



## In this issue ...

**Louis DeJoy Announces His Departure – Analysis.** The PMG's departure may be only the first step. *Page 1.*

**White House Reportedly Preparing Moves Against the USPS.** Moving into very uncharted territory. *Page 3.*

**RTO Explained in Terms Politicians Understand.** Unhappy constituents can make it all clear to politicians. *Page 4.*

**USPS Issues Release Notes for July Price Change.** A preview of what may be included. *Page 5.*

**USPS Responds to PRC Opinion.** An exceptional defense of what the USPS will do anyway. *Page 6.*

**PRC Rules on How Incentives Impact USPS Rate Authority.** The USPS may have more rate authority for July's increase as a result. *Page 7.*

**Mailers Hub Joins in Congressional Letter.** Groups urge Congress to take action. *Page 8.*

**OIG Finds Issues at Macon LPC.** Another place but familiar findings, again. *Page 9.*

**Despite Lower Targets, PQI Service Performance Falls Far Short.** Most districts are missing even the lowered targets. *Page 10.*

**Significant Volume Continues to be Excluded from "Measurement."** Filtering the mail always helps the scores look better. *Page 12.*

**Miscellany.** Passing of a veteran; Complaint; Circulating. *Page 13.*

**All the Official Stuff.** *Federal Register* notices, *Postal Bulletin* articles, *DMM Advisory* and *Industry Alert* postings. *Page 14.*

**Calendar.** Upcoming meetings, events, etc. *Page 18.*

## Louis DeJoy Announces His Departure – Analysis

In a carefully worded statement released February 18, the Postal Service announced that Postmaster General Louis DeJoy "has notified the Postal Service Board of Governors that it is time for them to begin the process of identifying his successor." No date was provided either for when the governors plan to have DeJoy's replacement selected or for when DeJoy planned to leave.

In the agency's lengthy press release and concurrent *Industry Alert*, DeJoy was quoted as confident that his policies would be continued by the senior staff he's put in place. DeJoy's official comment included predictable tributes to his senior leadership and his own accomplishments, but offered no specific explanation for his decision:

"While there remains much critical work to be done to ensure that the Postal Service can be financially viable as we continue to serve the nation in our essential public service mission, I have decided it is time to start the process of identifying my successor and of preparing the Postal Service for this change. The major initiatives we are currently endeavoring are multi-year programs and it is important to have leadership in place whose tenure will span this future period. After four and half years leading one of America's greatest public institutions through dramatic change during unusual times, it is time for me to start thinking about the next phase of my life, while also ensuring that the Postal Service is fully prepared for the future.

"The Postal Service has ironclad plans to reduce costs by over \$4 billion annually, raise revenue by over \$5 billion and adjust its operating network to integrate the delivery of all mail and package categories, achieving service standards that make modern-day sense and compete in the marketplace. We are well on our way with these necessary changes, and I have been developing a leadership team whose careers reach further into the future than the one we have today. It is important to me that we timely and methodically bring forth a new postmaster general who understands our mission and can successfully lead our spirited organization. I will be flexible in helping with this transition, and I am confident that with a period of dedicated focus preparing for this change, the Postal Service will be well positioned for future success under the new leadership."

DeJoy couldn't avoid taking a shot at those that he believes have impeded implementation of his 10-Year Plan:

"I am extremely proud of the 640,000 men and women of the United States Postal Service who live, work and serve in every American community. Despite being victimized by a legislative and regulatory business model that produced almost two decades of devastation to their organization and workplaces, they have persevered and embraced the changes we are making in order to better serve their fellow citizens. It has been one of the pleasures of my life and a crowning achievement of my career to have been associated with them and their mission of public service. I look forward to working with them during my remaining time here."

The Postal Service's statement lauded DeJoy and his achievements, and included glowing praise from Amber McReynolds, the current chair of the Board of Governors.

### Why now?

It's not unusual for a PMG to leave after five years; there have been fourteen postmasters general since the USPS was established in 1971, each serving an average of 4½ years. (The shortest tenure was Albert Casey, only seven months, while Jack Potter served the longest – 9½ years.)

However, from appearances, DeJoy hadn't been hinting he was planning to leave. Neither his typically brash self-confidence nor his aggressive defense of his 10-Year Plan seemed diminished, as his published comments during a recent Board of Governors meeting would indicate.

The story behind his decision may have to await the publication of his memoirs, but speculation following the announcement centered around a handful of possible explanations:

- **He's fed up.** Congress has been on his case about service and the sizeable loss the USPS reported last year. The Postal Regulatory Commission is giving him a hard time about network and service standards changes. Ratepayers and mail producers are complaining about poor service and steep rate increases. All of this might have led him to throw up his hands and declare "I don't need this aggravation. I don't need the money. Find somebody else." OR
- **He got the word.** Conversations behind closed doors can shape events – and those conversations can be with a wide variety of people who could drive someone as obstinate as DeJoy to change his mind – or move on. Typically, only formal comments are reported from governors' meetings, but what may have been exchanged during the closed sessions, or in private discussions

with a governor, or during DeJoy's reported visit to Mar-a-Lago, is another matter. Was he told "Louis, it's time"? *OR*

- **He's declaring success.** Despite the Postal Service's well-reported financial losses and its equally well-reported declines in service, DeJoy has continued to claim that his Plan is working and that, despite short-term implementation challenges, the eventual result will be a more efficient and financially stable Postal Service. If his internal calculus began to question the achievability of that goal, notwithstanding his continued external display of self-confidence, he may have concluded he could announce that his work was done: his Plan is in place, his team is in place, and all that needs to be done now is for them to execute his Plan. "My work here is done, and it is good; I can leave knowing all is well." *OR*
- **He's using a lifeline.** DeJoy is known to be politically connected and, despite grumblings during the election cycle, he may still be in good stead with the administration that likely put forward his name five years ago and that now has returned to power. As the new administration fills positions, a slot may have become available that either DeJoy expressed interest in or for which he was identified as a candidate. Could that be the "next phase" of his life to which he alluded in the announcement? Did he ask a friend "Do you have something for me?" or he get a call that "I have a job for you" ... or something like that. *OR*
- **He knew what was coming.** As the article on page 3 explains, the administration is planning moves to take control of the Postal Service. Reportedly, DeJoy got a tip, and knew the barbarians were on the way, so this seems most likely. *OR*
- **Some combination of the above.**

As noted, we may never know which, if any, speculative factors may have contributed to his decision. However, the governors apparently held a closed meeting on February 17 – the day before their announcement – as noted in the required Sunshine Act notice published three days later.

Regardless, the press release was oblique in the way it announced DeJoy's departure. Rather than simply stating he would be retiring or leaving on a certain date, or after the governors name his successor, the wording of the announcement – that he likely approved personally – was that he'd told the governors to "start the process of identifying [his] successor and of preparing the Postal Service for this change." (Did this occur at the meeting on the 17<sup>th</sup>?)

When presidents leave office, there's a lengthy transition period intended to ensure an orderly continuation of government to the incoming administration. Such anticipatory preparations aren't needed at the USPS; the only new person at USPS HQ would be the PMG – everyone else would continue to do their jobs – so it's unclear how much he thinks the organization needs to do to prepare for being DeJoy-less. Out in "the field," his departure won't change workaday life.

What his successor does, however, will be much more impactful. Will implementation of The Plan continue unaltered? Will pricing strategies still feature "judicious" semi-annual rate increases? Will service remain impaired by "optimized" collections, less air transportation, and a fixation on full trucks? Will efforts to become a major package shipper continue and, more importantly, will greater effort be placed on retaining – or growing – hard-copy mail?

For commercial mail producers and their ratepaying clients, stabilizing postage rates and improving service (in reality, *not* by cleverly changing the measurement rules) will remain of primary importance – regardless of who's the PMG.

## Who's next?

Given subsequent developments, things could go one of two ways: according to the normal process, or along an extraordinary and unprecedented course.

Considering the normal process first, only the governors can appoint a postmaster general. Their typical steps include the formation of a search committee, the identification and interviewing of candidates, and ultimately the selection of the appointee. The governors can – and previously have – engaged executive search professionals to do initial screening.

Regardless, how candidates are identified is nebulous, and nothing is made public. Moreover, the "headhunters" and the governors' search committee aren't the only channels through which names can come into consideration.

Though unconfirmed by anyone with direct knowledge, allegedly DeJoy was not on the governors' radar five years ago but, after his name was conveyed at a private gathering, he suddenly became the leading candidate and was selected. Reportedly, in objection to how DeJoy bypassed the process, then-governor David Williams resigned from the board.

In replacing DeJoy, the current political environment might favor a repeat of such an irregularity. Though the administration cannot directly appoint a PMG, it can nominate four governors (for three current vacancies and to replace one serving his "grace" year), and that – outside of the search process – it can supply names of desirable, politically aligned individuals. Such a scenario is possible even with the current three vacant governor seats: three of the remaining governors are aligned politically with the administration.

As for filling the three (and soon four) vacant seats, that will take time, but whether it will take a few weeks or a few months, having a full set of governors in time to select a new PMG later this spring is possible.

However, regardless of whether the sequence of events might align, and regardless of who surfaces as potential candidates, the more worrisome question remains: to what extent will the criteria for the next person the governors choose to occupy the PMG's office be defined by political affiliation rather than by any professional experience relevant to leading the USPS?

Of course, that assumes it will be the governors who do the choosing. The second possible way the next postal leadership could be installed – as discussed in the article on page 3 – would be through executive action by the White House.

Should events proceed in that direction, it's obviously uncertain what would happen to the executives and staff at L'Enfant Plaza or, moreover, to further implementation of the PMG's 10-Year Plan or anything else.

Given the resurgent interest in the privatization of government functions, as well as the politically popular idea of eliminating government jobs, the opportunity to outsource transportation and mail processing functions could be pursued, and efforts could be made to reduce the retail footprint, eliminate delivery days, and trim employee benefits. The agency's 640,000 unionized workers are an attractive target; with a supportive Congress, many changes are possible.

There'll be plenty of turmoil and speculation ahead, but what will result is anyone's guess; we'll know soon enough.

## White House Reportedly Preparing Moves Against the USPS

In a February 20 article in *The Washington Post*, reporter Jacob Bogage stated that the administration is seeking to take control of the Postal Service. Entitled “Trump expected to take control of USPS, fire postal board, officials say,” the article – excerpted below – revealed the machinations.

“President Donald Trump is preparing to dissolve the leadership of the US Postal Service and absorb the independent mail agency into his administration, potentially throwing the 250-year-old mail provider and trillions of dollars of e-commerce transactions into turmoil.

“Trump is expected to issue an executive order as soon as this week to fire the members of the Postal Service’s governing board and place the agency under the control of the Commerce Department and Secretary Howard Lutnick, according to six people familiar with the plans, who spoke on the condition of anonymity out of fear of reprisals.

“The board is planning to fight Trump’s order, three of those people told *The Washington Post*. In an emergency meeting Thursday, the board retained outside counsel and gave instructions to sue the White House if the president were to remove members of the board or attempt to alter the agency’s independent status. Trump’s order to place the Commerce Department in charge of the Postal Service would probably violate federal law, according to postal experts.

“Another executive order earlier this week instructed independent agencies to align more closely with the White House, though that order is likely to prompt court challenges and the Postal Service by law is generally exempt from executive orders.

“Members of the Postal Service’s bipartisan board are appointed by the president and confirmed by the Senate.

“Trump, at Lutnick’s urging, has mused about privatizing the Postal Service, and Trump’s presidential transition team vetted candidates to replace Postmaster General Louis DeJoy, a retired logistics executive and GOP fundraising official who took office in 2020 during Trump’s first term.

“‘There is a lot of talk about the Postal Service being taken private,’ Trump said in December. ‘It’s a lot different today, between Amazon and UPS and FedEx and all the things that you didn’t have. But there is talk about that. It’s an idea that a lot of people have liked for a long time.’

“DeJoy earlier this week announced plans to resign. ...

“Representatives for the Trump administration and the Postal Service did not immediately respond to requests for comment. ...

“From its founding in 1775 until 1970, the US mail system was a political organ of the White House. Presidents were known to appoint their political allies or campaign leaders as postmaster general, and the mail chief was often a key White House negotiator with Congress.

“But the Postal Reorganization Act of 1970, the product of a crippling nationwide mail strike, led Congress to split the agency off into a freestanding organization, purposefully walling it off from political tinkering.

“Trump’s first administration attempted to test that division. Steven Mnuchin, Trump’s first-term treasury secretary, attempted to control the 2020 hiring process that brought DeJoy to the Postal Service, and a task force run out of Mnuchin’s department recommended dramatically shrinking the scope of the agency and preparing it for privatization via an initial public offering. ...

“Ahead of the 2020 election, Trump said the Postal Service was incapable of facilitating mail-in voting because the agency could not access the emergency funding he was blocking. The Postal

Service ultimately delivered 97.9 percent of ballots from voters to election officials within three days. The successful delivery of ballots turned Trump’s opinion of DeJoy, *The Post* has previously reported.

“The postmaster is in the midst of a 10-year cost-cutting and modernization plan for the agency that last month bore its most promising results. It posted a profit – excluding expenses on pension and health-care payments – in the quarter that ended Dec. 31, its first profitable period since the height of the pandemic.

“But on-time delivery service has struggled under DeJoy’s tenure, and the rocky rollout of his ‘Delivering for America’ plan has cost him and Postal Service allies on Capitol Hill. Sen. Josh Hawley (R-Missouri) pledged to ‘do everything I can to kill’ DeJoy’s plan during a December hearing.

“The same month, House Oversight Committee Chairman James Comer (R-Kentucky) warned DeJoy of ‘significant changes’ afoot for the Postal Service. ‘There are lots of ideas – I don’t know if they’ll be advantageous or not to the Postal Service,’ Comer said.

“Republicans have grown wary of DeJoy and the Postal Service’s close ties to the Biden administration. The two partnered to deliver nearly 1 billion coronavirus test kits, the largest expansion of postal capabilities in a generation, and to fund a fleet of more than 60,000 electric mail delivery vehicles, though those were plagued by delivery delays.”

Reportedly, the plan was known to PMG DeJoy but not to his inner circle of top executives, and certainly not to other managers and staff at USPS HQ.

However, despite what the “six people” told the *Post*, the next day the White House denied there was an executive order in the works to take over the Postal Service.

Regardless, it appears ratepayers and commercial mail producers – as well as the USPS and its employees – will have more to deal with over the coming months than just postage rates, and the tea leaves have become very unsettled.

Despite the president’s ability to issue executive orders, the legality of them can be challenged. In the case of the USPS, there are fundamental administrative structures, operating processes, and service responsibilities defined in statute, so sweeping them away with the stroke of a pen may not work – and even with a friendly Congress legislative changes can take time.

What’s not defined in, or protected by, statute is another matter. Anticipated actions – including a price change filing, continued revisions to the processing network, planned changes to evening mail collection and service standards, and changes to business rules – can be accelerated, amended, or halted. Similarly, the insourcing of contracted transportation, the structure and content of labor agreements, and efforts to build a competitive package business are exposed to possible redirection by whomever may be the next custodians of the USPS.

Until we know more certainly *who* will be in charge, it will be impossible to form a reliable picture of *what* might be done. So, regardless of what can be speculated now, there surely will be more ahead, and where it will lead – and what it will mean for the USPS and customers – is unclear.



## RTO Explained in Terms Politicians Understand

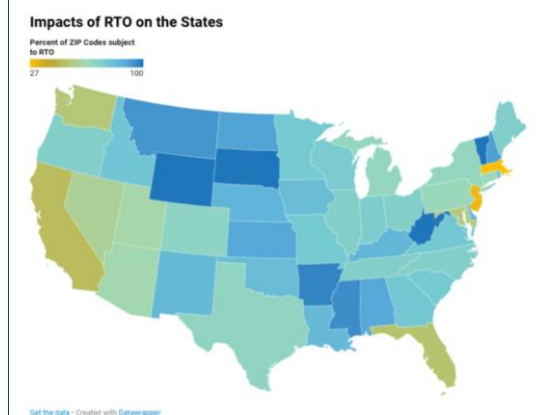
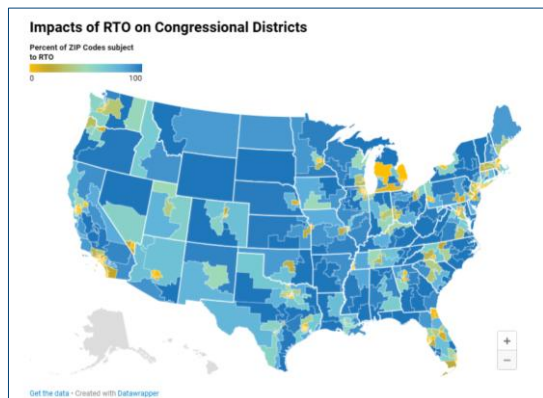
To many in Congress, postal issues are a chronic annoyance that they'd prefer to ignore because they require more analysis and attention than they return in political benefit. That calculus changes, however, when constituents – voters – are unhappy about what the USPS is doing. Then, when such back-home concerns require a demonstration of concern – even action – the politicians develop a sudden interest in the matter. The Postal Service's Regional Transportation Optimization initiative is becoming such an issue.

Presented as a measure to reduce transportation costs without impacting service (because the USPS is concurrently changing how service is measured), the initiative will impact all the lower 48 states – but unequally – and end afternoon collections for thousands of post offices whose only fault is being beyond an arbitrary fifty-mile radius from a regional processing and distribution center.

The USPS has been aggressive in arguing the benefits it will derive from the reduced collections and claiming that only a small proportion of mail will be affected. Postmaster General Louis DeJoy – who's characterized reductions in service as "a price that has to be paid" to enable the USPS to attain ever-elusive financial stability – dismisses critics of RTO as uninformed obstructionists.

### All politics are local

In a February 5 posting, *Save the Post Office* illustrated the impact of RTO in terms Congressional politicians can understand: how many people in their districts and states will be impacted. By interactive maps and data charts the site detailed district-by-district and state-by-state how many voters will be disenfranchised from the afternoon collection of mail



at their local post offices.

The majority of ZIP Codes in 46 of the lower 48 states will lose their afternoon collection, impacting most of the population in thirty states; in six, over 90% of their population is affected. Nationally, 71% of ZIP Codes and

State	Population	% Pop RTO	ZIPs	% ZIPs RTO
Alabama	5,024,216	89%	798	89%
Arizona	7,152,939	36%	518	62%
Arkansas	3,011,550	98%	706	97%
California	39,527,485	34%	2,539	48%
Colorado	5,773,997	40%	638	69%
Connecticut	3,605,944	66%	420	63%
DC	689,545	0%	250	0%
Delaware	990,270	82%	87	83%
Florida	21,349,286	40%	1,443	51%
Georgia	10,711,991	64%	942	77%
Idaho	1,836,176	48%	316	78%
Illinois	12,812,477	31%	1,564	72%
Indiana	6,785,503	56%	952	74%
Iowa	3,191,035	69%	1,039	82%
Kansas	2,937,772	65%	745	89%
Kentucky	4,513,190	65%	936	84%
Louisiana	4,651,938	79%	710	83%
Maine	1,362,217	50%	485	73%
Maryland	6,176,775	35%	590	54%
Massachusetts	7,029,832	18%	674	27%
Michigan	10,077,306	41%	1,154	67%
Minnesota	5,707,019	39%	947	76%
Mississippi	2,960,734	91%	515	95%
Missouri	6,155,177	47%	1,147	76%
Montana	1,084,738	83%	397	93%
Nebraska	1,959,398	55%	608	85%
Nevada	3,104,276	28%	243	58%
New Hampshire	1,377,619	75%	281	91%
New Jersey	9,288,987	21%	713	30%
New Mexico	2,115,093	57%	427	83%
New York	20,201,017	34%	2,128	67%
North Carolina	10,462,583	61%	1,070	72%
North Dakota	778,443	76%	407	90%
Ohio	11,799,402	56%	1,406	72%
Oklahoma	3,959,261	63%	750	82%
Oregon	4,237,097	52%	478	72%
Pennsylvania	13,002,549	43%	2,135	65%
Rhode Island	1,097,450	73%	90	80%
South Carolina	5,118,425	72%	534	76%
South Dakota	884,808	100%	384	100%
Tennessee	6,903,473	57%	780	72%
Texas	29,144,347	42%	2,504	68%
Utah	3,270,238	23%	343	61%
Vermont	643,077	100%	308	100%
Virginia	8,607,429	58%	1,205	77%
Washington	7,705,271	34%	712	53%
West Virginia	1,793,344	98%	845	100%
Wisconsin	5,893,722	56%	869	75%
Wyoming	576,527	100%	192	100%
<b>Nation</b>	<b>329,225,919</b>	<b>47%</b>	<b>39,924</b>	<b>71%</b>

47% of the population will be impacted. Because the post offices *not* impacted by RTO are close to and RPDC, and because the RPDCs are located near population centers, the vast majority of the post offices and postal customers that *are* subject to RTO are in rural areas – raising questions about illegal discrimination in the rendering of postal service. Of course, whether all of this is enough to motivate Congress to step in is another matter.

## USPS Issues Release Notes for July Price Change

By a February 11 *Industry Alert*, the Postal Service announced that it had posted the July 2025 Price Change Release Overview on PostalPro. Though the document is intended to afford software developers insights into the likely structural changes contained in the anticipated rate filing, it also provides commercial mail producers and their clients with a preview of the mail classification changes that the USPS may propose. Accordingly, the parts of the document relevant to market-dominant products are listed below.

- **1.0 Introduction.** This document includes planned changes under review for the next pricing structure release scheduled for July 2025. The document is prepared for the mailing software industry based on the knowledge available at the time of printing and any direction found herein is subject to change, including additional structure changes prior to the release. The contents of this document are pre-decisional and subject to change.
- **2.0 Eliminate Marketing Mail Commercial & Nonprofit Automation Basic CR Letters.** The US Postal Service is considering eliminating Marketing Mail commercial and nonprofit Automation Basic CR letter rates.
- **3.0 Elimination of BPM Flats/Parcels and Adjustment of Marketing Mail Rate Structure.** The US Postal Service is considering eliminating Bound Printed Matter (BPM) Flats and BPM Parcels and expanding Marketing Mail Commercial and Nonprofit rate categories to accommodate the BPM volume. The Marketing Mail Flats weight will be extended to 20 ounces. Marketing Mail Flat Carrier Route product categories will be extended to 24 ounces. A new Commercial and Nonprofit Marketing Mail Parcels rate category "Heavy Printed Matter" (HPM) will be introduced, with a weight limit up to 15 pounds. Nonpresorted rates would be added to both Marketing Mail Flats and Marketing Mail Parcels.
- **4.0 Media and Library Mail Presort Prices Elimination.** The US Postal Service is considering eliminating 5-Digit and Basic Media/Library Mail Presort price options. The Single Piece rate will continue to be available for Media and Library Mail mailings. Commercial Mailing and postage rules will remain in place with the single piece pricing being the only pricing options.
- **5.0 Marriage Mail Incentive Extension to High Density Plus Letters and Flats.** The US Postal Service is considering extending the Marriage Mail Incentive to High Density Plus Letters and Flats.
- **6.0 Updates to USPS Marketing Mail Parcel Dimensions.** The US Postal Service is considering publishing the maximum size of a Nonprofit Machinable Parcel in the Mail Classification Schedule and Domestic Mail Manual. This combines the sizes and characteristics of Irregular and Nonmachinable parcels and renames the combined type to "Nonprofit Nonstandard." This will change the stated dimensions of 108 inches length and girth to be 22x18x15 inches and offer prices for Commercial and Nonprofit Origin-entered SCF presorted and nonstandard parcels.
- **7.0 Combine Plus One and DML Products.** The US Postal Service is considering merging Detached Marketing Labels (DML) and Plus One to enhance the value of this product for mailers and simplify the postal product offering. The combined offering can be mailed with either Flats or Letters via eInduction. Flats can be entered at either SCF or DDU with associated Plus One card. Letters with associated Plus One Cards can be entered at SCF only. This will provide standardized (larger) size and increased advertising space. Informed Delivery and Informed Visibility will be available when entered at SCF. This enhanced Plus One product will allow all mailers to use a single product on the same footing.
- **8.0 Nomenclature Updates Expansion to Network Redesign.** The US Postal Service is considering adjusting facility names to align with network redesign updates. This initiative will continue include updates in classification standards, any/all publications, documents and systems to align with network redesign.
- **9.0 2026 Mailing Promotions.** The US Postal Service is considering repeating four promotions and two add-ons from 2025, with the potential to introduce a new Catalog promotion. The repeating promotions would include Tactile Sensory & Interactive, Continuous Contact, Integrated Technology, and First-Class Mail Advertising. The add-ons would include Informed Delivery and Sustainability. In addition to the promotions, the US Postal Service is considering improving testing processes for promotions and automating the access request process for mailers to gain access to the Mailing Promotions Portal (MPP).
- **10.0 2026 Mail Growth Incentives.** The US Postal Service is considering offering the Mail Growth Incentives again in CY 2026, with enhancements leveraging lessons learned from the CY 2024 incentives to improve incentive management and the customer experience. The enhancements include, but are not limited to, changing the baseline period to the calendar year before the baseline period (CY2025 for Mail Growth Incentive 2026); improving reporting to provide greater visibility into credit usage for customers, MSPs and the USPS Program Office; and streamlining USPS Program Office management.
- **11.0 SCF Pallet Discount for First Class Mail.** The US Postal Service is considering changing Sectional Center Facility pallet discounts for First Class mail cards, letters and flats to mirror the current SCF Pallet discounts for Marketing Mail. To support this initiative, Mailing Standards will develop preparation rules and update the DMM to support the preparation of containerized FCM trays. Palletized mail may be entered at origin or at the destination facility, though all will pay origin prices and be cross docked to transportation further into the USPS network.
- **12.0 Eliminate Bundling for FCM Flats Prepared in Tubs.** The US Postal Service is considering eliminating First-Class Mail Flats bundles in tubs and only allowing loose pieces. This will ensure that the presort level and pricing for First-Class Mail Flats align with the presort level of the tubs. Each First-Class Mail Flat tub will be required to contain a minimum of 50 pieces.
- **13.0 Eliminate DNDC Discount for Marketing Mail, Periodicals and Bound Printed Matter.** The US Postal Service is considering eliminating mail entry at NDCs along with the DNDC discount. Mailers who currently prepare NDC volume and claim the DNDC discount will be offered three options in the future state – mixed pallets for Origin Entry (no entry discount); DSCF entry discount; or DDU entry discount.  
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- **17.0 Mail.dat Client Support.** Please note the following regarding the Mail.dat client download. There is a new required Mail.dat client with this release. Users should download the Mail.dat client from the Business Customer Gateway (BCG) using the following path: Mailing Services → Electronic Data Exchange [Go to Service] → Mail.dat download (Windows 32-bit, Windows 64-bit or Solaris).

As the USPS noted at the outset, the document offers details about what it is *considering to propose* as part of its price filing. Therefore, while the release notes may be a reliable indicator of the agency's thinking at the time, the classification changes to be proposed won't be known until the actual filing is made, likely to occur in early April.

## USPS Responds to PRC Opinion

In its advisory opinion issued January 31, the Postal Regulatory Commission was clear in its disapproval for the network and service standard changes the Postal Service is planning to implement, stating at the outset:

“The Commission finds that the Postal Service’s proposal relies on defective modeling, overly optimistic financial and cost saving projections, and unclear timeframes for rollout of the changes. In addition, the Commission finds that the proposal fails to fully consider the significant, negative impact of these changes on rural communities across the country. ...

The rest of the 301-page document explained the bases for the PRC’s opinion but did nothing to alter it.

Although the Postal Service had already signaled its intention to implement the changes it proposed – it can and usually does ignore an advisory opinion from the PRC – the agency nonetheless was indignant over the PRC’s findings, and its reaction in this instance was somewhat extraordinary: the issuance of a press release (below) stating its position accompanied by links to a 34-page point-by-point rebuttal to the PRC’s findings and 14-page response to the commission’s recommendations. (The letter from Postmaster General Louis DeJoy to PRC Chair Michael Kubayanda was not provided as part of the release.)



FOR IMMEDIATE RELEASE  
Feb. 20, 2025

### POSTAL NEWS

Contact: David Walton  
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#### Postal Service Responds to Postal Regulatory Commission’s Advisory Opinion on Service Standard Changes

WASHINGTON — The Postal Service today provided a pointed response to the Postal Regulatory Commission’s (PRC) recently published Advisory Opinion on the organization’s proposed service standard changes: PRC Docket No. N2024-1, captioned “Operational and Service Standards to Meet Statutory Requirements for Reliable, Efficient High-Quality Service and Financial Sustainability Through an Integrated Mail and Package Network”.

An excerpt of the response cover letter from Postmaster General Louis DeJoy to PRC Chairman, Michael Kubayanda follows:

“I must say that I was confounded by the Commission’s dismissal of cost savings of nearly \$4 billion a year as “meager”, while characterizing service standard changes that are carefully designed and modest in impact within the current service standard day ranges as a “severe degradation” in service that must be avoided at all costs.

That said, we have fully analyzed and evaluated your Advisory Opinion, and likewise carefully considered the Commission’s recommendations. In that regard, while there are many elements of the Advisory Opinion with which we could not agree, we found some areas of common ground that we can and will adopt in our ongoing effort to ensure that the American people and businesses will have a well-functioning and financially sustainable Postal Service that will provide high-quality service to our customers for decades to come, and still within the day ranges of our current service standards.”

[Read the full response.](#)

[Read comprehensive list of detailed responses USPS provided to the PRC recommendations.](#)

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### Rebuttal

The Postal Service’s “pointed response” read, in part:

“The Commission advises against our proposal both because it: (1) denies that the Postal Service is actually engaged in a balancing of efficiency and service at all (by ignoring or dismissing the positive benefits of the proposal), and (2) states that even if those benefits did occur, it would still balance the policies of the statute in a fundamentally different manner that prioritizes the maintenance of current service standards over increasing efficiency and cost savings. Specifically, the AO states that, ‘The Commission urges the Postal Service to reconsider whether the speculative,

meager gains from this proposal outweigh the certain downgrade in service for a significant portion of the nation.’ However, the benefits of this proposal are not ‘speculative,’ but reflect the engagement of modern operational strategies that are clearly necessary and achievable, and which will lead to more cost-effective, precise, and reliable operations. Moreover, the cost savings that will accrue from these strategies – nearly \$4 billion annually, a figure that is itself conservative – is certainly not ‘meager’ under any reasonable interpretation of that word, and the fact that the Commission believes otherwise is nothing short of astonishing. These benefits clearly outweigh the relatively minor service impacts of the proposal.

“Specifically, and as discussed in more detail below, the Commission’s reasoning and conclusions, which reflect the fact that it has no responsibility to ensure the financial viability of the Postal Service, are deficient in numerous respects:

- “While the Commission pays lip service to the need for reform of the Postal Service, it displays clear hostility to the one plan that is actually seeking to solve the Postal Service’s long-standing financial and operational problems (the DFA), mocking the Postal Service’s pursuit of the DFA as a purported ‘panacea.’ ...
- “The Commission does not defend the efficiency or operational viability of the legacy network and acknowledges that is it ‘theoretically possible’ that the Postal Service’s operational strategies are the right path forward. ...
- “The Commission’s assertion that annual cost savings of nearly \$4 billion (or 4.4% of our total costs) from these initiatives are ‘meager,’ ... and therefore not worth pursuing, reflects that it is an organization that is not seriously concerned with the Postal Service’s financial sustainability, or that it fundamentally misunderstands what changes of that magnitude would do for the Postal Service from a financial perspective. ...
- “While the Commission asserts that the Postal Service did not fully consider the impact on the service standard changes on rural areas, that is incorrect. We considered that issue in depth when preparing the proposal, explicitly addressed the issue in our case, and thoroughly explained why we believed the balance struck to be appropriate, given the operational benefits and overall impact on service. ...
- “The Commission’s unexplained conclusion that the impact of our proposal on rural areas is ‘severe,’ such that it should stand in the way of the Postal Service’s financial sustainability, fails to fairly reflect the actual proposal put forth by the Postal Service, and is based on an overly rigid and incorrect interpretation of the statutory policies. ...

“In sum, the Commission’s AO epitomizes the bureaucratic status-quo perspective that has led the Postal Service to financial and operational crisis ... Taking this ‘head in the sand’ path would, however, lead to the Postal Service’s continued financial and operational deterioration and eventual ruin, and therefore does not constitute an appropriate balancing of the statutory policies.

“... Unlike the Commission, the Postal Service is responsible for ensuring the financial health of the Postal Service. For that reason, as noted above, the Postal Service cannot, in those instances, accept the recommendations, because doing so would be inconsistent with the Postal Service’s legal responsibilities to provide quality service in a financial sustainable manner.”

The Postal Service obviously has its reasons and supportive arguments for doing what it plans, and the PRC has its reasons and arguments supporting its dissenting opinion, but it doesn’t matter; the USPS will do what it wants anyway.



## PRC Rules on How Incentives Impact USPS Rate Authority

At last month's meeting of the Mailers Technical Advisory Committee, some attendees were surprised to learn that the Postal Service can, in subsequent rate increases, recoup the value of volume growth incentives paid out to qualified mailers – a prospect that could significantly impact the percentage increase in the anticipated April price filing.

The Postal Service's position on having that authority was taken pending the conclusion of a rulemaking initiated in 2020 by the Postal Regulatory Commission that could revise the PRC's rules for rate incentives.

On February 19, the commission resolved the matter in a 38-page order, issuing its final rule on Docket RM2020-5.

### Background

As the PRC stated:

"On February 14, 2020, the Commission issued a notice of proposed rulemaking proposing amendments to its regulations concerning rate incentives for Market Dominant products. The proposed amendments included revising the regulation defining 'rate of general applicability' for purposes of Market Dominant rate adjustment proceedings, adding a new criterion for a rate incentive to be eligible for inclusion in a percentage change in rates calculation, and requiring that more information concerning Market Dominant rate incentives be included in notices of rate adjustment. ... On May 15, 2020, the Commission adopted the rule revisions proposed [earlier]."

The Postal Service challenged the commission's final rule in court, resulting in the reopening of the rulemaking.

Meanwhile, in filings in August 2023 and April 2024, the USPS proposed volume growth incentives for First-Class Mail and Marketing Mail for calendar years 2024 and 2025, respectively; both were approved by the PRC. Also,

"On September 20, 2024, [in Order No. 7559,] the Commission revised its proposed amendments to its regulations concerning rate incentives for Market Dominant products. The revised proposed regulations would create a mechanism allowing certain rate incentives that are not rates of general applicability to be included in the percentage change in rates calculation (without being subject to the requirement ... that they be included as though they paid the appropriate rates of general applicability). In addition, the revised proposed regulations would delete the criterion requiring a rate incentive to be available to all mailers equally on the same terms and conditions to be included in the percentage change in rates calculation (referred to as the 'available to all mailers' criterion), update filing requirements, and make other clarifying and conforming changes. ..."

In its September 27, 2023, order approving the incentives for 2024, the commission did not settle the question at the core of the still-pending rulemaking.

"Because the Postal Service did not propose including these rate incentives in the percentage change in rates calculation in CY 2024 ... the Commission did not approve the inclusion of these rate incentives in the percentage change in rates calculation. Further, the Commission did not rule on whether the two rate incentives could be included in the percentage change in rates calculation in the future. Instead, the Commission stated that it would determine whether its rules prevent 'the incentives from being permitted to generate rate adjustment authority' 'based on the rules in effect at the time the Postal Service seeks to generate rate adjustment authority based on the incentives.'"

"Nevertheless, ... the Commission questioned whether the MGIs 'would be considered rates of general applicability' under the current and proposed rules.' If they are not rates of general applicability, they could not be included in the percentage change in rates calculation under the currently enforced rules and the rules proposed in [the rulemaking]. Further, the Commission also questioned whether these rate incentives would be made available to all mailers equally on the same terms and conditions under the rules proposed in [the rulemaking]. ..."

When approving the 2025 growth incentives, the PRC again

"... declined to make a finding as to whether the First-Class Mail Growth Incentive's and the Marketing Mail Growth Incentive's rates are rates of general applicability."

### The revised rule

The commission's final rule finally addressing the question adopted a revised proposal it had issued in September 2024. As summarized in the final rule:

"In Order No. 7559, the Commission proposed to create a mechanism for including in the percentage change in rates calculation a rate incentive for which a mailer's eligibility depends on the mailer increasing its volumes of a product (or multiple products). Under the Order No. 7559 proposal, such a rate incentive could be included in the percentage change in rates calculation even though determining a mailer's eligibility requires comparing the mailer's current volumes to its past volumes. In particular, under the Order No. 7559 proposal, a rate incentive that is not a rate of general applicability would be permitted to be included in the percentage change in rates calculation if it satisfies each of five criteria ... as well as the existing requirements ... .

"First, the rate incentive would not be permitted to be offered only through written agreements (e.g., negotiated service agreements (NSAs)). Second, the rate incentive would be required to be applicable to all mail meeting standards established by the MCS, the DMM, or the IMM. That is, the rate incentive would be required to be a published rate. Third, the rate incentive would not be permitted to benefit only one single mailer.

"Fourth, the rate incentive would be required to be designed to increase mail volume. The Commission also identified two potential alternatives to this criterion: (i) that the rate incentive would be required to be designed to increase or retain mail volume; and (ii) that the rate incentive would be required to be designed to increase mail volume materially.

"Fifth, a mailer's eligibility for the rate incentive would be required to depend on the mailer's sending an increased volume of a product (or multiple products). This increase in volume would be determined by comparison of volume for the product(s) in the current (i.e., incentive) period and in the same period of time in the immediately preceding fiscal year or calendar year. ..."

In effect, if the Postal Service intends (as it has indicated) to use the value of volume growth incentives paid to mailers in CY 2024 to generate additional rate authority for use in an anticipated April 2025 price filing, it appears that the PRC's final rule requires them to establish that the incentives, if not considered rates of general applicability, in the alternative meet the five specified criteria.

Therefore, the USPS will need to provide justification in its expected filing to substantiate its likely assertion of compliance with the final rule and the five criteria. How the commission will evaluate what the Postal Service submits remains to be seen, but ratepayers will be waiting anxiously.

## Mailers Hub Joins in Congressional Letter

On February 19, Mailers Hub joined eight other industry groups in a joint letter to the leadership of the House Committee on Oversight and Government Reform asking for action on several key postal-related issues.

Primarily, the writers sought legislative intervention to halt further implementation of the Postmaster General's 10-Year Plan based on its effect on commercial mail, specifically deteriorating service and persistent aggressive price increases.

The USPS SERVES US (USPS Services Enhancement and Regulatory Viability Expansion and Sustainability for the US) Act mentioned in the letter alludes to HR 9839, filed last September 25 by Rep Jake LaTurner (KS 2<sup>nd</sup>) and referred to the House Committee on Oversight and Accountability. Among that bills key provisions were to:

- Limit rate increases to one per year;
- Bar the Postal Regulatory Commission from establishing a ratesetting process that does not include a price cap;
- Require the PRC to set a "volume-encouraging objective" as a factor in considering a proposed price increase;
- Cap additional increases on "underwater" classes and products when service performance and cost efficiency are not maintained for the relevant products;
- Require the PRC to "develop an independent, non-USPS volume estimation model";
- Requires the PRC to streamline its complaint process;
- Empowers the PRC to reduce rates that it believes are unlawful; and
- Reduces USPS rate authority if it fails to meet established service targets.

The bill was not acted upon by the committee before the end of the 118<sup>th</sup> Congress so it would need to be refiled this Congress, or its provisions would need to be inserted into other legislation this session.

The first of the letter's three bulleted items refers to the PRC's ongoing review of the ratesetting regime, as modified in November 2020. Industry groups have argued that the added rate authority allowed based on volume loss (the "density" adder) is counterintuitive and counterproductive because it allows the USPS to raise prices that discourage mailing activity, in turn leading to further volume decline, yielding added rate authority, and so on. The commission's most recent action was to initiate a rulemaking in April 2024 to receive comments on possible changes to the ratemaking process. (Mailers Hub filed comments on July 9, 2024.)

The second bulleted item refers to the current three vacant governors seats and the fourth vacancy to occur this coming December. Nominations to fill all four vacancies were submitted late in the last Congress but did not pass out of committee before the end of the 118<sup>th</sup> Congress.

The letter also refers to the House and Senate hearing last December at which legislators expressed their discontent over the worsening service being reported by constituents, sizeable USPS financial losses, and several other issues – and their dissatisfaction over PMG Louis DeJoy's resistance to changing his intent to proceed with his 10-Year Plan.

Whether the committee acts on the writers' requests, or whether any legislative action will result, remains to be seen.

February 19, 2025

The Honorable James Comer  
Chairman  
Committee on Oversight and Government Reform  
United States House of Representatives  
2157 Rayburn Building  
Washington, D.C. 20515

The Honorable Gerry Connolly  
Ranking Member  
Committee on Oversight and Government Reform  
United States House of Representatives  
2105 Rayburn Building  
Washington, D.C. 20515

Dear Chairman Comer and Ranking Member Connolly,

We write to you on behalf of the collective mailing industry that depends upon the United States Postal Service (USPS). This sector employs 7.9 million Americans, representing 5% of the civilian workforce and generates \$1.9 trillion in revenues accounting for 4.1% of U.S. GDP. Yet all of this is at grave risk due to the policies of the USPS's Delivering for America Plan. Over the last several years, our industry and its customers have faced deteriorating service, and huge rate increases at an unprecedented twice a year pace which have resulted in excessive volume declines all while USPS costs have continued to rise. This is not what the Delivering for America Plan (DFA) promised. Increasing prices for deteriorating services is not a sound business plan.

We appreciate the attention you gave to the USPS in hearings at the end of last year which highlighted these problems and we believe made clear that Postmaster General DeJoy intends to continue these destructive policies regardless of the negative outcomes which cannot be denied. The recent announcement that he has asked the Board of Governors to begin a process to find his replacement is a tacit admission that the goals of the Delivering for America plan cannot be achieved. It is critical that Congress act to immediately alter the destructive path of the plan and ensure it does not continue after his departure. Now, we urge you to act immediately and decisively to bring a halt to these destructive policies before they go beyond the point of no return. The Congressional Budget Office has determined that the USPS could run out of operational funds by 2028. We believe on the current path, this could happen even sooner. In any event, this makes the term of the 119th Congress a decisive period that could well decide the fate of the USPS and the businesses that depend upon it. You alone have the power to act to halt the destruction that is occurring.

We are supportive of the USPS SERVES US Act introduced in the last Congress to modernize and restore the Postal Regulatory Commission (PRC) to be an effective body capable of holding the USPS accountable. Other measures may also be needed to address USPS financial liabilities and costs but enacting legislation takes time. While some sort of privatization may be a potential solution, the issue requires much further discussion to ensure that such changes will better serve all constituents especially those in rural areas. While we hope you will consider the provisions in the USPS SERVES US Act and look forward to working with you and your staff on ways the private sector could be engaged to improve USPS efficiency and lower costs, there are immediate actions we urge you to take to maximize the potential for the current regulatory and governance structures to arrest the perilous volume declines. We request that you take the following actions:

- Immediately contact the PRC and direct them to rule promptly on the pending review of the USPS rate setting system (Docket Nos. RM2024-4, RM2022-5, RM2022-6, RM2021-2, and

RM2021-2). It is critical the PRC act to constrain USPS rate authority that has produced rate increases far in excess of the rate of inflation that are driving huge amounts of mail out of the system.

- Contact President Trump and urge him to quickly nominate candidates for the four vacancies on the USPS Board of Governors with qualified backgrounds in logistics and network management to ensure that USPS management policies are scrutinized. A full and competent Board is essential.
- Advance emergency legislation to freeze the Delivering for America Plan in its entirety including the large rate increase planned for July, until it can be fully assessed by the committee and corrective legislation passed to address its failures.

We believe the hearing made clear that the DFA has not produced the intended benefits in terms of service, package volumes or cost efficiencies. Postmaster General DeJoy was equally clear that he has no intention of changing course notwithstanding grave concerns expressed by the PRC. As GovExec reported on January 6, 2025, the USPS's own Inspector General found that the trial for the USPS intentional service degradation under consideration in the advisory opinion process by the PRC (Docket N2024-1) not only failed to produce savings but also actually increased costs. At the PRC hearing, many commissioners discussed numerous problems that were reflected in the 300-page January 31, 2025 decision citing serious flaws, yet Postmaster General DeJoy stated in his testimony both before your committee and the House oversight committee that he will likely move forward. This highlights one of the inadequacies of the current regulatory system that does not give the PRC the power to stop such changes.

At the hearing PRC Vice Chairman, Robert Taub, stated, "If there is a status quo, the status quo seems to be the Delivering For America plan and its continuation...and it concerns me because it reminds me of the old quote of the definition of insanity is continuing to do the same thing and expect a different result." We implore you to remind Commissioner Taub and his colleagues that they have the power to change the status quo and urge them to use it while there is still time. In addition, the PRC issued an Advisory Opinion on the DFA plan January 31, which conclusively demonstrates that the plan depends on defective modeling, relies on overly optimistic and unsubstantiated financial projections for cost savings, and has significant negative impacts on rural communities.

Thank you for your consideration of these requests and we stand ready to work with you to develop legislation that can put the USPS back on track and preserve its essential role in connecting America's citizens and businesses everywhere in the country, providing the highest quality mail processing and delivery services at reasonable prices.

Sincerely,

American Forest and Paper Association  
ANA  
Association for Postal Commerce  
EMA  
Greeting Card Association  
Mailers Hub  
National Newspaper Association  
News Media Alliance  
Printing United Alliance



## OIG Finds Issues at Macon LPC

As part of the realignment of the Postal Service's processing network in Georgia, the processing and distribution center in Macon was converted to a local processing center, dispatching outbound mail to, and receiving incoming mail from the Atlanta Regional Processing and Distribution Center.

The Macon LPC was audited by the Postal Service's Office of Inspector General last fall, and its findings were reported in *Efficiency of Operations at the Macon Local Processing Center, Macon, GA*, released February 12.

### Findings and recommendations

- **"Finding #1: Delayed Mail.** During our observations at the LPC on November 19 and 20, 2024, we identified about 20,895 delayed letters on the workroom floor and in the manual mail section. ... We also identified four trays of potentially delayed mail in the manual letter operation during our visit. ... The Macon LPC is equipped to process only letters and flats. However, during our review we identified five gaylords of mixed flats and packages that arrived from the Atlanta RPDC. Upon review of scanning data, we determined some of the packages entered the mailstream as far back as October 2, 2024, and moved between both facilities multiple times. ... Delayed letters were caused from late arriving mail and incorrect placarding. ... The Atlanta RPDC erroneously sent the delayed packages, mixed with flats, unsorted to the LPC. ..."

Figure 1. Delayed Letter Mail at the Macon LPC



Source: OIG photos taken November 19 and 20, 2024.

Figure 2. Gaylords of Delayed Flats and Packages at the Macon LPC



Source: OIG photos taken November 19 and 20, 2024.

The OIG recommended that USPS management

- (1) "... develop a plan with the Atlanta RPDC to better align mail arrival and processing times at the Macon LPC.
- (2) "... train all mail processing employees at the Macon LPC on proper handling procedures for mail entering the facility and verify these procedures are consistently followed.

- (3) "... train all management employees how to use the Mail Arrival Quality/ Plant Arrival Quality system to report improper package sortation or other mail arrival issues identified at the Macon LPC.

The OIG added that the USPS "agreed with this finding and the associated recommendations."

- **"Finding #2: Late, Canceled, and Extra Outbound Trips.** From October 1, 2023, through September 30, 2024, there was a total of 4,906 outbound late trips, 5,615 outbound canceled trips, and 598 outbound extra trips at the Macon LPC. These trips represent about 46 percent of all trips at the facility. Late trips at the Macon LPC were caused by truck parking, route start times, and dock congestion issues. The Macon LPC does not have ample parking on site for the trucks and uses three separate parking lots in the area. ... Canceled and extra trips were mostly caused by network changes that took place in February 2024. ..."

The OIG recommended that the USPS

- (4) "... complete a review of Postal Vehicle Service transportation schedules that includes updated truck parking information and verify related actions are implemented at the Macon LPC."

The OIG noted that "the Postal Service agreed with this finding and the associated recommendation."

- **"Finding #3: Scan Compliance.** From October 1, 2023, to September 30, 2024, the average monthly compliance for load and unload scans did not meet the Postal Service's goal of 93.25 percent in FY 2024. ... Plant management stated that the Macon LPC focused more on clearing the mail each day than monitoring the completion of load and unload scans. The plant manager also stated there were misunderstandings between employees regarding who was responsible to scan the mail containers. ..."

The OIG recommended than the Postal Service

- (5) "... develop and implement a plan to verify scanning at the Macon LPC is consistently completed in accordance with policy.
- (6) "... update the Mail Transport Equipment Labeler system to ensure placards used for mail transport equipment and recyclable material are accurate.

The OIG added that the USPS "agreed with this finding and the associated recommendations."

- **"Finding #4: Safety and Security.** During our site observations, we observed trucks and trailers parked at the docks without wheel chocks placed next to the tire to prevent them from rolling away. The inconsistent use of wheel chocks was due to a lack of management oversight. ..."

The OIG recommended that the USPS

- (7) "... reiterate policy and verify all drivers are using wheel chocks at the Macon LPC."

The OIG stated that the USPS "agreed with this finding and the associated recommendation."

### Observations

It may not mean to do so, but the Postal Service makes it easy for the OIG to develop findings. As audit reports repeatedly indicate, similar problems are identified in one facility after another, including delayed mail, incorrectly placarded or staged containers, transportation issues, and scanning deficiencies.

As much as these reports nettle Postmaster General Louis DeJoy, it's not like the OIG is making up what it's reporting, so the better reaction would be to increase training for field managers so they can give the necessary attention to the basics operational issues identified so frequently by the OIG.

## Despite Lower Targets, PQI Service Performance Falls Far Short

PQ I/FY 2025 service performance continued an unimpressive pattern; the Postal Service's own data reveals that most district and area scores continued to be below targets, even though the targets were significantly lower than in FY 2024.

The first chart, below, shows how national level service has trended over the past thirteen quarters, often reflecting typical seasonal variation. These are aggregated figures based on homogenized, national level class averages that combine the results for all categories and presort levels, often concealing the outlying scores visible in more granular data.

Moreover, only mail "in measurement" is reflected in USPS service scores and, for Marketing Mail, little other than destination-entered mail is measured, clearly skewing what would be the true Marketing Mail scores if the less efficient origin-entered mail were better represented in the mix.

### Variation

Compared to PQ I scores for the past three fiscal years, all PQ I/FY 2025 national level scores were lower, except for Marketing Mail carrier route. Districts in the west again generally performed better; WestPac Area had 13 of the 16 best quarterly average scores for First-Class Mail and Marketing Mail while, of the 16 worst, Southern Area had 8 and Central Area had 7. Well fewer than half the districts met the

service targets for First-Class Mail: 19 for overnight; 19 for two-day service; and 15, 13, and 13 districts for 3-day, 4-day, and 5-day service, respectively. Only two districts (CA 3 and CA 6) met all the targets, while 14 districts (DE-PA, MD, IL2, KS-MO, KY-WV, MI1, OH1, OH2, WI, FL1, GA, SC, TX3, and CO-WY) missed all the targets – as did all national level scores.

For Marketing Mail, 20 districts achieved the service target for letters, 12 districts met the service target for flats, and 16 districts met the service target for carrier route mail.

Scores for Periodicals are not reported below the area level. The national level, and three of the area level scores (except for Westpac), failed to be at or above the service target.

The second chart, below, shows the number of districts in each area that met the service target for the corresponding First-Class Mail or Marketing Mail—and that a majority of districts are falling short of meeting those targets.

The more granular data on the next page summarizes district and area scores for Presorted First-Class Mail letters/cards (overnight and 2-, 3-, 4-, and 5-day) and overall Marketing Mail (letters, flats, and carrier route). Even more granular data is available from the PRC on the commission's website under the February 10 daily listing.

Summary of National-Level Service Performance – FY 2022-2025 (Scores in red are below target.)																
Targets	Presorted First-Class Mail Letters/Postcards										Marketing Mail					Periodicals
FY 22	94.75% overnight, 93.00% 2-day, and 90.50% 3-, 4-, & 5-day										91.84%					82.67%
FY 23	95.00% overnight, 93.52% 2-day, and 92.20% 3-, 4-, & 5-day										93.64%					85.75%
FY 24	95.00% overnight, 95.00% 2-day, and 93.00% 3-, 4-, & 5-day										94.62%					87.29%
FY 25	94.00% overnight, 92.00% 2-day, and 88.00% 3-, 4-, & 5-day										Letters: 95.20%; Flats: 86.00%; CR: 94.00%					84.00%
	Quarter					Year-to-Date					Quarter					Com- bined
	Over- night	2-Day	3-day	4-day	5-day	Over- night	2-Day	3-day	4-day	5-day	Over- all Ltrs	Over- all Flts	Over- all CR	Over- all Ltrs	Over- all Flts	
PQ I/22	95.0	92.4	87.2	91.8	96.5	95.0	92.4	87.2	91.8	96.5	93.1	81.4	91.3	93.1	81.4	80.3
PQ II/22	94.3	92.3	86.0	86.8	94.2	94.7	92.3	86.6	89.3	95.3	93.0	81.7	93.0	93.1	81.5	80.7
PQ III/22	95.6	94.7	93.0	94.5	97.3	95.0	93.1	88.6	91.0	96.0	95.8	86.5	95.1	94.0	83.0	82.4
PQ IV/22	95.5	94.5	93.3	94.3	95.9	95.1	93.4	89.7	91.8	95.9	95.8	88.1	95.1	94.4	84.3	83.3
PQ I/23	94.4	93.1	91.2	92.2	93.4	94.4	93.1	91.2	92.2	93.4	95.0	85.5	93.6	95.0	85.5	84.4
PQ II/23	94.9	93.9	92.0	91.6	91.1	94.6	93.5	91.6	91.9	92.2	95.9	88.1	94.3	95.4	86.6	85.2
PQ III/23	95.3	94.4	93.4	94.0	91.3	94.8	93.8	92.2	92.6	91.9	97.0	91.3	95.6	95.9	88.0	86.5
PQ IV/23	95.2	93.9	92.3	92.6	90.2	94.9	93.8	92.2	92.6	91.5	96.6	89.9	94.7	96.0	87.9	86.3
PQ I/24	94.1	91.4	86.6	94.1	91.4	94.1	91.4	86.6	94.1	91.4	95.3	85.1	91.9	95.3	85.1	80.3
PQ II/24	93.0	91.4	84.8	85.5	77.2	93.5	91.4	85.7	87.0	79.1	94.7	84.7	93.0	95.0	84.9	82.1
PQ III/24	93.3	91.0	86.1	88.2	83.1	93.4	91.2	85.9	87.5	80.9	94.7	84.7	93.4	94.9	84.8	82.7
PQ IV/24	93.9	92.7	90.2	91.8	92.2	93.5	91.5	86.8	88.4	83.2	96.1	86.1	94.3	95.2	85.1	83.0
PQ I/25	93.2	90.8	85.2	86.6	83.7	93.2	90.8	85.2	86.6	83.7	94.0	81.0	92.0	94.0	81.0	78.4
PQ II/25																
PQ III/25																
PQ IV/25																

District Target Achievement by Area Between 10/01/2024 and 12/31/2024 (PQ I/FY 2025)																
Area	Presorted First-Class Letters/Postcards										Marketing Mail					
	Quarter					Year to Date					Letters (Overall)		Flats (Overall)		Car Rte (Overall)	
	O'night	2-Day	3-Day	4-Day	5-Day	O'night	2-Day	3-Day	4-Day	5-Day	Qtr	Yr to Dt	Qtr	Yr to Dt	Qtr	Yr to Dt
Atlantic	3/12	4/12	3/12	4/12	3/12	3/12	4/12	3/12	4/12	3/12	8/12	8/12	2/12	2/12	4/12	4/12
Central	1/12	1/12	0/12	3/12	4/12						1/12		0/12		1/12	
Southern	4/13	3/12	1/12	2/13	3/13						0/13		0/13		0/13	
WestPac	11/13	11/12	11/12	4/13	3/13	11/13	11/12	11/12	3/13	3/13	11/13	11/13	10/13	10/13	11/13	11/13
Nation	19/50	19/48	15/48	13/50	13/50	19/50	19/48	15/48	12/50	13/50	20/50	20/50	12/50	12/50	16/50	16/50

USPS Service Performance – % On-Time for <i>Mail in Measurement</i> Between 10/01/2024 and 12/31/2024 (PQ I/FY 2025)																
Area/District *	Presorted First-Class Letters/Postcards **										Marketing Mail **					
	Quarter					Year to Date					Letters (Overall)		Flats (Overall)		Car Rte (Overall)	
	O'night	2-Day	3-Day	4-Day	5-Day	O'night	2-Day	3-Day	4-Day	5-Day	Quarter	Yr to Dt	Quarter	Yr to Dt	Quarter	Yr to Dt
<b>Atlantic</b>	93.5	91.4	86.8	87.6	83.6	93.3	91.8	86.8	87.6	83.8	95.1	95.3	84.0	84.6	93.3	93.3
Connecticut	93.9	89.0	87.9	85.2	79.5	93.9	89.0	87.9	85.2	79.5	95.7	95.7	85.5	85.5	93.8	93.8
DE-PA 2	88.0	90.4	84.6	87.7	80.8	88.0	90.4	84.6	87.7	80.8	93.4	93.4	81.1	81.1	93.5	93.5
MA-RI	90.8	92.2	84.7	84.2	71.4	90.8	92.2	84.7	84.2	71.4	94.6	94.6	83.2	83.2	93.1	93.1
Maryland	89.5	88.1	81.6	82.6	72.7	89.5	88.1	81.6	82.6	72.7	94.8	94.8	80.7	80.7	92.2	92.2
ME-NH-VT	95.8	90.6	85.6	85.9	75.5	95.8	90.6	85.6	85.9	75.5	95.2	95.2	83.9	83.9	91.2	91.2
New Jersey	95.7	91.6	84.9	88.8	88.3	95.7	91.6	84.9	88.8	88.3	95.7	95.7	83.2	83.2	94.9	94.9
New York 1	83.5	88.4	89.2	90.2	78.9	83.5	88.4	89.2	90.2	78.9	93.0	93.0	80.1	80.1	88.5	88.5
New York 2	88.6	91.3	85.9	86.9	77.9	88.6	91.3	85.9	86.9	77.9	95.5	95.5	83.1	83.1	94.8	94.8
New York 3	94.6	93.7	90.0	88.6	75.1	94.6	93.7	90.0	88.6	75.1	96.3	96.3	88.9	88.9	94.0	94.0
North Carolina	93.7	93.3	89.4	87.9	90.2	93.7	93.3	89.4	87.9	90.2	95.8	95.8	85.4	85.4	93.8	93.8
Pennsylvania 1	93.8	93.2	87.3	90.1	90.3	93.8	93.2	87.3	90.1	90.3	95.7	95.7	87.8	87.8	95.1	95.1
Virginia	93.4	91.6	85.9	83.9	72.2	93.4	91.6	85.9	83.9	72.2	95.3	95.3	82.4	82.4	90.2	90.2
<b>Central</b>	92.0	87.1	83.5	86.4	87.2	92.0	87.1	83.5	86.4	87.2	92.5	92.5	75.4	75.4	90.2	90.2
IA-NE-SD	90.0	91.4	86.3	91.6	91.3	90.0	91.4	86.3	91.6	91.3	89.6	89.6	83.8	83.8	93.8	93.8
Illinois 1	81.1	85.3	80.7	83.1	89.1	81.1	85.3	80.7	83.1	89.1	91.0	91.0	77.9	77.9	89.7	89.7
Illinois 2	92.6	88.1	85.5	77.5	86.4	92.6	88.1	85.5	77.5	86.4	88.7	88.7	70.7	70.7	85.3	85.3
Indiana	95.1	82.2	82.9	89.5	91.3	95.1	82.2	82.9	89.5	91.3	94.5	94.5	71.4	71.4	87.1	87.1
KS-MO	91.4	89.5	77.6	76.3	87.0	91.4	89.5	77.6	76.3	87.0	93.4	93.4	70.6	70.6	84.7	84.7
KY-WV	91.8	82.4	80.1	77.7	80.0	91.8	82.4	80.1	77.7	80.0	94.3	94.3	79.6	79.6	93.7	93.7
Michigan 1	93.4	91.5	84.0	78.1	87.2	93.4	91.5	84.0	78.1	87.2	90.9	90.9	77.3	77.3	89.9	89.9
Michigan 2	93.8	92.2	86.5	80.9	86.4	93.8	92.2	86.5	80.9	86.4	92.0	92.0	84.5	84.5	96.8	96.8
MN-ND	92.8	90.5	82.4	89.2	91.3	92.8	90.5	82.4	89.2	91.3	91.3	91.3	79.7	79.7	91.3	91.3
Ohio 1	91.8	91.8	84.9	80.1	80.1	91.8	91.8	84.9	80.1	80.1	91.9	91.9	68.3	68.3	88.4	88.4
Ohio 2	92.4	81.9	86.7	78.0	78.2	92.4	81.9	86.7	78.0	78.2	94.6	94.6	74.7	74.7	90.8	90.8
Wisconsin	91.0	87.9	78.7	79.5	85.1	91.0	87.9	78.7	79.5	85.1	92.1	92.1	71.0	71.0	91.4	91.4
<b>Southern ↓FCM Q1 ↓MKT Q1</b>	92.0	88.7	82.8	86.7	80.7	92.0	88.7	82.8	86.7	80.7	92.3	92.3	76.1	76.1	88.1	88.1
AL-MS	94.0	86.5	76.2	77.2	72.1	94.0	86.5	76.2	77.2	72.1	93.2	93.2	70.1	70.1	79.4	79.4
AR-OK	94.9	87.6	79.7	75.9	80.4	94.9	87.6	79.7	75.9	80.4	93.7	93.7	80.6	80.6	90.7	90.7
Florida 1	90.8	90.1	78.8	86.9	77.5	90.8	90.1	78.8	86.9	77.5	91.7	91.7	71.6	71.6	85.9	85.9
Florida 2	93.6	92.1	88.1	90.8	83.7	93.6	92.1	88.1	90.8	83.7	91.7	91.7	81.5	81.5	92.2	92.2
Florida 3	94.9	86.3	85.3	86.8	78.8	94.9	86.3	85.3	86.8	78.8	94.8	94.8	76.7	76.7	89.9	89.9
Georgia	89.5	85.6	82.4	86.3	73.3	89.5	85.6	82.4	86.3	73.3	91.7	91.7	70.5	70.5	78.0	78.0
Louisiana	93.4	93.4	79.3	68.9	81.7	93.4	93.4	79.3	68.9	81.7	93.3	93.3	73.6	73.6	89.3	89.3
Puerto Rico ↓MKT Q1	93.2	96.2	N/A	85.8	89.6	93.2	96.2	N/A	85.8	89.6	94.0	94.0	70.1	70.1	68.7	68.7
South Carolina	93.2	86.8	78.9	85.5	75.0	93.2	86.8	78.9	85.5	75.0	94.3	94.3	82.9	82.9	92.5	92.5
Tennessee ↓FCM Q1	94.0	86.3	79.3	72.4	69.9	94.0	86.3	79.3	72.4	69.9	92.3	92.3	79.5	79.5	93.0	93.0
Texas 1	89.7	90.8	85.8	90.2	92.9	89.7	90.8	85.8	90.2	92.9	89.1	89.1	73.2	73.2	87.8	87.8
Texas 2	86.3	N/A	87.3	86.5	90.2	86.3	N/A	87.3	86.5	90.2	91.6	91.6	69.2	69.2	87.4	87.4
Texas 3	93.6	85.9	87.1	84.3	86.0	93.6	85.9	87.1	84.3	86.0	94.5	94.5	85.1	85.1	93.6	93.6
<b>Westpac ↑FCM Q1 ↑MKT Q1</b>	95.4	95.5	92.4	85.4	83.7	95.4	95.5	92.4	85.4	83.7	96.6	96.6	88.6	88.6	95.8	95.8
Alaska	99.1	97.0	N/A	84.4	84.9	99.1	97.0	N/A	84.4	84.9	96.8	96.8	82.8	82.8	90.8	90.8
AZ-NM	95.2	96.3	89.0	84.3	83.2	95.2	96.3	89.0	84.3	83.2	94.6	94.6	88.6	88.6	96.2	96.2
California 1 ↑MKT Q1	97.5	96.0	93.0	92.7	87.5	97.5	96.0	93.0	92.7	87.5	98.3	98.3	93.2	93.2	97.6	97.6
California 2	95.9	95.6	94.1	86.8	77.1	95.9	95.6	94.1	86.8	77.1	96.9	96.9	89.1	89.1	94.2	94.2
California 3	96.7	94.2	95.8	91.3	88.5	96.7	94.2	95.8	91.3	88.5	98.0	98.0	93.4	93.4	97.7	97.7
California 4	97.9	96.4	95.8	89.2	86.0	97.9	96.4	95.8	89.2	86.0	98.1	98.1	92.2	92.2	97.4	97.4
California 5	95.4	95.4	93.0	83.7	86.1	95.4	95.4	93.0	83.7	86.1	96.0	96.0	85.6	85.6	95.8	95.8
California 6	96.3	95.1	95.4	91.2	88.9	96.3	95.1	95.4	91.2	88.9	98.1	98.1	87.8	87.8	96.9	96.9
CO-WY	92.6	88.2	87.8	87.0	83.3	92.6	88.2	87.8	87.0	83.3	94.9	94.9	82.3	82.3	92.1	92.1
Hawaii ↑FCM Q1	97.9	N/A	98.8	87.5	89.5	97.9	N/A	98.8	87.5	89.5	98.0	98.0	88.9	88.9	98.5	98.5
ID-MT-OR	94.5	96.7	90.3	83.8	84.0	94.5	96.7	90.3	83.8	84.0	96.1	96.1	89.0	89.0	94.7	94.7
NV-UT	94.7	95.1	90.2	79.0	87.4	94.7	95.1	90.2	79.0	87.4	96.3	96.3	88.1	88.1	95.0	95.0
Washington	93.7	93.6	90.4	84.7	81.5	93.7	93.6	90.4	84.7	81.5	96.9	96.9	89.8	89.8	96.5	96.5
<b>Nation</b>	93.2	90.8	85.2	86.6	83.7	93.2	90.8	85.2	86.6	83.7	94.0	94.0	81.0	81.0	92.0	92.0
Presorted First-Class: 94.00% overnight, 92.00% 2-day, and 88.00% 3-, 4-, & 5-day <<<< FY 2025 Targets >>>> Marketing Mail: Letters: 95.20%; Flats: 86.00%; CR: 94.00%																
* = ↑ Best combined PQ or YTD score ↓ Worst combined PQ or YTD score for Presorted First-Class Letter/Postcards or Overall Marketing Mail Letters/Flats/Carrier Route																
** = HIGHEST AREA CATEGORY SCORE HIGHEST DISTRICT CATEGORY SCORE ☐ = Below Service Target LOWEST AREA CATEGORY SCORE LOWEST DISTRICT CATEGORY SCORE																



## Significant Volume Continues to be Excluded from “Measurement”

The credibility of Postal Service’s press releases about service remains in doubt as the underlying scores fail to measure the entire mailstream.

The more granular PQ I service performance data released February 11 perpetuates the question of whether the figures the agency uses in its publicity truly represent the service experience of the entire associated class or category of mail.

Significant quantities of mail remain not “in measurement” for any of several reasons, as detailed in the charts below. (In the bottom chart, “total excluded volume” sums the column; “% RPW Vol Excluded” is the proportion of total volume for the corresponding category that was excluded, based on the quarterly *Revenue, Pieces, and Weight* report.)

Consistently, the leading causes of exclusion from measurement are “long haul,” “no piece scan,” and “no start-the

clock.” The “long haul” exclusion, which mainly impacts Presort First-Class Mail, was supposedly remediated by a change that was approved by the PRC and implemented by the USPS at the end of May 2022, but volume excluded for that reason remains a significant portion of total excluded volume.

The other two leading reasons reflect the failure to capture a necessary container or mailpiece scan. The reasons for this vary – a documentation gap or omitted scans on the inbound dock – but could also derive simply from the mail not being processed on automation.

Why the Postal Service has failed to take effective action to reduce the volume of excluded mail hasn’t been explained.

Regardless, so long as these exclusions persist, preparers of the associated mail will be unable to confirm that the service the USPS claims is actually what their mail receives.

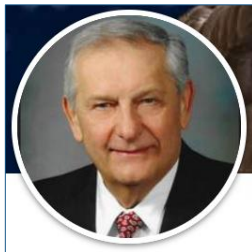
FY 2025 Exclusions (%)		First-Class Mail Presort First-Class Mail				USPS Marketing Mail Letters and Flats across all products measured by IMb				Periodicals			
Reason	Description	PQ I	PQ II	PQ III	PQ IV	PQ I	PQ II	PQ III	PQ IV	PQ I	PQ II	PQ III	PQ IV
Excluded ZIPs	Excluded due to 3-digit delivery ZIP Codes that are not measured.	0.05%				0.03%				0.10%			
FAST Appointment Irregularity	Irregularity with the mailing/trip captured by FAST (e.g., contents not matching 8125).	0.00%				0.46%				0.18%			
Inaccurate Scheduled Ship Date	eDoc scheduled ship date time is 48+ hours earlier than the postage statement finalization date time	0.66%				0.05%				0.28%			
Inconsistent Service Performance Measurement Data	Mail piece received inconsistent scan events when calculating service performance measurement (container/mail piece scans not in chronological order).	5.02%				5.23%				0.66%			
Incorrect Entry Facility	eDoc entry facility does not match the facility specified in the associated FAST appointment.	0.00%				0.00%				0.00%			
Invalid Entry Point for Discount Claimed	Entry Point for Entry Discount claimed in eDoc is invalid for the entry point and destination of the mail.	0.00%				3.20%				3.79%			
Long Haul	Mail verified at a DMU then transported by USPS to a mail processing facility in a different district than the DMU.	12.09%				0.37%				4.93%			
No Piece Scan	No automation scan observed for the mail piece	6.01%				31.31%				55.00%			
No Start-the-Clock	Lack of a container unload scan or inability to identify the FAST appointment associated to the container.	59.98%				45.69%				24.87%			
Non-Compliant	Mail identified as non-compliant due to inaccuracies in mail preparation.	2.53%				0.09%				0.06%			
Non-Unique IMb	eDoc contains mail pieces with a non-unique IMb.	2.01%				1.93%				1.67%			
Non-Unique Physical IMcb	Physical containers with non-unique IMcb on the placard	0.77%				2.69%				0.71%			
Orphan Handling Unit	Mailpiece associated to an Orphan Handling Unit not inducted at a BMEU	1.12%				0.65%				1.75%			
Other	All other reasons	4.07%				3.21%				1.85%			
PARS	UAA mail as indicated by ACS and/or PARS operation when mail piece is processed.	5.67%				5.08%				4.14%			

FY 2024 Exclusions (Volume)		First-Class Mail Presort First-Class Mail				USPS Marketing Mail Letters and Flats across all products measured by IMb				Periodicals			
Reason		PQ I	PQ II	PQ III	PQ IV	PQ I	PQ II	PQ III	PQ IV	PQ I	PQ II	PQ III	PQ IV
Excluded ZIPs	1,348,379					1,002,220				199,517			
FAST Appointment Irregularity	0					13,171,096				364,030			
Inaccurate Scheduled Ship Date	16,307,183					1,398,560				559,004			
Inconsistent Svc Perf Measurement Data	124,163,107					151,072,474				1,310,566			
Incorrect Entry Facility	0					0				0			
Invalid Entry Point for Discount Claimed	5,470					92,293,574				7,477,153			
Long Haul	299,361,860					10,819,083				9,728,087			
No Piece Scan	148,860,107					904,469,941				108,479,964			
No Start-the-Clock	1,484,684,521					1,319,821,042				49,052,363			
Non-Compliant	62,658,561					2,520,283				125,823			
Non-Unique IMb	49,792,098					55,687,931				3,293,450			
Non-Unique Physical IMcb	19,119,167					77,765,864				1,391,752			
Orphan Handling Unit	27,759,084					18,782,445				3,445,246			
Other	100,849,018					92,811,302				3,647,299			
PARS	140,261,591					146,768,869				8,159,142			
<b>Total Excluded Vol.</b>	<b>2,475,170,146</b>					<b>2,888,384,684</b>				<b>197,233,396</b>			
<b>% RPW Vol Excluded</b>	<b>21.56%</b>					<b>17.37%</b>				<b>28.98%</b>			

## Miscellany

### Passing of a veteran

On February 19, the Mailers Technical Advisory Committee informed members of the postal community that John Wargo, former Vice President of Customer Service and Market Development, passed away February 8 at the age of 85.



According to his obituary,

“Born in Pittsburgh, PA, to Harry and Frances Wargo, who preceded him in death, John was a scholar and an athlete of Central Catholic High School, where he was later inducted into the Hall of Fame for his career achievements. He earned a Bachelor of Science degree in Business Administration from Duquesne University and pursued graduate studies there. Additionally, he completed the Advanced Management Program at the University of Texas and participated in executive management programs at Harvard, Columbia, The Wharton School of Business, Duke, and Georgetown University.

“After college, John proudly served in the United States Coast Guard before embarking on a distinguished career in 1971 with the United States Postal Service. He rose to the rank of senior executive, serving as Assistant Postmaster General and Senior Vice President of Strategic Marketing & Customer Relations. He was also Chairperson of the Mailers Technical Advisory Committee, leaving a lasting impact on the industry.

“John’s dedication and leadership earned him numerous accolades, including the Key to the City of Pittsburgh and an official proclamation of “John Wargo Day” in his honor. ...”

The MTAC message added that

“Mr. Wargo had a distinguished 35-year career with the Postal Service in marketing and sales, beginning in Philadelphia, and progressing to Postal Service Headquarters as Vice President, Customer Relations, then as Vice President, Strategic Marketing, before his retirement in 2005. He was known for improving customer service and developing new marketing opportunities and was responsible for customer events including the National Postal Forum, Postal Customer Councils and the Mailers Technical Advisory Committee.

“Mr. Wargo developed the first Postal Service major account program to focus on commercial mailers. He was a Postmaster General’s Leadership Award recipient in 2003. In the same year he also received the inaugural John R. Wargo Mail Industry Partnership Award from the National Association of College and University Mail Services—an award that is given annually in his honor—and the Direct Marketing Club of New York’s annual Silver Apple award for leadership in positioning direct mail as “a full-fledged economic engine.”

A funeral Mass was held in Leesburg (VA) on February 22.

### Complaint

USPS data issues have reached the point that a Mailers Hub subscriber filed a complaint this week with the USPS Office of Inspector General. The complaint centered on the constant disruptions to PostalOne and the system’s inability to calculate Growth Incentive credits accurately – a problem reportedly that started last October. As we were told, for this mailer, it took until December to rectify the October issues. The subscriber noted that its clients are not sure the credits for the Growth Incentive are accurate, so they’re unable to plan how to spend credits that may or may not exist. The USPS sent emails out to the mailer’s clients letting them know that it was auditing the numbers.

The complaint also noted the constant “breaking” of the auto-finalization function within the PostalOne dashboard. For over two months, tickets have been filed with the MSSC and PostalOne Help Desk to get them to finalize jobs that were waiting on the PostalOne dashboard.

We’ll report back about what response the subscriber received.

### Circulating

A subscriber sent us a report about an item sent by Priority Mail from Willowbrook (IL) to Mason (OH), a distance of 311 miles – about a five hour drive. Unfortunately, the item took considerably longer, as the USPS tracking data (below) shows, including the six days it spent circulating between facilities in Cincinnati before finally being sent to the delivery office. The USPS is always revising its service measurement criteria, but not enough to make this an example of timely service.

Shipping Label Created, USPS Awaiting Item	Willowbrook, IL 60527	2/14/2025, 1:45pm
Accepted USPS Origin Facility	Willowbrook, IL 60527	2/15/2025, 2:02am
Arr. USPS Reg’l Origin Facility	Chicago IL Dist. Center	2/15/2025, 3:17am
Dep. USPS Regional Facility	Chicago IL Dist. Center	2/15/2025, 4:45pm
In Transit to Next Facility		2/15/2025, 7:46pm
Arr. at USPS Reg’l Facility	Cincinnati OH Dist. Ctr.	2/15/2025, 11:24pm
Dep. USPS Reg’l Facility	Cincinnati OH Dist. Ctr.	2/16/2025, 12:38am
In Transit to Next Facility		2/19/2025
Arr. USPS Dest. Facility	Cincinnati, OH 45246	2/19/2025, 8:56pm
Dep. USPS Facility	Cincinnati, OH 45246	2/19/2025, 11:09pm
Arr. USPS Reg’l Dest. Facility	Cincinnati OH Dist. Ctr.	2/20/2025, 1:33pm
Dep. USPS Reg’l Facility	Cincinnati OH Dist. Ctr.	2/21/2025, 1:39am
Arr. USPS Facility	Mason, OH 45040	2/21/2025, 1:57am
Arr. Post Office	Mason, OH 45040	2/21/2025, 3:27am
Out for Delivery	Mason, OH 45040	2/21/2025, 6:10am
Delivered, Individual Picked Up at Postal Facility	Mason, OH 45040	2/21/2025, 7:43am



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Gaylord Opryland | Nashville, TN | April 27-30, 2025



## All the Official Stuff

### Federal Register

#### Postal Service

##### NOTICES

**February 12:** International Product Change: Priority Mail Express International, Priority Mail International, and First-Class Package International Service Agreement, 9441.

**February 13:** Product Change [5]: Priority Mail Express, Priority Mail, and USPS Ground Advantage Negotiated Service Agreement [2], 9559, 9559; Priority Mail and USPS Ground Advantage Negotiated Service Agreement [3], 9558, 9559, 9559.

**February 19:** Product Change [6]: Priority Mail and USPS Ground Advantage Negotiated Service Agreement [6], 9935-9936, 9936, 9936, 9936, 9936.

**February 20:** Meetings; Sunshine Act, 9983.

**February 21:** Product Change [9]: Priority Mail Express, Priority Mail, and USPS Ground Advantage Negotiated Service Agreement [5], 10092, 10092, 10092, 10092, 10093; Priority Mail and USPS Ground Advantage Negotiated Service Agreement [4], 10092, 10093, 10093, 10093.

##### PROPOSED RULES

[None].

##### FINAL RULES

**February 19:** Cremated Remains Packaging Requirements, 9843-9844.

#### Postal Regulatory Commission

##### NOTICES

**February 11:** Complaint, 9349-9350.

**February 12:** New Postal Products, 9440-9441.

**February 13:** New Postal Products, 9557-9558.

**February 14:** New Postal Products, 9641-9642.

**February 18:** New Postal Products, 9745-9746

**February 19:** New Postal Products, 9935.

**February 24:** New Postal Products, 10517-10518.

### USPS Industry Alerts

February 10, 2025

#### Click-N-Ship Application Upgrade

Beginning February 20, 2025, customers using the Legacy Click-N-Ship application must switch to the Enhanced Click-N-Ship application to create and purchase new labels. At this time, all customers on the Legacy application will receive a pop-up providing details and links to access the Enhanced Click-N-Ship application. On February 27, 2025, all shipping history will be migrated to the Enhanced Click-N-Ship and the Legacy application will be shut down. Key Dates: Now until February 19, 2025, 11:59 PM EDT – Customers can continue creating and purchasing shipping labels on Legacy Click-N-Ship. February 20-26, 2025, 11:59 PM EDT – New label creation will be unavailable on the Legacy Click-N-Ship application, but customers will be able to access their Legacy Shipping History and print existing, active labels. Customers can purchase labels on Enhanced Click-N-Ship during this period. February 27, 2025 – Full transition to the Enhanced Click-N-Ship application. For any questions about Enhanced Click-N-Ship, please visit the Contact Us page on USPS.com. For detailed information regarding the upgraded Click-N-Ship application, please visit the Enhanced Click-N-Ship experience FAQs page on USPS.com. We appreciate your continued partnership and look forward to providing you with an Enhanced and efficient shipping solution. Thank you for being a part of this exciting upgrade! NOTE: Delivery of packages IS NOT impacted during scheduled system events.

February 11, 2025

#### Update: July 2025 Price Change Release Overview

The US Postal Service has posted the July 2025 Price Change Release Overview on PostalPro at Mailing Services | PostalPro. Direct any inquiries or concerns to the Mailing and Shipping Solutions Center (MSSC) via eMail [MSSC@usps.gov] or telephone (877) 672-0007.

February 11, 2025

#### Service Standards Update 5-Digit By 5-Digit ZIP Code

We're excited to share upcoming service standards changes to support the Delivering for America Plan. These changes allow the USPS to establish standards more precisely at a 5-Digit by 5-Digit ZIP Code level to improve delivery reliability, reduce transportation costs, and optimize mail processing. The proposed changes maintain 1-5 day service standards for First-Class Mail, leveraging an updated ground network for efficiency. To help you plan for these changes, we are sharing service standard data files and technical sheets featuring new file layouts. Multiple format options will be provided, including one that closely resembles the existing 3-Digit to 3-Digit ZIP Code format with 5-Digit ZIP Code exceptions, and a new single file by mail class format. Priority Mail Express and Presort First-Class Mail service

### PROPOSED RULES

[None.]

### FINAL RULES

[None.]

### DMM Advisory

[None].

#### Postal Bulletin (PB 22670, February 20)

- Effective **April 7**, DMM 202, 233, 234, 235, 236, and the Index are revised to reflect that the Postal Service has added Connect Local Mail as a permanent market-dominant product. ... Although the Postal Service will not publish these revisions in the DMM until April 7, 2025, the standards are effective immediately.
- Effective **January 1**, IMM 141, 232, 252, 322, 323, 334, 341, 342, 344, 753, and the Individual Country Listings are revised to reflect changes to international Return Receipt as established by the Universal Postal Union. The Postal Service made similar revisions to Notice 123, *Price List*, available on Postal Explorer at [pe.usps.com](https://pe.usps.com).
- Effective **February 20**, the IMM Individual Country Listing for India is revised to move the prohibition regarding consumer electronics destined to India from the Prohibitions section to the Restrictions section; and to change the maximum value from 200 Indian rupees to 50,000 Indian rupees.

Postal Bulletin announcements of revisions to the DMM, IMM, or other publications often contain two dates: when a revised document is effective, and when a revised standard is effective. The effective date of a revised standard is typically earlier than when it will appear in a revised publication.



standards will be incorporated into the data files. Detailed file specifications for downloadable files can be accessed on PostalPro (Service Standards | PostalPro). The Service Standards API will be updated to include a new presort indicator for First-Class Mail standards. API specs can be found on the USPS Developer Portal (<https://developers.usps.com/>). This new API can be tested in our TEM environment after the March API release on March 26, 2025. We value our partnership with you and are committed to keeping you informed about these important changes. Further notifications regarding the implementation of the new service standards will be shared closer to the implementation date.

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February 12, 2025

***Facilities Access and Shipment Tracking – (FAST) – Appointments for Package Shippers and Dock Sampling***

In our ongoing efforts to combat counterfeit postage, protect Postal Service revenue, and improve security, the US Postal Service will require the following: Effective immediately, the Postal Service will perform an initial validation of payment of packages before they are unloaded from a vehicle. If packages are identified that are unpaid, the shipment will be rejected. We encourage all shippers to make FAST appointments at USPS processing facilities where packages are entered, including Network Distribution Centers (NDCs), Sectional Center Facilities (SCFs), Processing and Distribution Centers (P&DC), Regional Processing and Distribution Centers (RP&DCs), Local Processing Centers (LPCs), and International Service Centers to expedite the acceptance of packages. This excludes Sorting & Delivery Centers (SDCs) and Destination Delivery Units (DDUs). Effective May 1, 2025, the Postal Service will require FAST appointments for entry to USPS facilities for package shipments. Shippers who deliver parcels to NDCs, SCFs, P&DCs, RP&DCs, LPCs, and ISCs are required to schedule a FAST appointment at least 24 hours in advance of their arrival. If resources are available, shippers or drivers who arrive without an appointment may be accommodated as a one-time exception and will be required to provide a government issued ID, customer registration ID and/or scheduler ID and shipment details including shipper name, container counts, mail class, and bill of lading. Payment validation will occur before any shipment is accepted. To schedule a FAST appointment, shippers can log in to the USPS FAST website (<https://fast.usps.com/>). Note that a valid USPS customer registration ID (CRID) is required to schedule an appointment. For shippers scheduling FAST appointments for the first time refer to the instructions for Origin Entry and Drop Ship appointments. Shippers are encouraged to plan ahead and make the necessary arrangements to ensure compliance and avoid any unnecessary shipping delays. This requirement aligns with existing language in the Domestic Mail Manual (DMM). The DMM makes clear that the “mailer is responsible for proper payment of postage” and “Postage on all mail must be fully prepaid at the time of mailing.” See DMM at Section 604.6.1. When postage is underpaid or omitted, mail may be rejected without any attempt to deliver. Id. at 604.8.0. When shipments are found to bear counterfeit postage, they are considered abandoned. Id. at 604.8.4.

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February 12, 2025

***Postmaster General Louis DeJoy's Invitation to the National Postal Forum 2025***

We're pleased to announce the Postmaster General (PMG) has recorded an important message for our customers, inviting them to attend the National Postal Forum. From April 27-30, 2025, the iconic Gaylord Opryland Resort & Convention Center in Nashville, TN will host the National Postal Forum. This event is your gateway to discovering the latest industry trends, strategies to elevate your business, cost-savings solutions, and cutting-edge innovations shaping our future. With unparalleled educational sessions, exclusive networking opportunities, and insights from top experts, this is the must-attend event of the year. Don't miss out on this incredible opportunity – scan the QR code to watch the PMG's special invitation video. We look forward to seeing you there. Go to [NPF.org](https://NPF.org) and register today. Take advantage of online registration savings available now through April 4, 2025.

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February 13, 2025

***Addressing Expected Weather Delays***

Due to the winter weather forecast, customers may experience delays in the following locations. Please be aware of the possible delay implications as it relates to these facilities: Midwest: St. Louis, MO; Kansas City, MO; Michigan Metroplex, located in Detroit, MI; Detroit P&DC, MI; Detroit NDC, MI; Grand Rapids, MI. Mid Atlantic: Southern MD; Baltimore, MD; Washington, DC NDC located in Capitol Heights, MD; Suburban, MD P&DC located in Gaithersburg, MD; Richmond, VA; Roanoke, VA; Merrifield, VA; Dulles, VA; Philadelphia, PA. West: Reno P&DC, NV. We are continuously monitoring these situations, and we will provide updates about potential impacts as we know more. Customers are encouraged to visit our Service Alerts page at Service alerts - Newsroom - [About.usps.com](https://About.usps.com) for up-to-date information on service impacts related to weather events.

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February 13, 2025

***Postal Service Stabilizing Package Flow in Indianapolis to Address Service Delays***

The Postal Service is working around the clock to address recent service delays in the Greater Indianapolis area. As background, the Postal Service recently opened a new Regional Processing & Distribution Center in Indianapolis and restructured its operations. During this transition period, weather impacts throughout the Midwest also contributed to service delays. Additionally, facility transitions were completed two weeks ago, and postal officials are working to ramp up operations following the change. We remain committed to restoring normal operations as quickly and safely as possible. We sincerely apologize for any inconvenience you may have experienced and appreciate your patience as we enhance and restore the level of service you expect and deserve. Customers are encouraged to visit our Service Alerts page at Service alerts - Newsroom - [About.usps.com](https://About.usps.com) for up-to-date information on service impacts.

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February 18, 2025

***United States Postal Service Announces Tenure Plan of Postmaster General Louis DeJoy***

The United States Postal Service is today announcing that Louis DeJoy, America's 75<sup>th</sup> Postmaster General, has notified the Postal Service Board of Governors that it is time for them to begin the process of identifying his successor. The Governors of the Postal Service, working with key stakeholders, will now begin the process of identifying an appropriate candidate to serve as the next Postmaster General and Chief Executive Officer of the United States Postal Service.

“Louis DeJoy has steadfastly served the nation and the Postal Service over the past five years,” said Amber McReynolds, chairwoman of the Board of Governors. “The Governors greatly appreciate his enduring leadership and his tireless efforts to modernize the Postal Service and reverse decades of neglect.” She added that “Louis is a fighter, and he has fought hard for the women and men of the Postal Service and to ensure that the American people have reliable and affordable service for years to come.”

DeJoy stated, "While there remains much critical work to be done to ensure that the Postal Service can be financially viable as we continue to serve the nation in our essential public service mission, I have decided it is time to start the process of identifying my successor and of preparing the Postal Service for this change. The major initiatives we are currently endeavoring are multi-year programs and it is important to have leadership in place whose tenure will span this future period. After four and half years leading one of America's greatest public institutions through dramatic change during unusual times, it is time for me to start thinking about the next phase of my life, while also ensuring that the Postal Service is fully prepared for the future."

"The Postal Service has ironclad plans to reduce costs by over \$4 billion annually, raise revenue by over \$5 billion and adjust its operating network to integrate the delivery of all mail and package categories, achieving service standards that make modern-day sense and compete in the marketplace," DeJoy added. "We are well on our way with these necessary changes, and I have been developing a leadership team whose careers reach further into the future than the one we have today. It is important to me that we timely and methodically bring forth a new postmaster general who understands our mission and can successfully lead our spirited organization. I will be flexible in helping with this transition, and I am confident that with a period of dedicated focus preparing for this change, the Postal Service will be well positioned for future success under the new leadership."

DeJoy continued, "I am extremely proud of the 640,000 men and women of the United States Postal Service who live, work and serve in every American community. Despite being victimized by a legislative and regulatory business model that produced almost two decades of devastation to their organization and workplaces, they have persevered and embraced the changes we are making in order to better serve their fellow citizens. It has been one of the pleasures of my life and a crowning achievement of my career to have been associated with them and their mission of public service. I look forward to working with them during my remaining time here."

DeJoy was first asked to lead the Postal Service in the spring of 2020, a time of tremendous operational and financial crisis for the organization. After many years of strategic neglect and underinvestment in people and infrastructure, he took on the responsibility of leading the Postal Service with the understanding that a massive, long-term transformation and modernization effort was needed.

Within a year, DeJoy, his team, and the Board of Governors developed a 10-year plan to put the organization on a path toward financial sustainability and operational high performance. The Delivering for America plan gave the organization well-defined strategies to establish a best-in-class operational model to drive network efficiency and capability; business model changes to address unsustainable legislative and regulatory mandates; product and pricing strategies to grow revenue; and investment in people, facilities, vehicles and technology to create more effective and modern workplaces.

While only four years into the implementation of the 10-year Delivering for America plan, the strategic path is well defined, and the strategies have been tested and proven effective, and the results to date are impressive. Importantly, the Postal Service successfully undertook the most complicated of ventures – a top-to-bottom organizational transformation – and done so quickly and on an unprecedented scale, while also delivering mail and packages at least six days per week to more than 168 million delivery addresses each day.

Under DeJoy's tenure, this disruptive transformation changed practically every process, function and operation of the Postal Service for the better. DeJoy acknowledged that the essential need for change, given the critically distressed financial and operational conditions of the Postal Service, caused service issues for the American people that he wished could have been avoided, but also recognized that the transformation was vitally necessary for the Postal Service to not only survive, but also thrive. This effort created a new management structure; installed much of a new processing, logistics and delivery network design; invested more than \$18 billion to modernize infrastructure; created new products and more rational pricing; and enabled the organization to compete more effectively and to operate at a long-term lower cost. During this massive transformation and modernization effort, the Postal Service distributed COVID test kits, delivered the nation's election mail, met the annual holiday shipping needs of the public, and served the American public every day. These efforts resulted in \$1 billion in controllable income and \$140 million in generally accepted accounting principles (GAAP) income, rather than losses, during the first quarter of fiscal year 2025.

"I commend Postmaster General DeJoy for inspiring the Postal Service with strategic direction, a competitive spirit, and a culture of achievement that comes from the successful implementation of large-scale change," said McReynolds. "I have seen this spirit of purpose grow steadily during my time on the Board of Governors, and I am confident it will continue to grow as progress begets further progress, and the promise of a transformed and modernized Postal Service is fully realized."

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February 18, 2024

#### ***Consolidate Multiple Electronic File Numbers (EFNs) into Package Errors Warnings (PEW) Data Feed***

The United States Postal service is implementing a change to the USPS Ship Package Errors and Warnings (PEW) data feed, available via IV-MTR, to improve efficiency, visibility, and transparency for our customers. Starting February 23, 2025, multiple submitted Electronic File Numbers (EFNs) will be aggregated into a single Errors and Warnings (PEW) data feed. The aggregation will take place every 15 minutes. As a result of these implemented changes, you may see multiple EFNs in a single PEW data feed. All Business Service Administrators (BSAs) should alert their impacted stakeholders. During normal business hours M-F (7am CT – 5pm CT), direct any inquiries or concerns to the Inform Visibility Solution Center (IV Solution Center) via eMail [InformedVisibility@usps.gov] or telephone [1-800-238-3150, Opt 2].

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February 19, 2024

#### ***Winter Weather Impacting Operations***

Due to the winter weather forecast, customers may experience delays in the following locations. Please be aware of the possible delay implications as it relates to these facilities: Midwest: St. Louis, MO; Kansas City, MO; Springfield, MO. Southern: Memphis, TN; Little Rock, AR. The winter storm that transited through the Memphis area, negatively impacted close to 75% of the FedEx network flights starting Tuesday and will continue to impact flights through Thursday. Lives (Day Old Poultry and Adult Birds) will be embargoed on the FedEx network. This suspension began Tuesday, February 18, 2025, and will continue through Thursday, February 20, 2025. All Lives (Day Old Poultry and Adult Birds) will need to move on alternative transportation (surface or commercial air) to destination where weather permits. This storm has also negatively impacted our ability to meet Priority Mail Express (PME) commitments as FedEx did not have full network capability. As a result, the PME service guarantee is suspended for all PME shipments requiring the air network. FedEx is expected to resume acceptance of Lives on Thursday, February 20, 2025. We are continuously monitoring these situations, and we will provide updates about potential impacts as we know more. Customers are encouraged to visit our Service Alerts page at Service alerts - Newsroom - About.usps.com for up-to-date information on service impacts related to weather events.

February 19, 2025

**Postal Service Addressing Service Delays in the Chicago Metro Area**

The Postal Service is working aggressively to address recent service delays on mail and packages in the Chicago Metro area. The Postal Service is adjusting the flow of mail and packages to improve service across the Great Lakes region. We are currently experiencing service delays. We are taking immediate action to address these challenges and expect improvements in the very near future. We remain committed to restoring normal operations as quickly and safely as possible. We sincerely apologize for any inconvenience you may have experienced and appreciate your patience as we enhance and restore the level of service you expect and deserve. Customers are encouraged to visit our Service Alerts page at Service alerts - Newsroom - About.usps.com for up-to-date information on service impacts.

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February 19, 2025

**Postal Service Investing in Package Processing in the Miami and West Palm Beach Service Area**

The Postal Service is working aggressively to address recent service delays on packages in the Miami and West Palm Beach service areas. The Postal Service is in the process of installing new package sorter technology to optimize distribution and improve efficiency. Investment in our infrastructure and operations is just a part of our long-term plan to expand package capacity as package volume, particularly Ground Advantage grows. While the installation continues over the next week, we expect minor delays in the processing and delivery of packages originating within the Miami and West Palm Beach service areas. We remain committed to restoring normal operations as quickly and safely as possible. We sincerely apologize for any inconvenience you may have experienced and appreciate your patience as we enhance and restore the level of service you expect and deserve. Customers are encouraged to visit our Service Alerts page at Service alerts - Newsroom - About.usps.com for up-to-date information on service impacts.

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February 19, 2025

**Update USPS Ship File Naming Convention used for PEW Data Feeds**

The United States Postal Service (USPS) is implementing an update to the USPS Ship file naming convention used for Package Errors and Warnings (PEW) data feeds available via Informed Visibility Mail Tracking & Reporting (IV-MTR). This change aims to streamline processes and improve data consistency across USPS Ship systems for our customers. Effective February 23, 2025, the updated PEW data feed names will align with the file naming convention used for other data feeds. These changes are documented on slide 47 in the Provisioning Enterprise Payment (EPS) and USPS Ship (formerly Package Platform (PPC)) Data through Informed Visibility (IV) guide available on Postal Pro. A new report code, "PF," will be added to the naming list. Additionally, the new PEW file will continue to include header and detail records at the Electronic File Number (EFN) level. All Business Service Administrators (BSAs) should inform their stakeholders about these changes. For inquiries or concerns, please reach out to the Informed Visibility Solution Center during business hours, Monday through Friday, 7am CT to 5pm CT. You can contact them via email at [InformedVisibility@usps.gov] or by telephone at [1-800-238-3150, Option 2].

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February 19, 2025

**Atlantic Area - Areas Inspiring Mail (AIM) Meeting**

Thursday, March 20, 2025, 9:30am-1:30pm. The Canopy by Hilton, Washington (DC). Register at <https://forms.office.com/q/9M8j5uz5B1>. Question? email the Atlantic Area AIM mailbox at: [tmkmf0@usps.gov](mailto:tmkmf0@usps.gov) for all event inquiries.

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February 20, 2024

**Winter Weather Update Impacting Operations**

Due to the winter weather forecast, customers may experience delays in the following locations. Please be aware of the possible delay implications as it relates to these facilities: Midwest: St. Louis, MO; Kansas City, MO; Springfield, MO. Mid-Atlantic: Richmond, VA; Raleigh, NC. Southern: Memphis, TN; Little Rock, AR. The FedEx network is back up and running and has resumed acceptance of lives beginning today, Thursday, February 20, 2025; however, the Priority Mail Express guarantee remains suspended through the weekend. We are continuously monitoring these situations, and we will provide updates about potential impacts as we know more. Customers are encouraged to visit our Service Alerts page at Service alerts - Newsroom - About.usps.com for up-to-date information on service impacts related to weather events.

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February 21, 2025

**Postal Service Responds to Postal Regulatory Commission's Advisory Opinion on Service Standard Changes**

The Postal Service today provided a pointed response to the Postal Regulatory Commission's (PRC) recently published Advisory Opinion on the organization's proposed service standard changes: PRC Docket No. N2024-1, captioned "Operational and Service Standards to Meet Statutory Requirements for Reliable, Efficient High-Quality Service and Financial Sustainability Through an Integrated Mail and Package Network". An excerpt of the response cover letter from Postmaster General Louis DeJoy to PRC Chairman, Michael Kubayanda follows: "I must say that I was confounded by the Commission's dismissal of cost savings of nearly \$4 billion a year as "meager", while characterizing service standard changes that are carefully designed and modest in impact within the current service standard day ranges as a "severe degradation" in service that must be avoided at all costs. That said, we have fully analyzed and evaluated your Advisory Opinion, and likewise carefully considered the Commission's recommendations. In that regard, while there are many elements of the Advisory Opinion with which we could not agree, we found some areas of common ground that we can and will adopt in our ongoing effort to ensure that the American people and businesses will have a well-functioning and financially sustainable Postal Service that will provide high-quality service to our customers for decades to come, and still within the day ranges of our current service standards."

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February 21, 2025

**Update: Southwest Division – Dallas Business Mail Entry Unit (BMEU) at Dallas Processing and Distribution Center – Temporarily Suspended**

EFFECTIVE IMMEDIATELY: Due to Emergency Building Repairs, all operations at the following BMEU remain temporarily suspended. Dallas BMEU, 401 Tom Landry Frwy, Dallas, TX 75260. Bulk mail normally accepted or verified at the Dallas BMEU can be accepted or verified at the following alternate location through Midnight, Friday, February 28, 2025. Network Distribution Center (NDC), 2400 Tom Landry Frwy, Dallas, TX 75211. Business (Bulk) Mail Acceptance Hours of Operation: Mon-Fri, 10am–6pm; Sat & Sun, Closed.

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February 21, 2024

### **New Priority Next Day will Reach up to 150 Miles from Origin at Incredible Rates**

The Postal Service's continued network enhancements allow innovation in service offerings at reduced costs with greater reliability – delivering affordable shipping options for your business. Priority Next Day Available March 1, 2025: Our new Priority Next Day service will reach up to 150 miles from origin at affordable rates. This enhanced offering will enable overnight delivery to more than 67 million customers within select markets. Packages up to 20 pounds can be entered at participating locations\*. This launch underscores our commitment to providing fast, reliable, and efficient delivery solutions to meet the needs of our valued customers. Designed to support e-commerce, this solution is perfect for retail and online businesses that require fast, swift, dependable, and cost-effective shipping. It caters to businesses with daily shipping volumes that align with specified cutoff windows. Our sales representatives are ready to work with you to take advantage of this new offering. Rolling out in 54 markets, and soon to be available in more, Priority Next Day expands your regional reach. Contact us for more information about how USPS can help your business reach farther, deliver faster, and save more. \*Offering requires negotiated service agreement.

February 21, 2025

### **Key Personnel Announcements in the Chief Retail and Delivery Group**

Effective February 22, 2025, the following key personnel will permanently assume the roles that they had been detailed into since January. **Elvin Mercado**, Chief Retail & Delivery Officer and Executive Vice President; In this role, Elvin leads the Postal Service's strategy to deliver world-class service to every American home and business and to transform Post Offices into destinations that connect and enrich communities. He oversees all retail and delivery operations which include 430,000 employees and more than 30,000 retail and delivery sites. He also drives operational excellence across all retail and delivery operations to ensure that we efficiently deliver mail and packages to each American household and business six and seven days a week in a reliable and affordable manner. **Raj Sanghera**, Vice President, Retail and Delivery Operations, Central Area; In this role, Raj is responsible for overseeing delivery and retail operations that serve approximately 76 million customers, spanning over 815,000 square miles in 14 states. The Central Area includes more than 33.6 million delivery points and more than 11,500 Post Office facilities. **Chenise R. LeDoux**, Vice President, Retail and Delivery Operations, Southern Area; In this role, Chenise is responsible for overseeing retail and delivery operations in 13 Districts comprised of 11 states, as well as Puerto Rico and the US Virgin Islands, and a workforce of over 124,000 employees. The Southern Area services 49.3 million delivery points from more than 7,000 post offices, encompasses 750,000 square miles, and produces roughly \$3.2 billion total revenue annually. **John Morgan**, Vice President, Delivery Operations; In this role, John is responsible for setting Postal Service delivery strategy to ensure that we efficiently deliver mail and packages to each American household and business six and seven days a week in a reliable and affordable manner. John will oversee our delivery operation that serves nearly 167 million addresses in the country. He will continue to drive the transformation of our city and rural delivery operations to best serve the American public. **Jennifer Vo**, Vice President, Retail and Post Office Operations; In this role, Jennifer oversees retail and post office operations for the nation's largest retail network, including more than 31,000 post offices. She will also be responsible for the field maintenance organization, managing maintenance services for Postal Service stations, and branches to promote safety and health standards, reinforce postal policy, and integrate operational excellence principles into field maintenance work practices.

## **Calendar**

To register for any Mailers Hub webinar, go to [MailersHub.com/events](https://MailersHub.com/events)

Starting January 9, 2025, Mailers Hub webinars will be at 1pm on **Thursdays**, rather than Tuesdays, to minimize conflicts with other events.

March 11-12 – MTAC Meeting, USPS Headquarters  
March 13 – **Mailers Hub Webinar – Using Informed Delivery Data**  
March 27-30 – MFSA Conference, Grapevine (TX)  
April 3 – **Mailers Hub Webinar**  
April 24 – **Mailers Hub Webinar**  
April 27-30 – National Postal Forum, Nashville (TN)  
May 15 – **Mailers Hub Webinar**  
June 5 – **Mailers Hub Webinar**  
June 8-12 – IPMA Conference, Spokane (WA)  
June 26 – **Mailers Hub Webinar**

July 17 – **Mailers Hub Webinar**  
July 22-23 – MTAC Meeting, USPS Headquarters  
August 7 – **Mailers Hub Webinar**  
August 28 – **Mailers Hub Webinar**  
September 18 – **Mailers Hub Webinar**  
October 7-8 – MTAC Meeting, USPS Headquarters  
October 9 – **Mailers Hub Webinar**  
October 22-24 – Printing United, Orlando (FL)  
October 30 – **Mailers Hub Webinar**  
November 20 – **Mailers Hub Webinar**  
December 11 – **Mailers Hub Webinar**



The services of Brann & Isaacson are now available to provide legal advice to subscribers. The firm is the Mailers Hub recommended legal counsel for mail producers on legal issues, including tax, privacy, consumer protection, intellectual property, vendor contracts, and employment matters. As part of their subscription, Mailers Hub subscribers get an annual consultation (up to one hour) from Brann & Isaacson, and a reduced rate for additional legal assistance. The points of contact at Brann & Isaacson are: Martin I. Eisenstein; David Swetnam-Burland; Stacy O. Stitham; Jamie Szal. They can also be reached by phone at (207) 786-3566.

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