved, and they can be reread. . . .

It's satisfying to write a "real" letter, put it in an envelope and drop it into the mailbox. A day or two later, I know, someone will hold it and connect with me. Who knows? It may be read by someone I will never meet, 100 years from now.

Not a bad investment, for 44 cents.

"Sending, Getting 'Real' Mail Still Magic," by Kevin Cullen, copyright © 2010 by Commercial News. Used by permission.

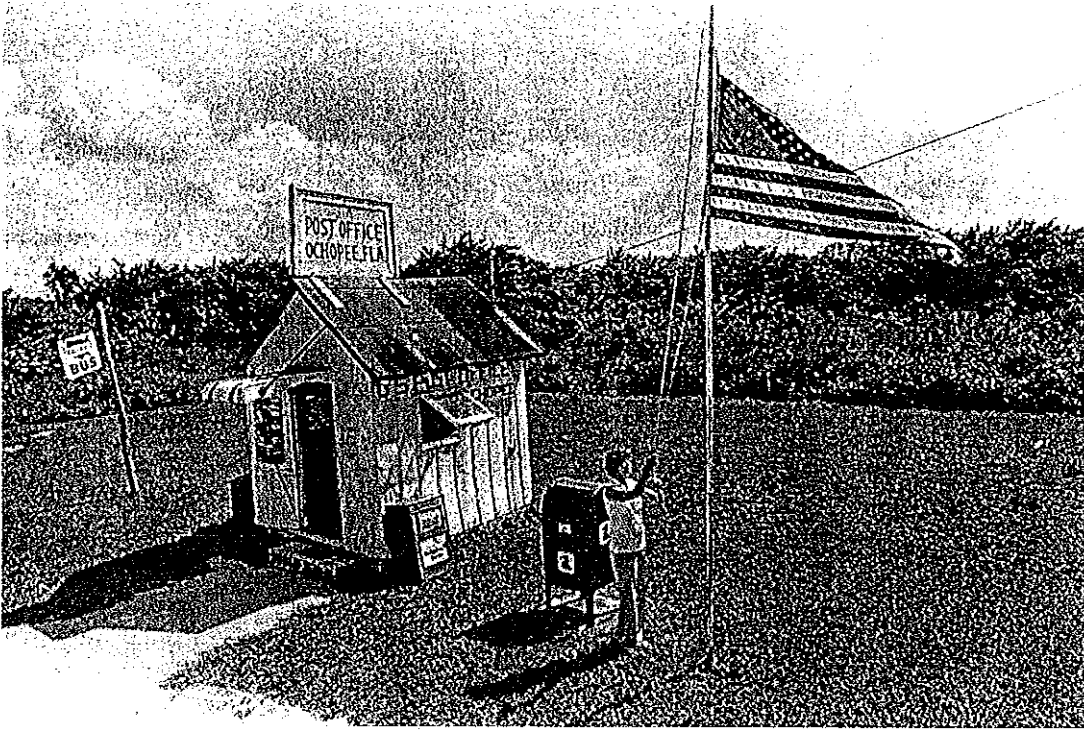
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Source G

*Ochopee Post Office, Florida, 1970s. N.d. Photograph.
Collection of the United States Postal Service.
USPS.com. Web. 9 May 2011.*

The following photo, from the Web site of the United States Postal Service, shows the Ochopee Post Office, the smallest free-standing post office in the United States.



Ochopee Post Office, Florida, 1970s © 1970 United States Postal Service. All Rights Reserved. Used with Permission.

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Question 1

Sample Identifier: Y

Score: 9

- The essay develops its argument extensively, is especially sophisticated in the synthesis of its sources, and is impressive in its control of language, rising to the score of 9.
- The essay identifies a number of key issues from the sources which it develops: the importance of the post office in the fabric of American life; the challenges it faces surviving in a competitive climate and in a technological age; and the strategies it might pursue in order to survive.
- The sources serve the argument, entering into a dialogue to facilitate that argument: in the second paragraph, the student considers the necessity of offsetting losses in post office revenue and the difficulty of eliminating Saturday services in order to do so, finding the sources that address and support these contrasting positions.
- The sources are well cited in a couple of ways: they are integrated into the student's own prose and are identified by apt signal phrases: "... some experts, such as Kellogg School marketing professor Richard Honack, believe..."
- Within paragraphs, the student may cite numerous sources, and their relation to one other as well as to the argument they serve is always clear.
- The student's control of subordination and coordination conveys the complexity of the argument: "Though Honack argues that 'people have less faith in the system precisely because of spotty service (Source A), the increase of service would not guarantee increased consumer mailing and carries inherent risks.'"

Sample Identifier: A

Score: 8

- The essay develops its argument effectively, locating the sources that substantiate its position ("The USPS must be restructured to keep up with the changing economy") and addressing a counter-argument (the USPS performs a service by supporting traditional modes of communication).
- The essay collects the sources that identify various strategies for restructuring the post office and making it more competitive, and integrates them to serve as effective support for the student's position.
- The student identifies the function of the sources well, indicating whether they show, argue, or propose.
- The essay demonstrates a control over a wide range of elements of writing but is not necessarily flawless: it is coherent throughout even as it is over-reliant on transitions of addition to join its points.
- It is not as thoroughly developed as a 9 essay, failing to indicate, for example, how the post office's entry into e-mail communications might be profitable.

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Sample Identifier: O

Score: 7

- The student develops an adequate position, arguing that the post office needs to be restructured in order to adapt to technological change.
- The essay mines the sources for arguments and evidence in ways that are apt.
- The student synthesizes the sources in an imprecise but adequate manner: when pointing out that the USPS must rebrand to appeal to those who long for a personal touch in a "society that focuses on mechanical speed and technology," the student strings together sources that support the idea of branding and the idea of personal touch without clarifying their relationship to each other.
- The student integrates quotations from the sources into the prose of the essay in appropriate and varied ways.
- The essay offers a more complete explanation of its position than would be typical of a 6 essay, identifying the full range of changes that must be entertained in the restructuring of the post office.

Sample Identifier: KK

Score: 6

- This essay develops its position adequately, if narrowly, by focusing on small-bore solutions to the financial distress faced by the post office (cutting back on the number of workers by encouraging part-time employment; encouraging couponing).
- The synthesis of the sources is adequate, if diffuse: in the second paragraph, the student finds apt statistical evidence to substantiate the problem of declining revenue, but this evidence would be more meaningful were the student to identify the authority for the evidence cited rather than presenting it as one piece of data among others collected in Source F.
- The sources are adequately presented in the form of paraphrases, but the addition of signal phrases would aid in demarcating a source from the student's own analysis and argument.
- Overall, the basic control demonstrated by the student in writing clearly, establishing and developing a position, and citing relevant sources indicates that this paper earns a score of 6.

Sample Identifier: P

Score: 5

- The student composes a promising, original opening with insightful and intriguing claims ("the market economy is governed by social Darwinism") but fails to develop these claims with sufficient explanations and support.
- The student develops an argument unevenly, identifying some positions that can be supported (the post office needs to find additional sources of revenue and develop new marketing strategies) and others that need qualification to be relevant and effective ("the US is getting rid of its paper history").
- Source A dominates the essay, limiting the student's ability to create a position based on the synthesis of multiple sources.
- Because the other sources are not adequately addressed, the student cannot create a full dialogue among the sources.
- The writing contains lapses in diction: "By changing to keep up with the changing world the USPS will be able to continue being."

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Sample Identifier: B

Score: 4

- Even though the student states a clear position, the essay inadequately develops that position.
- The sources dominate the student's attempts at development: the student summarizes the ideas in the sources without sufficiently assessing their relevance to the emerging argument.
- The student misrepresents sources (Source B does not indicate that from 2008-2009 "there was a drop of 26 billion pieces of mail").
- The student knits together sources and the details that appear in these sources (Source C mentions increasing the price in stamps; Source F indicates that the USPS lost \$1.4 billion) without figuring out whether those details belong in sequence or whether the sources are addressing the same general set of issues.
- The discussion of USPS problems and solutions remains general and vague: "the way it is running now"; "a type of digital aspect"; "it will be easier on the people, as well as saving them money and making them happier."

Sample Identifier: D

Score: 3

- The essay demonstrates less success in developing a position: the sources are insufficiently synthesized as they are discussed independently of one another.
- The sources occasionally dominate the essay so that an idea about the value of a handwritten letter introduced in Source J takes on a life on its own, reappearing in anecdotal form in the first paragraph of the essay and deflecting the student's attention from the task.
- The student frequently fails to introduce sources or explain their function in the argument: in the next-to-last paragraph, the quotation is simply inserted with no embedding remarks.

Sample Identifier: W

Score: 2

- The essay demonstrates little success in developing a position: the sources dominate the essay which does little more than string together ideas and quotations gleaned from the sources.
- The essay as a whole remains on a very general level: e.g., the repetition of the noun "things" to refer to the postal service's problems.
- There are only two sources used and cited.
- The essay offers an almost random presentation of the issues and assortment of sources in two paragraphs.

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Sample Identifier: NN

Score: 1

- The student demonstrates very little success in developing a position on the restructuring of the USPS, as the essay is radically unstructured and simplistic in its development.
- The essay misrepresents the sources: "A lot [*sic*] of people who have use [*sic*] the mailing system for years don't want to use email because its [*sic*] complicated."
- The language is especially weak.



Write in the box the number of the question you are answering on this page as it is designated in the exam.

14

^{for over 200 years}
The United States Postal Service (USPS) has been an integral institution for both personal and public relations in our country. It has created hundreds of thousands of job opportunities, as well as ~~facilitated~~ facilitated communication ~~throughout~~ throughout the country. Unfortunately, with the expansion of online technology and the rise of competitive delivery services, the USPS has witnessed a decline in business. As more and more people turn to ~~order~~ e-mail or competitors such as UPS and FedEx, total mail volume ^{has} continued to decrease, resulting in a loss of revenue and an increase in debt. However, the USPS ~~has~~ has been a vital part of our society and history and cannot be let go so easily. The USPS needs to restructure itself by cutting back on delivery days and strategically rebranding and closing unnecessary branches in order to adapt to ^{the needs of} a changing world.

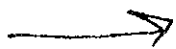
The elimination ~~of~~ of Saturday mail delivery would help to offset the continuing loss of revenue. In 2009 alone, "the Postal Service experienced a 13 percent drop in mail volume ... more than double any previous decline, and lost \$3.8 billion" (Source C). Unfortunately, the problem is projected to only get worse, with even "steeper drops in ~~the~~ mail volume and revenue" ~~is~~ anticipated over the next 10 years (Source C). Though some experts, such as Kellogg School marketing professor Richard Honack, believe the solution is to actually increase service (Source A), "eliminating Saturday mail delivery would save

"\$40 billion over a decade" (Source F). Though ~~Knack~~ argue that "people have less faith in the system precisely because of spotty service" (Source A), the increase of service would not guarantee increased consumer mailing and thus carries inherent risks. On the other hand, cutting back on delivery days will guarantee the saving of billions. In a time when loss of revenue continues to be forecasted, this is the necessary solution.

Additionally, the USPS needs to conduct a re-evaluation of both its marketing strategy and its location strategy in order to attract customers and cut down on employment and delivery costs. Though the USPS has been a long-standing ~~inst~~ institution, "no one knows what the Postal Service stands for" (Source A). "A company's brand is its most valuable tool, or its biggest ~~weakness~~ liability," and finding a new logo and slogan to represent the purpose of the USPS would encourage consumers to support the company. Furthermore, they would feel a stronger connection to the brand and ~~be~~ potentially more willing to ~~buy~~ use its services (Source A).

Additionally Postmaster General John Potter wants to close and consolidate 154 post offices, "cutting back on both employment and operating costs" (Source F). This should be done strategically though, and offices closed should be those with the lowest revenue and necessity - "You don't need a full-service post office every few blocks in New York, for example" (Source A).

The USPS is an institution that has become an intrinsic



Write in the box the number of the question you are answering on this page as it is designated in the exam.

1 Y3

part of our social fabric, and needs to employ certain strategies in order to preserve itself. The USPS provides many advantages for the average customer as it is cheaper than its competitors, allows people to reach those who may not have access to the internet or other technology, and in addition, provides hundreds of thousands of jobs (Source D). "Email is fast and simple," but for many "an old-fashioned, handwritten letter has value in this speed-obsessed world," and in order to continue this tradition, costs must be cut (Source F).

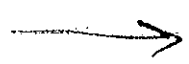
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Write in the box the number of the question you are answering on this page as it is designated in the exam.

1 . A

The United States Postal Service (USPS) has reliably delivered communications across the United States for more than two centuries. The USPS saw significant growth and prosperity throughout the 20th century but over the last decade, with the emergence of email and competing package delivery companies, the USPS has lost a significant amount of mail volume as well as money. The USPS must be restructured to keep up with the changing economy and society in order to halt the loss of revenue and keep the USPS as a vital part of the American economy and society.

There are many reasons that the USPS should restructure its system to meet the needs of the changing world. First, as it states in ~~document~~ source A the USPS needs to "get into the e-business". Every year more people are turning to e-mail instead of using the USPS and in order to keep up with the changing times an ~~easy~~ easily accessible e-mail should be set up for the USPS to benefit from the e-business. In the last fiscal year the USPS lost \$3.8 billion and experienced a 13 percent drop in ~~mail~~ mail volume (source C). Source B also shows that the total mail volume from 2006 to 2009 dropped from 213 billion

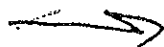


A₂1

Write in the box the number of the question you are answering on this page as it is designated in the exam.

pieces of mail to only 177 billion pieces in 2009. Getting into the e-business can help slow the loss of revenue experienced by the USPS with the sale of advertising on the e-mail website. As stated in ~~source~~ source A having a USPS e-mail service will also keep the USPS relevant in people's minds. If more and more people are using e-mail to send their letters, why shouldn't the USPS create an e-mail system and benefit from the shift to e-mail instead of only losing revenue as well as overall mail volume.

In source A, many other options are displayed for the USPS to restructure as well as creating ~~an~~ e-mail. The author of source A, Daniel Stone, proposes intelligent advertising to attract new customers. Coupons would be a good way to ~~decide~~ persuade more people to use the USPS instead of different ways of sending mail. Also, Stone argues that the USPS should use its close ties with congress to its advantage. The USPS should make a play to get into the expansion of government broadband, making the USPS "a communications-delivery service, rather than just a team of letter carriers" (source A).



~~Propose~~ The USPS could also rebrand and utilize a new logo and slogan to increase revenue and business, strategically reorganize the branches to maximize efficiency and cut down on costs, and motivate the staff with incentives for good work.

All are ways that could benefit the USPS to help meet the needs of the changing world.

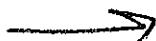
I also understand that the USPS offers a more personal touch by delivering hand written letters, allowing people to keep paper copies of letters, documents, and cards, and it allows people without access to technology to still send mail. I understand that all of those points are significant but the USPS can still provide those services and restructure to meet changing needs as well. The USPS is needed and it is not going to dissipate easily but even the postmaster general agrees that "without drastic changes, the mail agency will face even more staggering losses." (source)

In conclusion, I believe the mail agency should restructure in order to better meet the needs of a changing world.

#

In this changing, modernizing world where the Internet and computers have dominated communications, the United States Postal Service has fought to sustain itself. ~~but it has failed~~ The USPS, within the last decade, has been unable to regain a foothold in communications between Americans because of the introduction of convenient e-mail. ^{There might not be a way for the USPS to} ~~become~~ became the dominant communications-delivery service so long as the Internet exists, but if it restructured the right way, it can cut its losses and maybe even start making some profit again.

The USPS should change its marketing strategy. In order to adapt to this modern world, in which the USPS sometimes seems archaic and out-of-date, the USPS must appeal to its customers' emotions and gain their confidence back. After all, "a company's brand is its most valuable tool, or its biggest liability" (Stone, Source A). Currently, the USPS motto "Fly like an eagle" does not convey the message that it ought to be sending (Stone, Source A). In an age where e-mails help people keep up with each other instantly, a handwritten letter "gives the message a more intimate feeling" (Hawkins, Source D). Thus, the USPS should "find a new logo and slogan that actually convey what [the USPS does] and how [it does] it" (Stone, Source A). By appealing to people's ^{longing} ~~longing~~ for a sentimental message and personal touch in ~~our society~~ ^{this present society that focuses on mechanical} speed and technology, the USPS could inspire people to send more handwritten letters. This revamp of the USPS's marketing strategy could definitely help the USPS "turn back from the red to the black"



Q2 Question 1

Write in the box the number of the question you are answering on this page as it is designated in the exam.

(O'Keeffe, Source C). ~~By appearing a separate campaign~~ A new campaign highlighting the benefits of handwritten messages can also have an effect on ~~the~~ mail influx because ^{There are} millions more "delivery points," or ~~more~~ people to send mail to, each year. (graph, Source B). Inspiring people to send just "one piece of mail once a month" can help. (Hawkins, Source D).

Another way for the USPS to adapt to this changing world is to streamline its functions and make its ~~various~~ functions most efficient. Because a "handwritten letter has value in this speed-obsessed world," the USPS ought to focus on making the transportation of these [✱] letters from their origin to their destination a top priority. (Cullen, Source E). Closing down branches that are very close to each other would "cut down on staff size and service required to and from each," ~~and~~ ^{and} the branches that stay open ^{could} have shorter ~~a~~ hours. (Stone, A). This would be coupled with a seven day schedule, ~~so~~ so that all branches are open for a few hours every day. This scheduling strategy would allow the USPS to be "the first carrier to reliably deliver all week" (Stone, Source A).

~~By~~ By opening post offices up every day, people would put more faith in the USPS after losing some faith "because of some spotty service" (Stone, Source A). Also, opening the post offices each day, for shorter hours would ~~allow people to focus on the~~ ^{allow} allow people to focus on the satisfaction of writing "a real letter" and ~~the hours of service~~ ^{the hours of service,} instead of worrying about what day of the



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Question 1.03

week the post office is open ~~again~~ (cullen, source F).

These various changes to the USPS could very well usher in a new era of personalized communications ~~in~~ within this modern, technologically-focused world. Add in that the postal service is cheap, and with the right marketing, the USPS could fight back from its dwindling status as "snail mail" of ~~the last decade~~ ^{The last decade.} Hopefully citizens of the United States will be encouraged to contribute to the USPS's mission to connect people with one another through tangible, paper letters in an age where ~~words~~ ^{words} on a screen have become the most common form of communication.

#

In today's growing society, we often find ourselves taking the easy way out of things. If it's faster to write an e-mail than to send a letter, that's what Americans are going to do. But this severely hurts our mail system we have here in the United States.

One solution to this growing problem would be for us to write more letters to friends and family, but a more practical one is for the United States Postal Service (USPS) to make the transition to the twenty-first century.

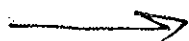
Everyone at some point in their life has referred to the USPS as snail mail. And while this name holds true, at least USPS has remained reliable over the years. Sadly, the same cannot be said about the customers.

~~Between~~ Between 2006 and 2009, the USPS delivered 17% fewer pieces of mail and lost 1.4 billion dollars. ~~From~~

Many people believe that there is no way to compensate for this loss. However, there are actually many ways to do so. The first is to hire part-time employees when others retire rather than hire a full-time staff.

This would allow you to pay out less per worker since not all workers would be working full 40 hour weeks. (Source F). Another way to compensate for the

lack of income would be to offer coupons in places such as news papers, magazines, and even online. Thanks



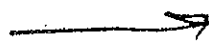
#1 KK2

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to the show "Extreme Couponing" on TLC, the people in today's economy are constantly looking for ways to save a few quick bucks. Coupons would be a great way to get USPS out there to citizens and encourage them to use the service. Also, closing the offices twice a week for about a year or so would cut down on cost of utilities, gas, and pay of workers. Then, when business starts picking back up, ~~it~~ return to six, or even seven day a week mailing and shipping. The increase in shipping/ mailing days will excite citizens and encourage them to use the USPS more (source A).

A lot of people within the USPS (and America in general) think that UPS and FedEx are taking over the mailing world. But, there are two problems; 1) UPS and FedEx do not mail normal letters and 2) Both companies are expensive. With UPS and FedEx, one has to pay for expenses such as shipping, gas (although not directly) plus the weight of ~~the~~ ^{the} package. ~~Now~~ ^{often, one} ends up paying more to send the package than the thing inside actually costs. This is unnecessary in today's economy (Source D).

With the world switching to a technology based society, the USPS need to ask themselves, what can we do to remain competitive. These changes are hard to make but they are detrimental



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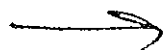
#1 KK3

to the success of the postal system that everyone knows and loves. Without changes made, the USPS will slowly become a thing of our past, like Elvis Presley, Swing Dance, and the dinosaurs.

#

On shows like "Dinner-Impossible" and "Hell's Kitchen" audiences see how businesses are transformed, from run-down stumps to money-making successful restaurants. There is one very well know United States service that could take a few points from these Food Network hits; the United States Postal Service. In the 21st century, the USPS has suffered losses. ~~It is in danger of going out of business~~ if it doesn't do something soon. As the new age of technology takes over the postal service revitalization is necessity. ~~It is the only in the history of the postal service that has ever been in danger of going out of business.~~ The market economy is governed by social Darwinism and if the Postal service doesn't adapt, it will surely die.

To save itself the Postal service needs to modernize. Every American with a computer these days has an e-mail account. The USPS needs to offer e-mail accounts as well. By doing so



P2 Q1

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they get free publicity to customers who will know the USPS better. The email accounts could also bring in revenue, as Daniel Strom points out in Newsweek, by offering ~~ad~~ ad space to advertisers (doc A). The postal service is already on the right track by offering money orders, P.O. boxes and ~~debit~~ debit card use, it just needs to ~~take~~ take advantage of what people want a little more (doc D).

~~Another~~ Another way to ~~create~~ ~~sell~~ sell its service is by marketing it differently so that it stands out to people. Many don't understand or know the logo or slogan of the postal service. The USPS needs to make its mark unforgettable to customers. This way it will stick in citizens' minds and they will remember it next time they want to send something. Many businesses also use coupons to market products. The USPS could give out coupons to stimulate a customer interest (doc A).

Some critics may ^{argue} ~~say~~ that by modernizing that ~~the~~ the US ~~is~~ is getting rid of its ^{paper} ~~paper~~ history. That the loss of paper documents is bad for ~~the~~ everyone. However,

→ (doc F).

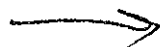
if the USPS does not modernize to meet demand, ~~there~~ a piece of US ~~tradition~~ ^{tradition} will be ~~lost~~ ^{lost}. If it goes under there will be a ~~de~~ even more drastic drop in paper documents. ~~and~~ It would be more beneficial and profitable for the USPS to modernize for the good of all citizens.

By changing to keep up with the changing world the USPS ~~will~~ will be able to continue being. Though some ~~paper~~ mail will be lost it will help more than hurt. Modernizing and Marketing are the areas the US Postal service needs to focus on. By doing so Americans can for future generations can be part of an american tradition that shaped their country.

#

The United States Postal Service (USPS) should be restructured to meet the needs of a changing world because the way it is running now will end up hurting it rather than helping it. With a few changes, it could go from losing money back to making a profit.

With the times changing and technology advancing, more people are using digital ways like texting and email to contact each other. In fact, from 2008 to 2009, there was a drop of 26 billion pieces of mail. (source B) Having such a drastic and significant drop, it should be clear to many that a lot less people are using the USPS to send mail. In September of 2008, it was recorded that the Postal Service lost about \$1.1 billion in its latest quarter. This may have been caused by sending emails instead of handwritten letters and paying bills online instead of through the mail. A lot of companies send ads and promotions to their customers through direct mail. While it helps to keep the USPS afloat, it is also taking a toll on the environment, cutting down countless trees for catalogs and coupons. ~~on the postal~~ (source E) If the Postal Service wants to change along with society, then it would be wise to come up with programs that would have a type of digital



#1 B2

Write in the box the number of the question you are answering on this page as it is designated in the exam.

aspect as well as something that could be considered eco-friendly. More people would send mail if they knew it wasn't harmful to the environment or if it was received faster.

Changes made to the USPS could save a lot of money for their corporation. If Saturday deliveries were cancelled, either temporarily or permanently, then money would be saved by not having to pay ~~the~~ employees as much and not paying for the gas it takes to make all of the deliveries. Another way is to raise the price of stamps. While this may not make many people happy, it would help cover losses in previous years. (source C). In 2009, the USPS lost \$1.4 billion and borrowed that money to cover it from the U.S. Treasury. If the USPS keeps having to borrow money from the government, then it will start to take a toll on the already damaged economy. The most potentially successful idea that would save the most money would be to cancel Saturday delivery, saving the USPS \$400 million over 10 years. (source F)

If changes are made to the USPS, then it will be easier on the people, as well as saving them money and making them happier.

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question One

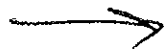
D

There was nothing like going to the post office with my grandpa. The smell of a freshly sent letter was captivating. The hope of receiving a letter or a package was even better. A Post Office can ~~also~~ help families ~~maintain~~ ^{keep a} closeness with distant family members in a way email can't. ~~Post Office~~ The Postal Service needs to make a comeback!

~~The~~ The postal service is slowly evaporating. People are ~~now~~ doing everything online. The idea of going "paperless" is taking over. Source D states that going paperless isn't a great idea. Documents saved over the internet can be lost. "Having copies of your bills keep better track of the information." (Source D) It does help to have a hard copy because you know that everything is up to date.

The postal service can even go online. Source A suggests that the postal service provide email. That would work, only if privately owned sites like Yahoo! or Google are ~~wanting~~ ^{willing} to participate. Source A also suggests "rebranding." Changing the look could just capture someone's ~~interest~~ attention. ~~A group~~ ^{A group} of people can ~~begin~~ ^{kickstart} the trend of writing letters.

Not only is the postal service affordable, ~~it~~ ^{it} can hold a life time of memories. "Email is fast and simple, but to me an old-fashioned, handwritten letter has value in this speed-obsessed world." (Source J) People do want to move ~~so~~ faster and email can help with that. There are times when we do move too fast. "A day or two later, I know, someone will hold it and connect



Question ~~One~~ ^{One} D2

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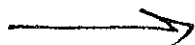
with me" (Source J). Writing a letter can be a breather from this fast paced world.

~~Receiving~~ Receiving a letter, makes someone feel special. They know someone ~~was~~ was thinking about them. A letter is something personal. Just the smell of a letter is invigorating. The Postal Service ~~is~~ needs to be kept.

#

The world has completely changed in the last 20 years, some important things have seemed to be sacrificed to meet the needs of the changing world we live in. The US postal service has suffered considerably from the competition of the internet. "The soft economy is crimping the overall volume of mail, which fell 5.5 percent in the last year." (McDevitt source e) the USPS will continue to lose money if they do not cut back on delivery days and other services. People will continue to use the internet for e-mails and other things that hurt the mail industry. In 2000, it has been recorded that 208 billion pieces of mail were distributed. As of 2009 it has dropped shockingly to 177 billion.

The USPS will continue to face the consequences of a changing world. Fuel costs have become significantly high in the 20th century and will become higher, which will ^{keep} the mail service suffering. With that, introduces reality "if there are no "real" letters, real ink on real paper what would be left?" (Cullen(A))



W2 1

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The USPS should limit the delivery days to save money, if mail shipments are dropping so significantly, then there is no reason why this should continue.

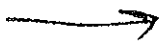
Some people don't use the post office because it's too slow, this will make the USPS harder to save in the long run.

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Question 1 NN,

~~According to~~ Over the years technology has become more advance. It went from mail pigeons to the post office and from the post office to email. A lot of people who have use the mailing system for years don't want to use email because it's complicated, and a lot of people are ~~are~~ set in their ways. According to source D "most people refer to sending mail through the post office as snail mail." people call it snail mail because you can send a letter out on Monday but the other person won't get it until Thursday. They also give you a list of why people shouldn't get use to new technology. Just ~~because~~ because some people don't want to learn how to use new technology that doesn't mean that it's not bad. Even though ~~th~~ having the post office keeps ~~the~~ Americans working using



Question 1 NN2

Write in the box the number of the question you are answering on this page as it is designated in the exam.

email is quicker. ~~and more~~

According to source F

~~the~~ email is faster and simple

they ~~are~~ still like to be

old fashion and write

letters. ~~The internet or~~ Email

is one of the best things

that has been invented. Even

though ~~the~~ 35% of Americans do not

own a computer doesn't mean

that they do not want one.

#