

# The USPS and Postal Logistics

Part of the 2021 Production Week Series



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# Agenda

- State of the Postal Service
- Likely future of the USPS
- Understanding Entry Points & Tiers
- Postal Logistics Strategies
- Mail Intelligence Planning
- A few other things to think about



# *The Postal Service Today*

- Financial Position

- Continuing to lose money -\$299M in January
- Losing volume: FCM -4.9% YTD; MM -8.3%
- Packages are making a profit and growing – for now
- \$10 billion grant
- Costs are simply outrunning revenue

# Service Has Been Terrible

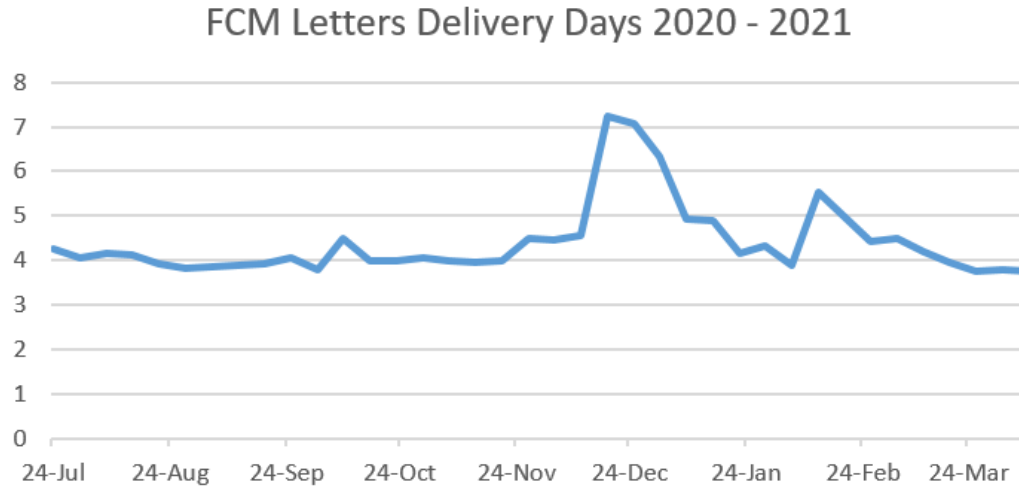
| USPS Service Performance for PQ I/FY 2021 (October 1 – December 31, 2020) |                  |         |                   |       |         |                 |       |         |                          |               |         |       |         |       |                       |           |                            |           |             |               |
|---|------------------|---------|-------------------|-------|---------|-----------------|-------|---------|--------------------------|---------------|---------|-------|---------|-------|-----------------------|-----------|----------------------------|-----------|-------------|---------------|
|   | First-Class Mail |         |                   |       |         |                 |       |         | Marketing Mail (Overall) |               |         |       |         |       | Periodicals (Overall) |           | Package Services (Overall) |           |             |               |
|   | Single-piece     |         | Presorted letters |       |         | Presorted flats |       |         | EDDM Retail              | Carrier Route | HD/Sat  |       | Letters | Flats | Parcels               | In-county | Outside county             | BPM flats | BPM parcels | Media/Library |
|   | 2-day            | 3/5-day | Over-night        | 2-day | 3/5-day | Over-night      | 2-day | 3/5-day |                          |               | Letters | Flats |         |       |                       |           |                            |           |             |               |
| Eastern Region  | 77.6             | 49.6    | 88.9              | 81.3  | 74.3    | 60.9            | 60.7  | 52.5    | 69.8                     | 77.9          | 83.8    | 80.5  | 82.1    | 64.6  | 51.0                  | 66.1      | 65.8                       | 52.4      | 97.3        | 73.7          |
| Chesapeake  | 67.2             | 43.3    | 80.0              | 70.1  | 64.1    | 56.8            | 51.2  | 45.9    | 69.4                     | 73.3          | 79.1    | 80.6  | 77.5    | 57.9  | 57.1                  |           |                            | 47.2      | 97.1        | 69.5          |
| Coastal Southeast   | 82.7             | 50.6    | 93.0              | 88.8  | 77.8    | 50.9            | 65.1  | 54.0    | 63.7                     | 75.2          | 85.4    | 74.2  | 83.8    | 62.2  | 44.2                  |           |                            | 56.9      | 95.8        | 74.5          |
| Lakeshores  | 73.7             | 47.8    | 85.4              | 77.4  | 74.2    | 58.1            | 56.9  | 52.1    | 75.5                     | 80.0          | 78.5    | 87.4  | 78.5    | 65.1  | 44.0                  |           |                            | 53.0      | 97.0        | 73.1          |
| Mid-Atlantic  | 79.2             | 49.2    | 91.0              | 80.5  | 73.6    | 67.4            | 61.6  | 52.6    | 74.4                     | 78.4          | 83.0    | 77.8  | 80.2    | 64.1  | 52.0                  |           |                            | 55.5      | 97.8        | 74.9          |
| New England   | 84.5             | 54.5    | 94.1              | 89.4  | 76.5    | 75.3            | 66.5  | 53.7    | 73.9                     | 77.7          | 89.8    | 84.0  | 87.5    | 67.6  | 59.1                  |           |                            | 46.0      | 97.8        | 73.9          |
| New York Metro  | 80.2             | 54.4    | 91.9              | 84.3  | 77.8    | 77.9            | 65.4  | 58.1    | 69.8                     | 86.7          | 92.1    | 89.4  | 89.9    | 75.3  | 52.2                  |           |                            | 50.8      | 98.0        | 76.8          |
| Western Region  | 87.1             | 59.4    | 93.8              | 90.2  | 81.6    | 79.2            | 74.7  | 59.0    | 78.1                     | 86.6          | 93.1    | 88.0  | 90.0    | 73.6  | 52.7                  | 73.8      | 73.5                       | 61.3      | 97.4        | 75.6          |
| Mid-South   | 87.0             | 55.8    | 93.0              | 87.2  | 76.9    | 75.7            | 70.0  | 54.2    | 82.9                     | 77.3          | 88.3    | 85.5  | 85.8    | 60.1  | 52.0                  |           |                            | 60.9      | 97.0        | 69.2          |
| Midwest   | 84.2             | 58.4    | 92.7              | 90.5  | 83.0    | 83.6            | 73.8  | 56.7    | 85.2                     | 87.1          | 88.5    | 89.5  | 86.0    | 75.6  | 56.8                  |           |                            | 67.5      | 97.9        | 74.5          |
| Pacific N'west  | 88.8             | 63.0    | 95.3              | 94.5  | 84.8    | 82.0            | 79.4  | 64.9    | 77.0                     | 93.4          | 95.1    | 87.6  | 91.8    | 86.1  | 55.4                  |           |                            | 61.6      | 97.8        | 76.1          |
| Southern CA   | 90.1             | 63.0    | 95.1              | 95.7  | 85.8    | 84.3            | 78.4  | 63.7    | 68.8                     | 92.0          | 98.3    | 89.0  | 94.9    | 82.4  | 53.5                  |           |                            | 61.0      | 98.9        | 81.7          |
| Southwest   | 89.1             | 59.8    | 94.2              | 88.1  | 81.4    | 80.8            | 76.2  | 59.8    | 80.9                     | 86.4          | 94.1    | 86.9  | 91.9    | 73.4  | 50.6                  |           |                            | 61.4      | 95.8        | 77.2          |
| West Shore  | 83.9             | 54.4    | 92.9              | 87.4  | 73.3    | 65.7            | 67.2  | 54.4    | 76.0                     | 77.0          | 90.8    | 86.4  | 88.3    | 57.9  | 47.8                  |           |                            | 50.2      | 97.0        | 71.8          |
| National  | 82.0             | 54.8    | 91.6              | 85.0  | 78.3    | 71.0            | 67.2  | 55.9    | 73.6                     | 81.9          | 88.2    | 84.1  | 85.9    | 69.1  | 51.7                  | 69.8      | 69.5                       | 57.2      | 97.3        | 74.7          |

# *The Holiday Crisis*

- Caused almost entirely by COVID-19
- Absenteeism in facilities
- Unprecedented packages
  - Literally no place to put them
  - Pallets of mail stuck behind packages
  - Temporary facilities used to hold overflow
  - Loss of FIFO
  - Some facilities worse than others
    - Philadelphia
    - Cleveland
    - Baltimore

# *How Is Service Today?*

- Getting better...maybe?



# ***How Is Service Today?***

- First-Class Mail: Presorted/automated seems to be back close to normal. Single piece is still unpredictable
- Marketing Mail (includes nonprofit): SCF inducted mail performing well.
- Origin inducted mail less predictable
- Flats remain slow in all classes

# *Management Changes*

- Louis DeJoy, new Postmaster General
  - Disliked by:
    - Unions
    - Congress
    - Postal employees
    - Mailing industry
    - Public
  - Liked by:
    - His Mom, other select family members



# *Postmaster General*

- Appointed by USPS Board of Governors
- Can only be fired by Board Of Governors...who selected him
- New nominees maybe added to board to change balance, but there are still other limitations as to cause
- The PMG cannot be fired by the president

# ***What DeJoy Has Really Done***

- Continued removal of sorting machines, blue boxes started long before him
- Temporarily reduced overtime, changed truck schedules
- Major reorganization – Split into “Retail and Delivery” and Logistics
- New Areas and Districts
- The net effect has not been good

# *The Future of the USPS*

- Some return to normal delivery
- New service standards on First-Class Mail
  - Why do you mail First-Class?
  - Not a general slowdown proposed for other classes
- Permanently reduced volume?

# *10-Year Plan*

- Focus on building parcel business
- Use promotions and incentives to preserve mail volume
- “Realign” network
- Expand use of ground transportation
- Focus on innovative products like Informed Delivery
- New Trucks! Sort of electric...

# ***Rates in the Future??***

- We just had our annual increase of about 1.9%
- PRC has just completed 10 year review of rate setting process – 4 years late
- Increases allowed above CPI based on
  - Retirement
  - Performance
  - Density (Delivery points/pieces of mail)
- We could see up to 7% increase this summer – announcement expected in May

# *Coping*

- Anticipate higher rates in the future
- Keep lists clean by all means – don't send undeliverable mail
- Temper delivery expectation on First-Class Mail
- Track your mail

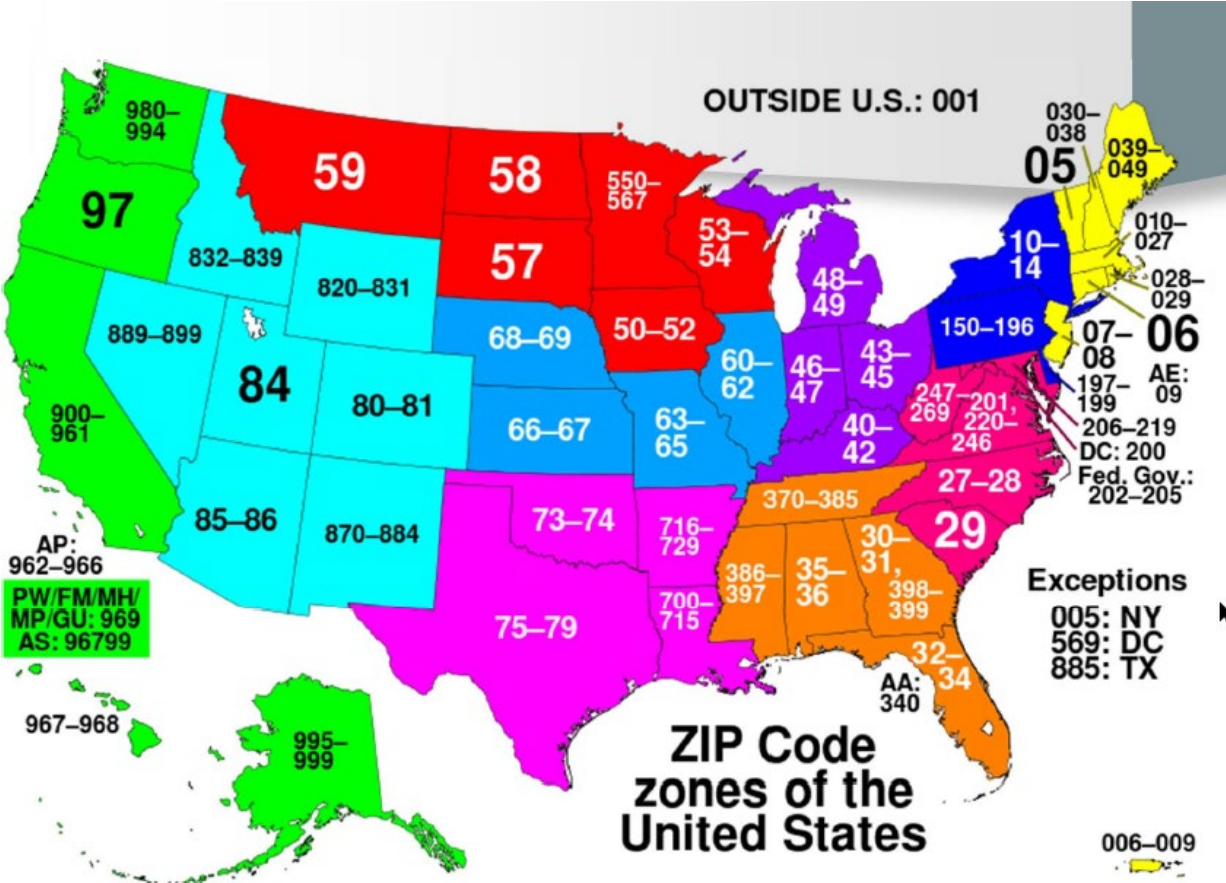
# Zone Improvement Plan

launched in 1943



Virginia SCF's

Dulles (201, 226, 227, West Virginia 268)  
Northern (220-223)  
Richmond (224, 225, 228-237, 238, 239, 244)  
Roanoke (240-241, 243, 245)



# USPS Postal Processing Hierarchy

**Network Distribution Centers (NDC)** – 29 of these

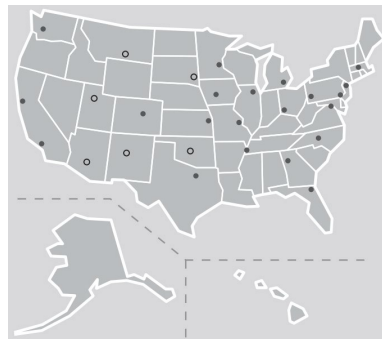
- Process Pallets Only

**Sectional Center Facilities (SCF)** – 200+ of these

- Sorting Equipment
- Most scans take place here

**Destination Delivery Unit (DDU)** - 40,000 of these

- Where carriers pick up their mail processed at the SCF
- Little processing, very little automation
- Where you can buy a stamp



# ***Presorting Your Mail***

Essentially, "presorting" means grouping mail by ZIP Code. All of the pieces going to the same destination get grouped into the same bundle or tray. Mailshops sort to specific areas, and then work their way up to more general areas. All leftover mailpieces are combined together.

- Putting the data file records in order based on how the USPS finds it most efficient for them to process the mail logistically.
- There are 4 types of rate tiers (5-Digit, 3-Digit, AADC & Mixed AADC). Higher saturation in a particular geographic location allows for greater savings.
- There are 3 types of entry point tiers (Local Entry, DNDC, DSCF). The closer the mail gets to its end location the lower the postage cost.

## ***Automation***

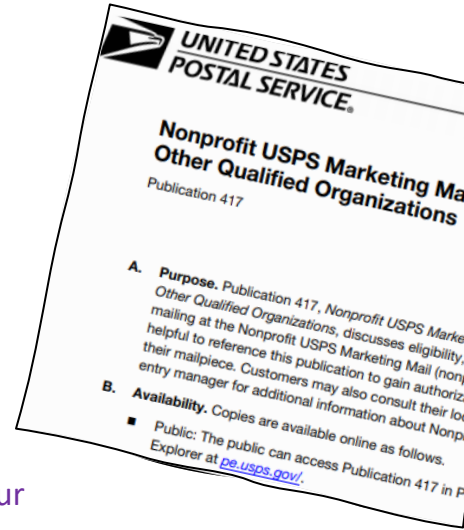
- Automation letter or flat-size mail is mail that is 100% barcoded using an Intelligent Mail barcode (IMb) encoded with the correct delivery point routing code and prepared for the Postal Service's high-speed mail processing equipment.
- The Postal Service saves the cost of more labor-intensive sortation and shares the savings with you in the form of lower postage prices.

## ***Commercial Prices***

- Postal Service offers lower prices for bulk mailings because we do some of the work for them.
- Everyone benefits from this "work-sharing." Mailers make an investment in time and technology, the Postal Service's costs are reduced and the Mailers realize lower postage expenses.

# Nonprofit Mailers

- Special nonprofit prices are available for some Periodicals and USPS Marketing Mail mailers. Nonprofit postage is lower than regular prices, but not everyone can qualify.
- Organizations wishing to mail at Nonprofit USPS Marketing Mail prices first must be authorized by the Postal Service as eligible.
- A nonprofit status from the IRS does not automatically qualify you to mail at nonprofit prices. Mailers still need to ensure that the material being mailed complies with strict requirements for nonprofit prices.
- Nonprofit postage prices are available only for domestic mail, not for international mail.
- Publication 417, Nonprofit USPS Marketing Mail Eligibility, or get advice from the Business Mail Entry Unit personnel while you are designing your nonprofit material, especially if your mailpiece contains any advertising.



# Understanding Tiers

| Marketing Mail - Non-Profit Letters                         |                |            |          |            |  |
|---|----------------|------------|----------|------------|--|
| Letters weighing<br>3.5 ounces or less<br>(Per piece price) | Entry Discount | Automation |          |            |  |
|   |                | 5-Digit    | AADC     | Mixed AADC |  |
|   | Non            | \$ 0.138   | \$ 0.164 | \$ 0.183   |  |
|   | DND            | \$ 0.118   | \$ 0.144 | \$ 0.163   |  |
|   | DSC            | \$ 0.114   | \$ 0.140 | -          |  |

## Sortation Discounts



Lowest cost

Highest cost

LIST PROCESSING AND COMMINGLE

5-Digit – 5-digit zip code on mailpiece matches 5-digit zip code at local post office level (150 pieces required)

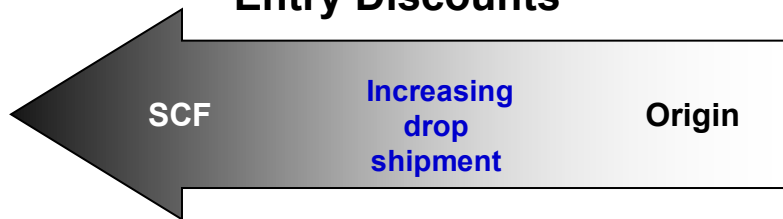
AADC – 3-digit zip code on mailpiece matches 3-digit zip code at NDC Level (150 pieces required)

Mixed AADC – Remaining balance that that doesn't fit into the 3 levels above

# Understanding Entry Points

| Marketing Mail - Non-Profit Letters                         |                |            |          |            |
|---|----------------|------------|----------|------------|
| Letters weighing<br>3.5 ounces or less<br>(Per piece price) | Entry Discount | Automation |          |            |
|   |                | 5-Digit    | AADC     | Mixed AADC |
|   | None           | \$ 0.138   | \$ 0.164 | \$ 0.183   |
|   | DNDC           | \$ 0.118   | \$ 0.144 | \$ 0.163   |
|   | DSCF           | \$ 0.114   | \$ 0.140 | -          |

## Entry Discounts



Lowest cost

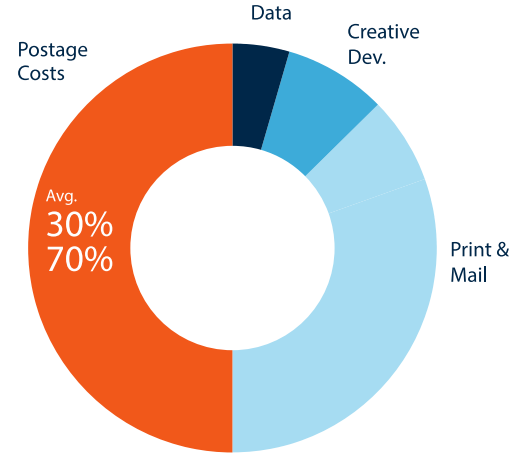
Highest cost

LIST PROCESSING, DROP SHIP, COPAL  
and COMMINGLE

None – Local Entry Mail  
DNDC – Destination Network Distribution Center  
DSCF – Destination Sectional Center Facility

# Postal Logistics Strategies

1. Local Entry Point
2. Drop Shipping
3. Co-Palletization or Co-Mailing
4. Commingle
5. Hybrid



*“Did you know that postage accounts for such a significant part of a campaign budget?”*

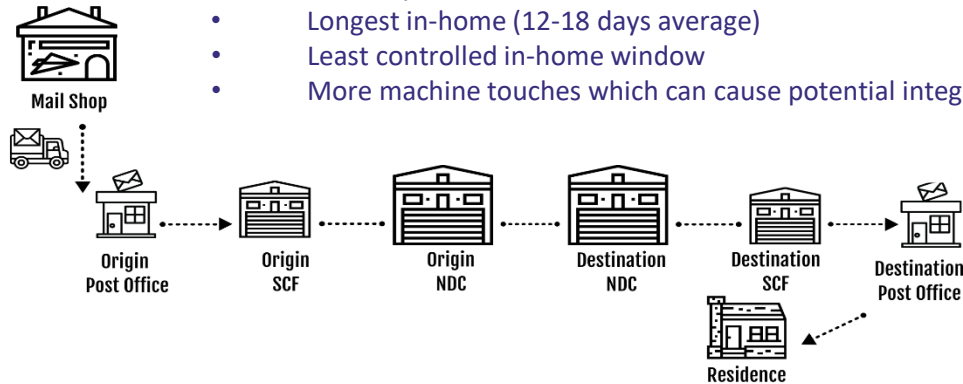
# Local Entry Point

Mail is sorted for the post office closest to the mailshop. After induction the Post Office then begins to route the mail through the balance of the USPS Network Facilities.

Pros: Consider for small mailings and highly concentrated local delivery. Requires tittle prep

Cons:

- Most expensive method
- Longest in-home (12-18 days average)
- Least controlled in-home window
- More machine touches which can cause potential integrity issues



# Drop Shipping

Mail is sorted for NDC or SCF entry (some mail will still fall into Local Entry, as there isn't enough mail saturation to qualify for NDC/SCF Entry rates). The mail is then loaded on 3<sup>rd</sup> party trucks to be shipped to the appropriate NDCs or SCFs. USPS will then route the mail the rest of the way through the USPS Network Facilities.

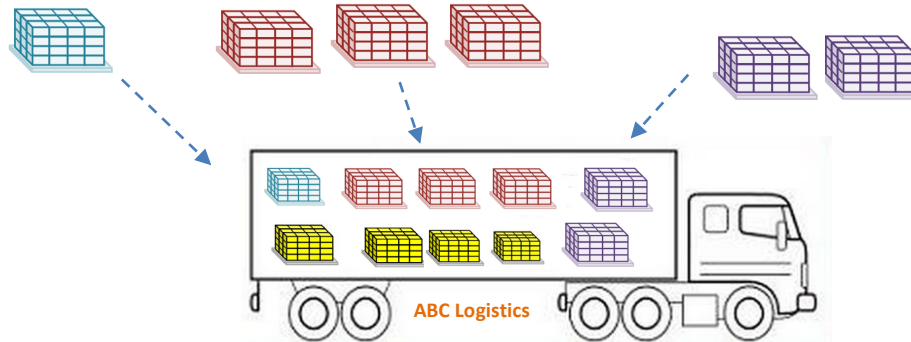
fees and freight/fuel costs

## Pros:

- Obtain NDC or SCF Entry Postage Rates
- Shorter in-Home (8-12 days average)
- More controlled in-home window
- Less machine touches; which will reduce potential damage

## Cons:

- Must pay for 3<sup>rd</sup> party freight and fuel
- Typically a mailshop prep fee is required
- Requires high package quantities to meet USPS requirements for NDC/SCF Entry Discounts as well as to offset mailshop prep fees and freight/fuel costs



# Co-Palletization

Mail is sorted for NDC or SCF entry

3<sup>rd</sup> Party Co-Palletization Facility combines mail trays that are re-palletized to share pallets with other mailings; and sent to SCFs (and a few NDC's)

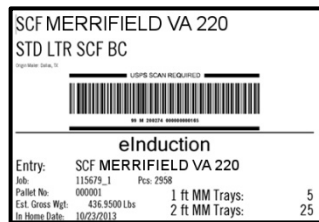
## Pros:

- Obtain NDC or SCF Entry Postage Rates
- Share freight costs with other mailers
- Shorter in-Home (8-12 days average)
- More controlled in-home window
- Less machine touches; which will reduce potential damage

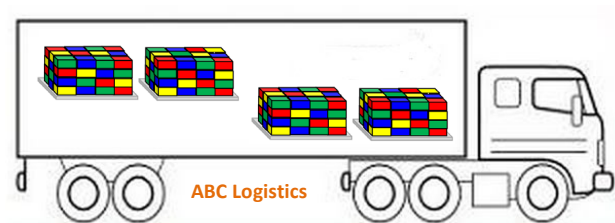
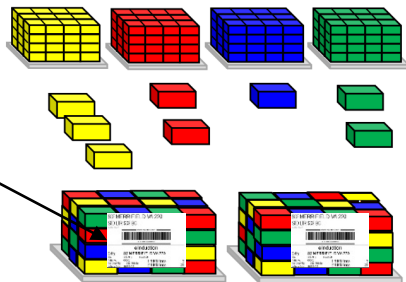
## Cons:

- Must pay for 3<sup>rd</sup> party freight and fuel (Shared)
- Typically a mailshop prep fee is required
- Still requires fairly high package quantities to meet USPS requirements for NDC/SCF Entry Discounts as well as to offset mailshop prep fees and freight/fuel costs

Trays & pallets from multiple mailings are re-palletized onto new pallets based on NDC/SCF destination points



Pallet Placard



# Commingle Equipment



# Commingle

Mail is sorted in zip order (low to high) by the mailshop. The mail is then loaded on 3<sup>rd</sup> party trucks and shipped to the 3<sup>rd</sup> Party Commingle Facility (some mailshops offer commingle service onsite).

The mail is then removed from trays and the physical mailpieces from all mailers are combined and sorted together to create NDC and SCF entry level trays/pallets. The onsite postal clerk will verify and accept payment for the mail.

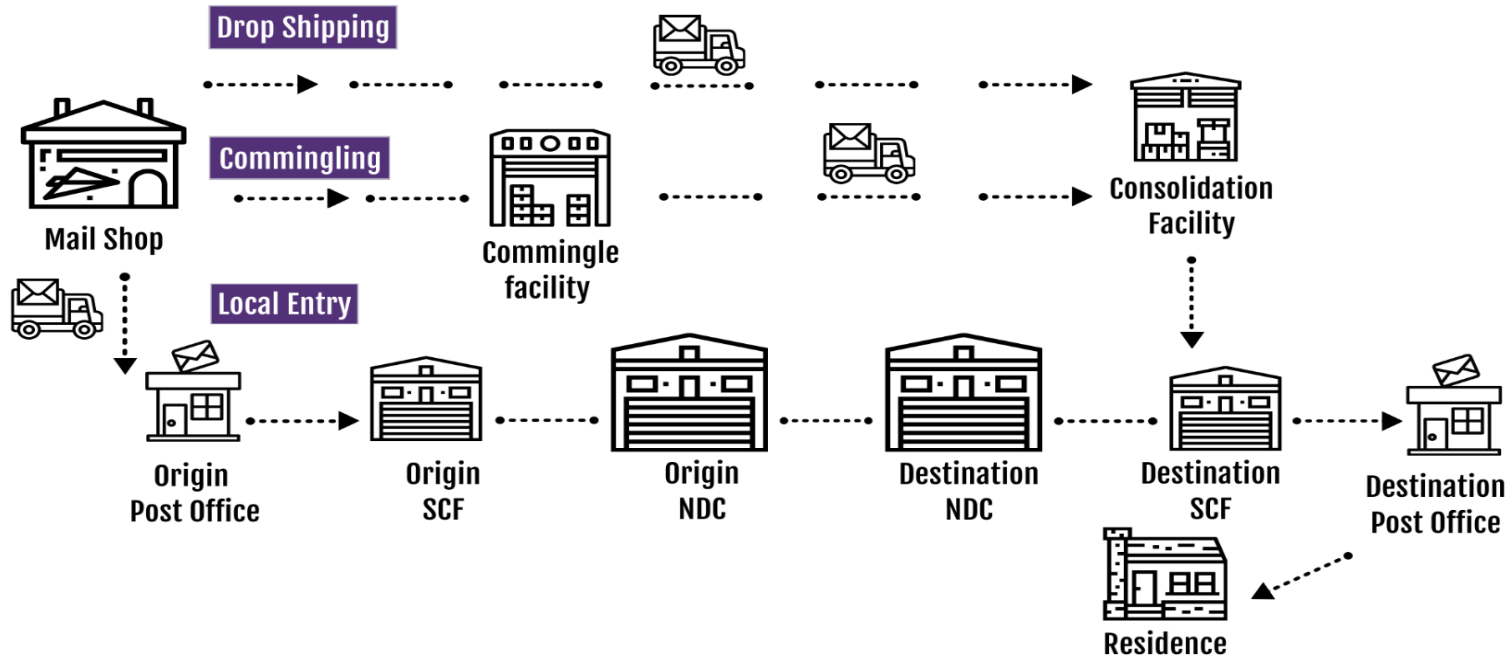
The mail is then loaded on 3<sup>rd</sup> party trucks to be shipped to the appropriate NDCs or SCFs. Those destinations will then route the mail the rest of the way through the USPS Network Facilities.

## Pros:

- Allows for mailings that don't normally qualify for NDC/SCF entry rates or high quantity 5-Digit/3-Digit tier rates the ability to take advantage of a larger pool, thus drastically reducing postage costs. However, this is a workshare opportunity, so the commingler is absorbing some of the savings to cover the cost of labor, processing, revenue, freight & fuel
- Shorter in-Home (8-12 days average)
- More controlled in-home window
- Mailshop prep fee not required for 2 pass

## Cons:

- Versus local entry and dropship, mail pools may only be processed 2-3 times weekly
- More machine touches versus Drop ship or Co-Pal



## ***What Postal Logistics Service is Right for My Mailing?***

In many cases commingling will be your best option but it's worth periodically reviewing.

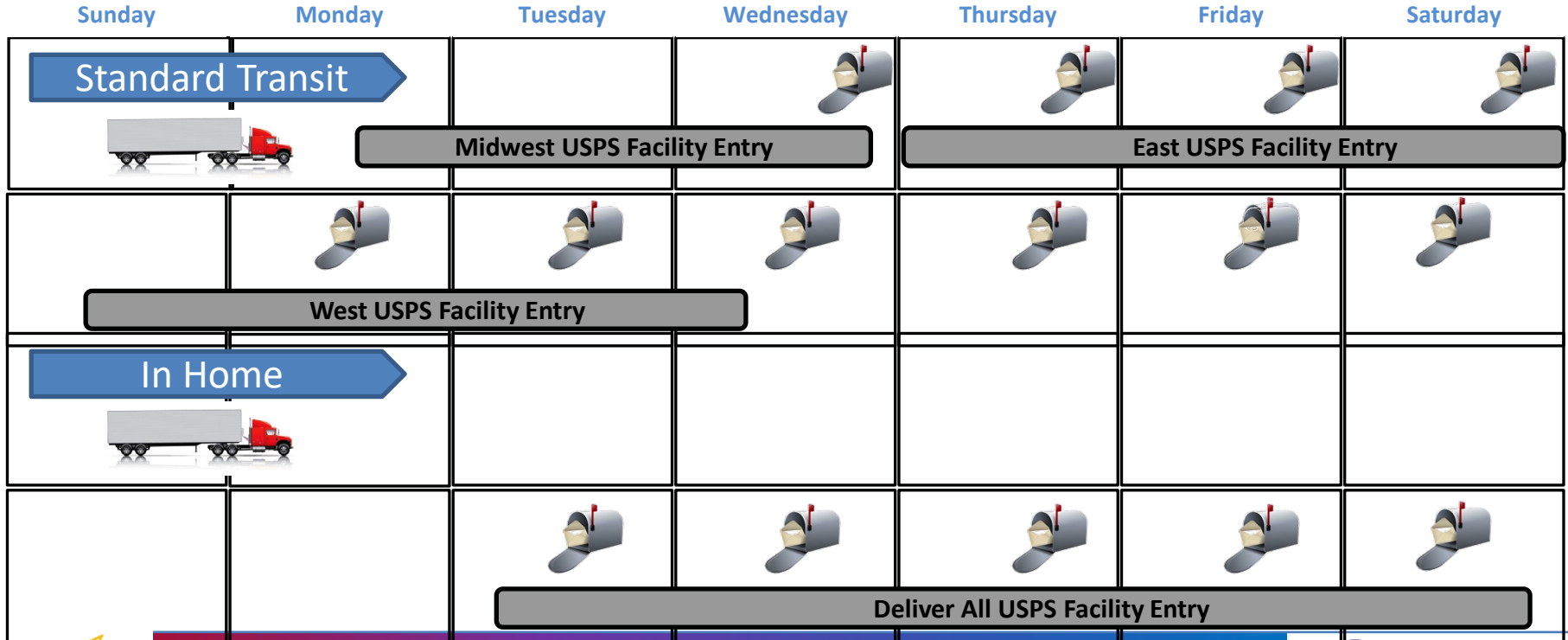
Variables to consider;

1. Mailshop Prep Fees (drop ship, co-pal, single pass commingling)
2. Freight & Fuel Surcharge Costs (drop ship & co-pal)
3. Postage Costs / Commingle Rate – Focus on Landed Cost

| Commingle | Cost   | Drop Ship                | Cost   |
|-----------|--------|--------------------------|--------|
| All In    | \$.155 | Mailshop Prep            | \$.003 |
| -         | -      | Freight & Fuel Surcharge | \$.021 |
| -         | -      | Postage                  | \$.125 |
| Total     | \$.155 | Total                    | \$.149 |

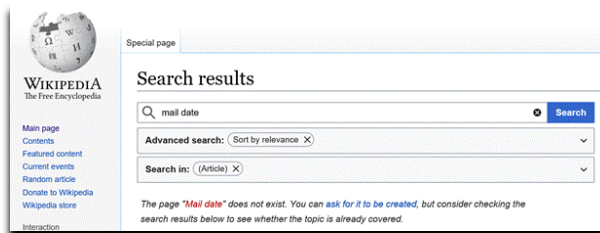
# *In Home Planning*

In Home Vs Standard Transit Model – Midwest Origin  
(Assume Mailer to USPS or Commingle Post Pool)



# What's a Mail Date?

Non Standard Term



Standard Industry  
Terms

1. Ship Date – When mail physically leaves the Origin
2. Commingle Start Date – Day Commingle pool starts
3. Commingle Finish Date – Day Commingle pool finishes
4. Commingle Postage Payment date – Day postage is paid for pool
5. Postage Payment Date – Day USPS receives money for mail
6. Deliver to USPS Date – Day mail is tendered to a USPS facility
7. In Home Date – Day USPS delivers mail to the mail box

# Mail Tracking

| Intelligent Mail <b>BARCODE</b> (for letters and flats    ): 6-Digit |   |                      |   |                |   |   |   |   |    |    |                    |    |    |    |    |    |    |    |    |                              |    |    |    |    |    |    |    |    |    |    |  |  |
|--|---|----------------------|---|----------------|---|---|---|---|----|----|--------------------|----|----|----|----|----|----|----|----|------------------------------|----|----|----|----|----|----|----|----|----|----|--|--|
| 1  | 2 | 3                    | 4 | 5              | 6 | 7 | 8 | 9 | 10 | 11 | 12                 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21                           | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |  |  |
| Barcode ID (2N)  |   | Service Type ID (2N) |   | Mailer ID (6N) |   |   |   |   |    |    | Serial Number (9N) |    |    |    |    |    |    |    |    | ZIP Code ( 0, 5, 9, or 11N ) |    |    |    |    |    |    |    |    |    |    |  |  |



Unique IMB assigned to mail piece



USPS generates tracking information as a mail piece moves across automated sorting equipment



|                      |         |            |            |                                   | Informed Visibility |
|----------------------|---------|------------|------------|-----------------------------------|---------------------|
| Scan Date            | FCLT ID | Facility   | Event Code | Description                       |                     |
| 2/6/2021 11:44:02 AM | 21233   | BALTIMORE  | 874        | Container Accepted                |                     |
| 2/13/2021 4:51:28 PM | 21233   | BALTIMORE  | 918        | Sequenced for Delivery - 1st Pass |                     |
| 2/15/2021 4:25:10 PM | 21233   | BALTIMORE  | 919        | Final Sequencing for Delivery     |                     |
| 2/16/2021 1:53:45 PM | 21740   | HAGERSTOWN | 517        | Delivered                         |                     |

Scan Events available in Informed Visibility

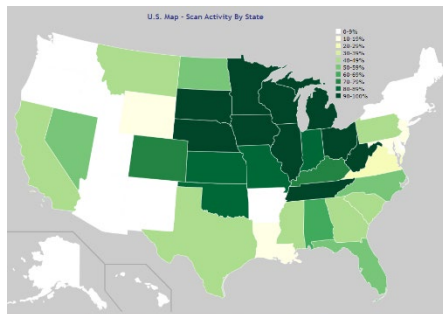


| Scanned Multipiece Counts by Delivery Date |            |                  |              |              |
|--|------------|------------------|--------------|--------------|
| Date                                       | Scan Count | Cumulative Total | Cumulative % | Elapsed Days |
| 2021/03/23 - Tue                           | 1          | 1                | 0.00         | 7            |
| 2021/03/24 - Wed                           | 4          | 5                | 0.01         | 8            |
| 2021/03/25 - Thu                           | 2,356      | 2,361            | 6.58         | 9            |
| 2021/03/26 - Fri                           | 8,913      | 11,274           | 31.44        | 10           |
| 2021/03/27 - Sat                           | 10,989     | 22,263           | 62.08        | 11           |
| 2021/03/29 - Mon                           | 3,530      | 25,793           | 71.92        | 13           |
| 2021/03/30 - Tue                           | 7,147      | 32,940           | 91.85        | 14           |
| 2021/03/31 - Wed                           | 1,801      | 34,741           | 96.87        | 15           |
| 2021/04/01 - Thu                           | 260        | 35,001           | 97.60        | 16           |
| 2021/04/02 - Fri                           | 15         | 35,016           | 97.64        | 17           |
| 2021/04/03 - Sat                           | 1          | 35,017           | 97.64        | 18           |
| 2021/04/05 - Mon                           | 19         | 35,036           | 97.70        | 20           |
| 2021/04/06 - Tue                           | 101        | 35,141           | 97.96        | 21           |
| 2021/04/09 - Fri                           | 1          | 35,142           | 97.99        | 24           |
| Weighted Average Elapsed Days:             |            |                  |              | 11.70        |

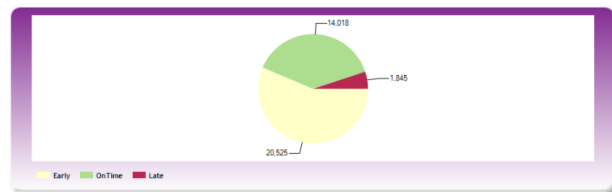
Scan Date used in Mail Tracking Reports

# Mail Intelligence Best Practices

1. Full Service IMb on every outbound mail piece
2. Monitor and review tracking
3. Add IMBs to Response Mail Envelopes – both Unique and Non-Unique available.

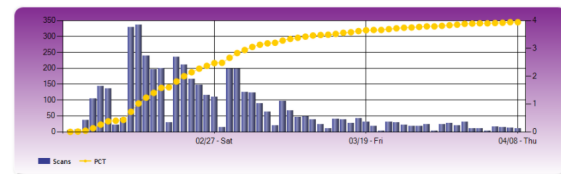


On-Time Performance By NDC



| On-Time Performance By NDC |        |         |           |                   |                 |            |             |        |         |         |           |       |        |
|----------------------------|--------|---------|-----------|-------------------|-----------------|------------|-------------|--------|---------|---------|-----------|-------|--------|
| NDC                        | Mailed | Scanned | % Scanned | Target Date Start | Target Date End | *Delivered | % Delivered | Early  | % Early | On-Time | % On-Time | Late  | % Late |
| ATLANTA                    | 2,907  | 2,897   | 99.66     | 03/08             | 03/15           | 2,844      | 97.83       | 2,249  | 77.36   | 594     | 20.43     | 64    | 2.20   |
| CHICAGO                    | 686    | 681     | 99.27     | 03/08             | 03/15           | 666        | 97.08       | 415    | 60.50   | 251     | 36.59     | 20    | 2.92   |
| CHICAGO                    | 1,115  | 1,112   | 99.73     | 03/08             | 03/15           | 1,094      | 98.12       | 1,075  | 96.41   | 18      | 1.61      | 22    | 1.97   |
| DALLAS                     | 1,839  | 1,836   | 99.84     | 03/08             | 03/15           | 1,783      | 96.96       | 538    | 29.26   | 1,227   | 66.72     | 74    | 4.02   |
| DENVER                     | 2,191  | 2,166   | 98.86     | 03/08             | 03/15           | 2,065      | 94.25       | 1,380  | 62.07   | 704     | 32.13     | 127   | 5.80   |
| DES MOINES                 | 493    | 492     | 99.80     | 03/08             | 03/15           | 483        | 97.97       | 465    | 94.32   | 18      | 3.65      | 10    | 2.03   |
| DETROIT                    | 1,709  | 1,707   | 99.88     | 03/08             | 03/15           | 1,670      | 97.72       | 1,617  | 94.62   | 51      | 2.98      | 41    | 2.40   |
| GREENSBORO                 | 1,552  | 1,534   | 98.84     | 03/08             | 03/15           | 1,499      | 96.59       | 1,423  | 91.49   | 76      | 4.90      | 53    | 3.44   |
| JAVVILLE                   | 3,339  | 3,329   | 99.70     | 03/08             | 03/15           | 3,256      | 97.51       | 2,287  | 68.49   | 957     | 28.66     | 95    | 2.85   |
| KANSAS CITY                | 453    | 452     | 99.78     | 03/08             | 03/15           | 444        | 98.01       | 408    | 90.07   | 36      | 7.95      | 9     | 1.99   |
| LOS ANGELES                | 4,172  | 4,123   | 98.83     | 03/08             | 03/15           | 4,032      | 96.64       | 951    | 22.79   | 3,075   | 73.71     | 146   | 3.50   |
| MEMPHIS                    | 996    | 996     | 100.00    | 03/08             | 03/15           | 971        | 97.48       | 594    | 60.04   | 318     | 32.94     | 60    | 6.02   |
| MPLS/STP                   | 649    | 648     | 99.85     | 03/08             | 03/15           | 613        | 94.45       | 337    | 51.93   | 276     | 42.53     | 36    | 5.55   |
| NEW JERSEY                 | 1,206  | 1,204   | 99.83     | 03/08             | 03/15           | 1,165      | 96.60       | 1,158  | 96.02   | 6       | 0.50      | 42    | 3.48   |
| PHILA                      | 899    | 897     | 99.78     | 03/08             | 03/15           | 884        | 98.33       | 803    | 89.32   | 81      | 9.01      | 15    | 1.67   |
| PITTSBURGH                 | 548    | 546     | 99.54     | 03/08             | 03/15           | 531        | 97.38       | 545    | 84.10   | 86      | 15.27     | 17    | 2.62   |
| SAN FRAN                   | 3,299  | 3,217   | 97.51     | 03/08             | 03/15           | 3,071      | 93.09       | 237    | 7.18    | 2,804   | 85.00     | 250   | 7.82   |
| SAN JUAN                   | 114    | 113     | 99.12     | 03/08             | 03/15           | 112        | 98.25       | 0.00   | 0.00    | 111     | 97.37     | 3     | 2.63   |
| SEATTLE                    | 4,366  | 3,882   | 88.91     | 03/08             | 03/15           | 3,740      | 85.66       | 996    | 22.81   | 2,742   | 62.80     | 628   | 14.38  |
| SPFLD                      | 1,099  | 1,088   | 99.91     | 03/08             | 03/15           | 1,064      | 96.81       | 636    | 60.06   | 368     | 34.75     | 55    | 5.19   |
| ST LOUIS                   | 292    | 291     | 99.66     | 03/08             | 03/15           | 287        | 98.29       | 286    | 91.10   | 20      | 6.89      | 6     | 2.06   |
| WASHINGTON                 | 2,404  | 2,397   | 99.71     | 03/08             | 03/15           | 2,342      | 97.42       | 2,161  | 89.89   | 179     | 7.45      | 64    | 2.66   |
| Totals:                    | 36,388 | 35,677  | 98.05     | 03/08             | 03/15           | 34,656     | 95.24       | 20,525 | 56.41   | 14,018  | 38.52     | 1,845 | 5.07   |

Unique Piece Id Counts by First Scan Date



| Unique Piece Id Counts by First Scan Date |            |                  |              |              |      |
|---|------------|------------------|--------------|--------------|------|
| Date                                      | Scan Count | Cumulative Total | Cumulative % | Elapsed Days |      |
| 2021/02/08 - Mon                          | 4          | 4                | 0.00         | 0            |      |
| 2021/02/09 - Tue                          | 6          | 10               | 0.01         | 0            | 2.20 |
| 2021/02/10 - Wed                          | 36         | 46               | 0.04         | 0            |      |
| 2021/02/11 - Thu                          | 156        | 156              | 0.13         | 0            |      |
| 2021/02/12 - Fri                          | 144        | 294              | 0.26         | 0            |      |
| 2021/02/13 - Sat                          | 135        | 429              | 0.38         | 1            |      |
| 2021/02/14 - Sun                          | 22         | 451              | 0.40         | 2            |      |
| 2021/02/15 - Mon                          | 42         | 493              | 0.43         | 3            |      |
| 2021/02/16 - Tue                          | 328        | 821              | 0.72         | 4            |      |
| 2021/02/17 - Wed                          | 336        | 1,157            | 1.02         | 5            |      |
| 2021/02/18 - Thu                          | 338        | 1,325            | 1.23         | 6            |      |
| 2021/02/19 - Fri                          | 195        | 1,520            | 1.40         | 7            |      |
| 2021/02/20 - Sat                          | 200        | 1,720            | 1.58         | 8            |      |
| 2021/02/21 - Sun                          | 30         | 1,820            | 1.60         | 9            |      |
| 2021/02/22 - Mon                          | 235        | 2,055            | 1.81         | 10           |      |
| 2021/02/23 - Tue                          | 210        | 2,265            | 2.00         | 11           |      |
| 2021/02/24 - Wed                          | 165        | 2,430            | 2.14         | 12           |      |
| 2021/02/25 - Thu                          | 147        | 2,577            | 2.27         | 13           |      |
| 2021/02/26 - Fri                          | 115        | 2,692            | 2.37         | 14           |      |
| 2021/02/27 - Sat                          | 110        | 2,802            | 2.47         | 15           |      |
| 2021/02/28 - Sun                          | 15         | 2,817            | 2.48         | 16           |      |
| 2021/03/01 - Mon                          | 198        | 3,015            | 2.66         | 17           |      |
| 2021/03/02 - Tue                          | 197        | 3,212            | 2.83         | 18           |      |
| 2021/03/03 - Wed                          | 229        | 3,337            | 2.94         | 19           |      |
| 2021/03/04 - Thu                          | 128        | 3,465            | 3.04         | 20           |      |

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