

# CONNECTING AT THE CROSSROADS



**INNOVATION. EDUCATION. PARTNERSHIP. GROWTH.**

**DELIVERING FOR AMERICA® | JUNE 2-5, 2024, INDIANAPOLIS**

## Boot Camp for Mail Center Managers - Part 1

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# Overview

- Part I
  - USPS Organization
  - USPS Regulations
  - Networking & Industry Organizations
  - Mail Center Management
- Part II
  - Mail Center Management (Trends & Technology)
  - Management 101
  - Professional Development

# Boot Camp: United States Postal Service Organization

# Boot Camp

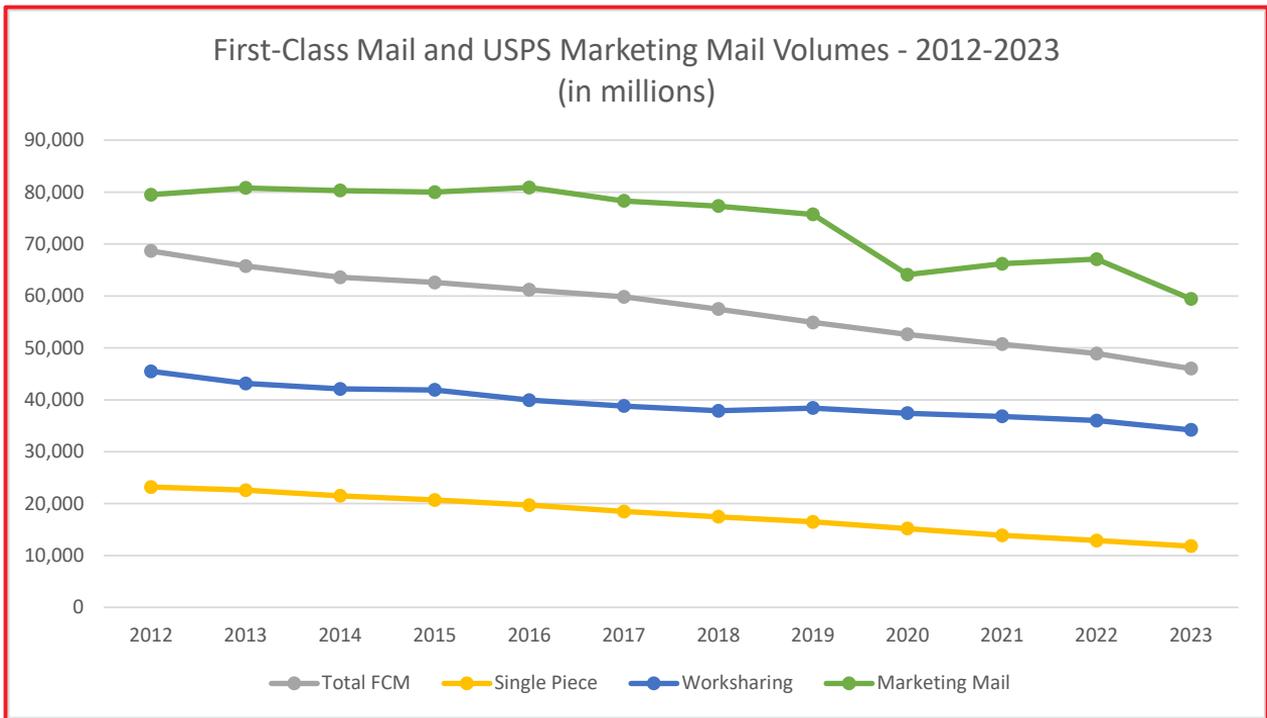
## United States Postal Service

- State of the USPS
- PMG DeJoy
- Legislation Update
- Who Do You Call?

# State of the USPS

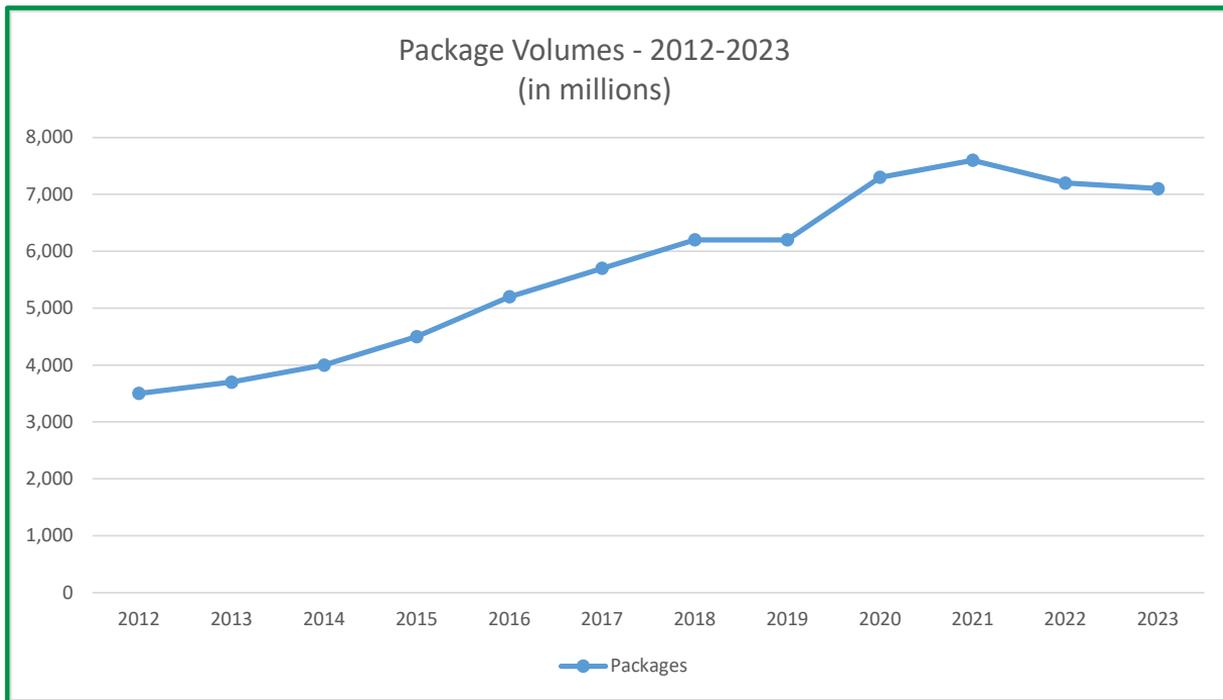
- Mix of mail continues to change
  - Declining FCM and USPS Marketing Mail
  - Slowdown in parcels
- Network Rationalization
  - Facilities and equipment
  - Routes
  - Employees
- FY 2022: \$6.4 billion loss

# Physical Mail Remains Relevant



Source: <https://facts.usps.com/table-facts/>

# Packages



Source: <https://facts.usps.com/table-facts/>

## USPS: PMG DeJoy

- Term began June 15, 2020
- Long career in logistics (former USPS supplier)
- Ten-Year Plan – March 23, 2021
  - Legislative reform
  - Service Standards
  - Improve efficiencies

# USPS: PMG DeJoy – Delivering for America

- A strengthened public service mission including 6 and 7 days of mail and package delivery.
- Service standards that foster service excellence - 95 percent on time reliability.
- A bold approach to growth, innovation and continued relevance - \$24 billion of new revenue.
- With congressional support, electric delivery fleet by no later than 2035.
- Best-in-class mail and package processing and delivery operations.
- A modern, transformed network of Post Offices designed as go-to destinations.
- A fully optimized surface and air transportation network.
- A stable and empowered workforce including reducing non-career workforce turnover by 50%.
- An organization structured to support effectiveness.
- A supportive legislative and administrative framework.
- A more rational pricing approach including the judicious implementation of new and existing pricing authority.

# USPS: PMG DeJoy Era

- Infrastructure
  - New leadership structure
  - New Areas for Operations and Marketing
  - Consolidations of Districts
  - Network Overhaul
- Delivery Standards
  - Transfer mail volumes from aircraft to surface
  - New delivery standards for most products

# Future Network – Delivering for America (DFA)

## Regional Processing and Distribution Center (RPDC)



- All outgoing operations
- Destinating Parcels to the 5 digit
- Cross dock destinating 3-digit letters and flats

## Local Processing Center (LPC)



- Letters and Flats to DPS or carrier route
- Cross dock 5-digit parcels

## Sorting and Delivery Center (S&DC)



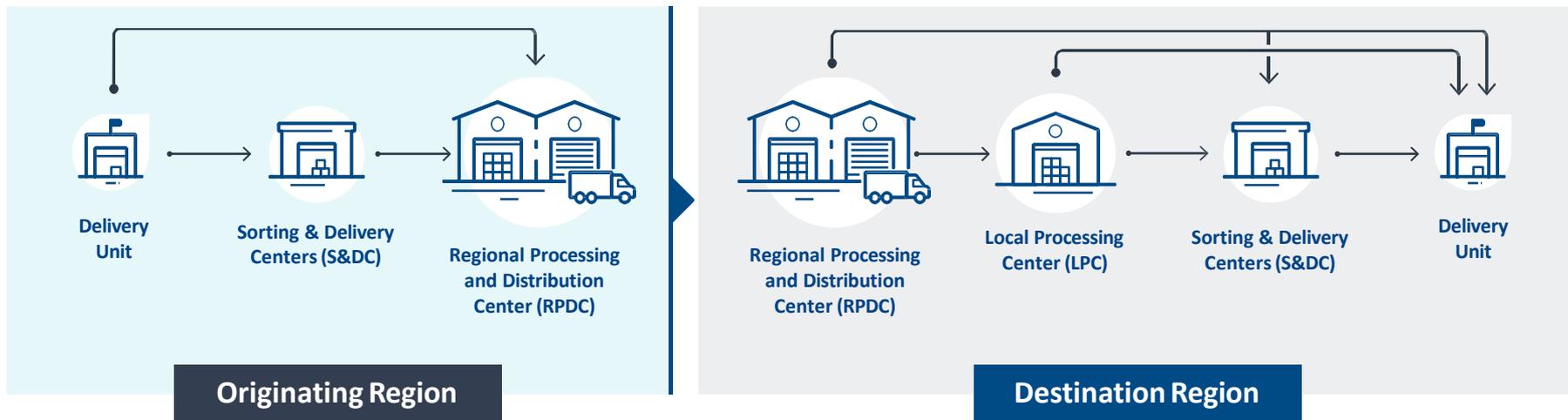
- Destinating Entry
- Carrier Routed Parcels
- Cross dock to and from DU

## Delivery Unit (DU)



- Maintain Current Operations, including destination entry

# The Future Network Flow: End-to-End Model



**REDUCE COST • IMPROVE ON-TIME DELIVERY • RELIABLE SERVICE STANDARDS**  
**OPTIMIZE RESOURCE & PROCESS YIELD • ENERGIZE EMPLOYEES • EXPAND USPS CONNECT REACH**  
**ENHANCE PRODUCTS • ALIGN NETWORK TO GROUND ADVANTAGE • CAPTURE MORE PACKAGE MARKETSHARE**

# USPS: Postal Reform Act of 2022

- Eliminates the prepayment of future retiree health benefits.
- Requires future retirees to enroll in Medicare.
- Allows the USPS to provide non-postal products and services for government agencies – from federal to state to tribal to local.
- Requires an integrated package and mail services network, deliveries 6 days a week.
- Mandates greater transparency on performance, including website.
- Increases the number of copies a rural newspaper can send to nonsubscribers from 10 percent to 50 percent.
- Requires a study and reform of flats processing.
- Adjusts language around selecting transportation methods.
- Includes the Postal Regulatory Commission (PRC) in the appointment of the USPS Inspector General.

# USPS: Legislation Update – 118<sup>th</sup> Congress

- 197 Bills focused on or impacting the USPS (as of 04/06/24)
  - 89 Naming/Establishing post offices
  - 18 Election related
  - 8 Stamp related
  - 8 Opioid/Fentanyl
  - 8 ZIP Codes
  - 66 USPS reform, funding, recognition, operations

# USPS: Legislation Update – 118<sup>th</sup> Congress

- USPS Board of Governors
  - Two Open Positions
  - Governors Hajjar in “holdover year”
  - Martin Walsh nominated Feb 29, 2024
- Postal Regulatory Commission
  - Commissioners Fisher and Poling – Terms expire Fall, 2024

# USPS: Postage Rates

- Postal Regulatory Commission – new rate system (11/30/20)
  - CPI + mail density + retirement amortization
- August 29, 2021 – first increase under new rules
- September 15, 2021 – new USPS rate schedule
  - No increase January 2022
  - July 2022 - CPI + mail density + retirement amortization
  - Beginning January 2023
    - January and July Increases
    - January = CPI + unused authority
    - July = CPI + mail density + retirement amortization

## USPS Rates: Success – Today & Tomorrow

- Know Your Mail
  - Content
  - Characteristics
  - Categories and quantity
- Continuous review
  - Weekly
  - Monthly
  - Quarterly
- USPS – Use your local resources

# USPS Contacts: Who You Gonna Call?

- Factors to Consider
  - Where are you located?
    - ZIP Code
    - Point of mail entry
  - What are you trying to accomplish?
    - Mail Piece Design, Rates and Classification
    - Mail Entry
  - What size customer are you?

# USPS Contacts: Who You Gonna Call?

- Local post office (Postmaster)
- Business Service Network
- Business Mail Entry
- Mailing & Shipping Solutions Center (MSSC):
  - 1-877-676-0007
  - [MSSC@usps.gov](mailto:MSSC@usps.gov)
- Mailpiece Design Analysts:
  - 1-855-593-6093
  - [mda@usps.gov](mailto:mda@usps.gov)

# Boot Camp: United States Postal Service Regulations and Publications

# USPS Regulations: Resources

- Postal Explorer (DMM & IMM): <http://pe.usps.gov/>
- Glossary of Postal Terms (Pub 32): <https://about.usps.com/publications/pub32/welcome.htm>
- Designing Letter and Reply Mail (Pub 25): <https://about.usps.com/publications/pub25.pdf>
- Recommendations for Designing Flat-Size Mail (Pub 178): <https://about.usps.com/publications/pub178/welcome.htm>
- Nonprofit Standard Mail Eligibility (Pub 417): <https://pe.usps.com/text/pub417/welcome.htm>
- Customer Support Rulings: <https://pe.usps.com/CustomerSupportRuling/Index>
- Rate Fold: <https://pe.usps.com/text/dmm300/Notice123.htm>
- Templates:
  - Notice 67 Cards & Letters Template
  - Notice 124 Automation Flats Template
  - Notice 3A Letter-Size Mail Dimensional Standards Template

# Physical Mail: Online Resources

- USPS website - [www.usps.com](http://www.usps.com)
- PE Explorer - <http://pe.usps.com>
- PostalPro – <https://postalpro.usps.com>
- Business Customer Gateway - <https://gateway.usps.com>
- Mailing & Shipping Solution Center - [MSSC@usps.gov](mailto:MSSC@usps.gov)

# Documentation and Payments

- Enterprise Payment System - <https://postalpro.usps.com/EPS/>
- PostalOne! and Manifest Mailings - <http://www.usps.com/postalone/welcome.htm>
- Business Customer Gateway - <https://gateway.usps.com>

# Commonly Used Acronyms

- Postal Facilities

- S&DC (Sorting & Delivery Center)
- NDC (Network Distribution Center)
- ASF (Auxiliary Service Facility)
- BMEU (Business Mail Entry Unit)
- BSN (Business Services Network)
- PDC (Processing & Distribution Center)
- SCF (Sectional Center Facility)
- ADC (Area Distribution Center)
- AADC (Automated Area Distribution Center)
- DDU (Destination Deliver Unit)
- AMF (Air Mail Facility)
- APO (Army Post Office)
- FPO (Fleet Post Office)
- MPO (Military Post Office)
- DMU (Detached Mail Unit)

- Equipment

- AFSM 100 (Automated Flat Sorting Machine)
- UFSM 1000 (Universal Flat Sorting Machine)
- FSS (Flat Sequencing System)
- BCS (Barcode Sorter)
- OCR (Optical Character Reader)
- MLOCR (Multiline Optical Character Reader)
- MERLIN (Mail Evaluation Readability Lookup Instrument)
- APPS (Automated Package Processing System)
- SPBS (Small Parcel Bundle Sorter)
- LPSS (Large Parcel Sort System)
- PBCS (Parcel Barcode Sorting System)

- Address Management

- CASS (Coding Accuracy Support System)
- MASS (Multiline Accuracy Support System)
- PAVE (Presort Accuracy Validation & Evaluation)
- NCOA<sup>Link</sup>® (National Change of Address)
- LACS<sup>link</sup> (Locatable Address Conversion System)
- ACS (Address Change Service)
- AEC (Address Element Correction)
- UAA (Undeliverable As Addressed)
- MID (Mailer ID)
- CRID (Customer Registration ID)

- Others

- DMM (Domestic Mail Manual)
- IBI (Information Based Indicia)
- IMB (Intelligent Mail Barcode)
- BPM (Bound Printed Matter)
- BPRS (Bulk Parcel Return Service)
- QBRM (Qualified Business Reply Mail)
- BRM (Business Reply Mail)
- CRM (Courtesy Reply Mail)
- MRM (Meter Reply Mail)
- FIM (Facing Identification Mark)
- OEL (Optional Endorsement Line)
- PCSC (Pricing & Classification Service Center)
- NCSC (National Customer Support Center)
- CSR (Customer Support Rulings)
- PVDS (Plant Verified Drop Shipment)
- FAST (Facility Access & Shipment Tracking)
- REC (Remote Encoding Center)

The Most Common but  
Least Valuable Manual In Existence:

# ISS Manual

# Boot Camp: Networking and Industry Organizations

# Boot Camp: Networking Basics

- What is networking?
- Why network?
- Who can network?
- Where do you network?
- How do you network?
- Resources

# What Is Networking?

- Dictionary.com
- Harvey Mackay
- Mark Fallon

# Why Network?

1. “Everyone lives by selling something.”
2. Education, training & talent will only take you so far.
3. You don’t know who knows who.
4. You don’t know who’s looking for you.
5. People are interesting – as people.

# Who Can Network?

- **Anyone** can network.
- **Absolutely** anyone can network.
- Networking is something that **anyone** and **everyone** can learn.
- Networking is something that anyone and everyone **must learn**.

# Where Do You Network?

- Work
- Conferences and trade shows
- Training
- Career fairs and job fairs
- Social situations – community events, recreational events, parties
- **Everywhere!**

# Professional Associations

- Joining isn't networking – **participation** is networking.
- Communicate often, through multiple channels (mail, email, website, telephone).
- Pair up veterans with new members.
- People like to be **asked**, so ask them!

# Professional Associations

- Take advantage of the experience of others.
- There's nothing new under the sun.
- Postal Customer Council (PCC).
- National Association of College & University Mail Services (NACUMS).
  - ACUMS
  - ARMCUMS
  - CUMSA
  - MARCUMS
- DMA, IPMA, NAPM.
- Local mailing organizations.

# Online Networking

- Multiple channels – LinkedIn, Facebook, Twitter, Instagram
- Groups, topic-specific sites (LinkedIn groups, Blogs, etc.).
- Joining isn't networking – **participation** is networking.
- Think before you post – the Internet is forever!

# How Do You Network?

- Positive Attitude
- Visual Contact
- Seek Common Ground
- Be Interested, Not Interesting
- Be Polite
- Follow-up

# This is great, but I'm still too much an introvert...

1. Don't go it alone.
2. Practice.
3. Listening is good.
4. This is a survival skill – you have to network!
5. \_\_\_\_\_

# Boot Camp: Mail Center Management

# Boot Camp: Mail Center Management

- Mail Center Design
- Standard Operating Procedures
- Security
- Trends and Technology

# Boot Camp: Mail Center Design

- Principles and Concepts
- Equipment
- Examples (workflows, photos)
- Resources

# Mail Center Design Principles and Concepts

- Workflow
- Ergonomics
- Safety
- Security

# Mail Center Design Principles and Concepts - Workflow

- Clockwise, left to right
- Proximity to entrance and exit
- Separate areas for separate functions
  - Inbound / Outbound
  - Rough sort / Fine sort
  - Prep packages / Shipping and metering

# Principles and Concepts Ergonomics

- “Ergon” = work / “nomos” = rules
- Musculoskeletal Disorders (MSDs)  
Injury to the muscles, tendons, ligaments, peripheral nerves, structures, bones or associated vascular systems of the body.
- Ergonomic Risk Reduction Process (ERRP)

# Principles and Concepts

## Ten Principles of Ergonomics

1. Use neutral postures
2. Reduce unnecessary force
3. Keep everything in easy reach
4. Work at proper heights
5. Reduce repetitive motions

# Principles and Concepts

## Ten Principles of Ergonomics

6. Minimize strain and fatigue
7. Minimize contact stress
8. Provide clearance
9. Move, exercise and stretch
10. Pay attention to the environment

# Principles and Concepts Safety

- Clear paths, clean work areas
- Wipe up spills as soon as possible
- Risk assessment
  - Corporate Insurance
  - Corporate Security
  - Human Resources

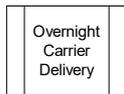
# Principles and Concepts Security

- Limit access to mail center
- Posted emergency and evacuation plans
- Training
- Rehearsals

# Mail Center Design Equipment

- Design before you buy
  - Facilities management
  - Architect
  - Furniture sales company
- Why not wheels?
- Durability isn't always inexpensive
- Buy – don't borrow (USPS tubs are for mail)

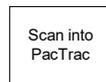
# Examples - Definitions of Shapes



This shape means a predefined process.



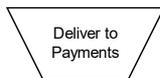
This shape means a decision point.



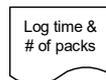
This shape means a process.



This shape means a preparation.



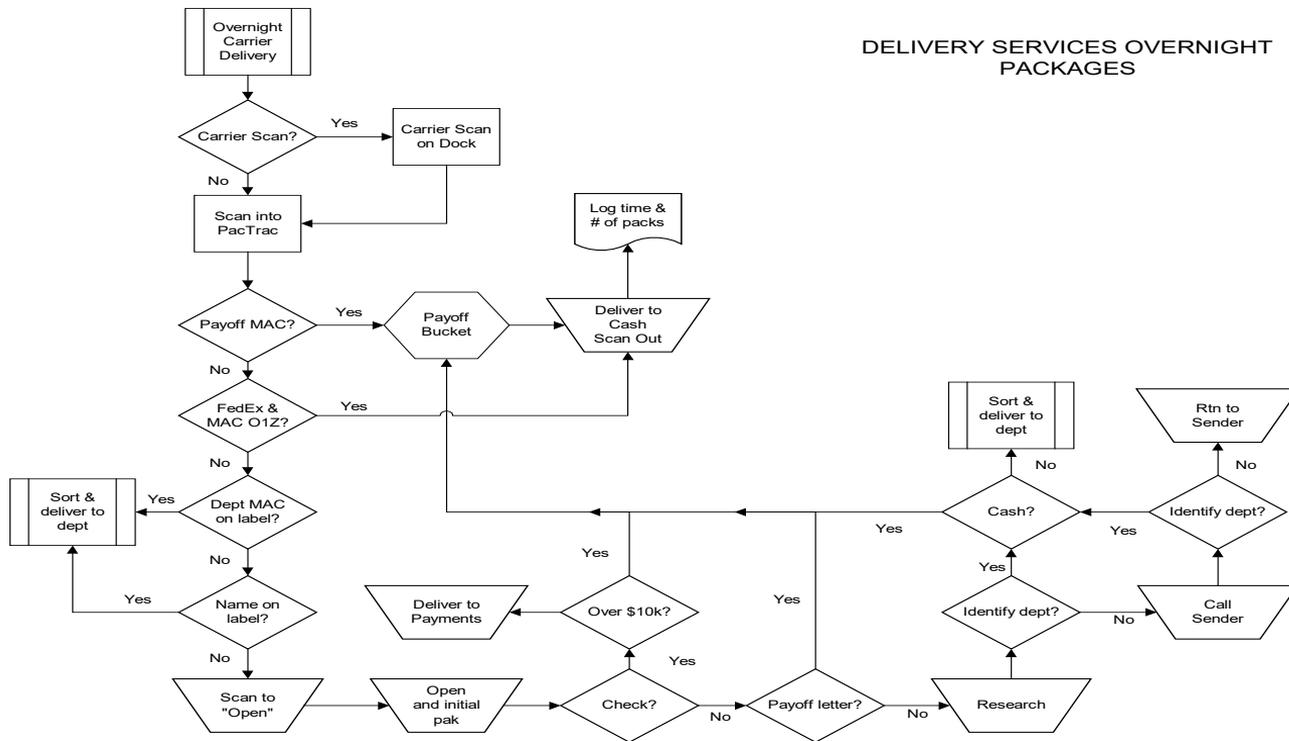
This shape means a manual operation.



This shape means a document.

# Examples

## DELIVERY SERVICES OVERNIGHT PACKAGES



# Mail Center Design Resources

- American with Disability Act (ADA)  
<https://www.dol.gov/general/topic/disability/ada>
- Ergonomics  
[www.ergonomics.org](http://www.ergonomics.org)
- National Institute for Occupational Safety & Health (NIOSH)  
[www.cdc.gov/niosh/homepage.html](http://www.cdc.gov/niosh/homepage.html)
- Occupational Safety & Health Administration (OSHA)  
<https://www.osha.gov/ergonomics>

# Boot Camp: Standard Operating Procedures

- Why?
- What are they?
- Reviews – who and when?
- Samples

# Why have a Standard Operating Procedure?

- You can't always be present.
- Employees understand their role.
- Continuity.
- Disaster recovery.

# What's in it?

- Overview of what we do
- Operations Section
- Administrative Section
- Contact List Section
- Employee Resource Section

## Who Should Review?

- Senior Management
- Human Resources
- Legal Department
- Purchasing
- Customer Service

## Periodic Review

- Daily
- Monthly
- Quarterly
- Annual

# Boot Camp: Security

- Prepare
- Threats and Risks
- Policies and Procedures
- Plans
- Training

## What's next?

- No one knows.
- To be prepared, managers need to move outside of their comfort zone.
- We don't know where the road will go, but you don't have to go it alone.

## How do you prepare?

1. Identify threats.
2. Conduct a risk analysis.
3. Develop policies.
4. Draft procedures.
5. Prepare contingency and continuity plans.
6. Communicate and train.

## Identify threats

- International terrorists.
- Domestic hate groups.
- Disgruntled employees/workplace violence.
- Acts of nature (flood, fire, earthquake, flu).

# Risk Analysis

Your posture should reflect your company's mission.

Resources include:

- Company/agency security
- Local law enforcement
- [Mail Center Security](#), USPS Inspection Service

## Develop policies

- Policy – a plan or guiding principle.
- Address areas identified as priorities in risk assessment.
- Get support from upper management and key officials.
- Examples:
  - Access to mail center.
  - X-ray of packages.
  - Opening all mail.

## Draft procedures

- Procedure – series of steps taken to implement a policy.
- Be as specific as possible, and update as needed.
  - Employee safety.
  - Inbound mail.
  - Identifying suspicious packages.
  - Outbound mail.
- Post procedures in conspicuous locations.

# Necessary plans

- **Occupant Emergency Plan**
  - How you safely evacuate and assist people during an emergency.
- **Contingency Plan**
  - How you immediately relocate your operation and restore services.
- **Continuity Plan**
  - How you return services to normal operational levels.

# Occupant Emergency Plan

- How you safely evacuate and assist people during an emergency.
- Includes:
  - Declaration of an emergency.
  - Accounting for all employees and visitors.
  - Evacuation routes and rally points.
  - Assisting people who need help.
  - Securing facility.
  - “Go kit”.

# Training

- What do people need to know to carry out policies and procedures?
- No one-time training and not one size fits all.
- Keep yourself informed.
- You can't just react, you and your staff must prepare for the unknown.
- Mail center employees must remain aware of their surroundings and the mail they handle.

# Training

- Education and awareness through training includes:
  - Basic Security Procedures
  - Recognizing and reporting suspicious packages
  - Proper use of personal protection equipment
  - Responding to biological/chemical threat
  - Responding to a bomb threat

# What Constitutes a Suspicious Letter or Package?

- Typical characteristics include:
  - Excessive postage, no postage, or non-cancelled postage
  - No return address or obvious fictitious return address
  - Packages that are unexpected or from someone unfamiliar to you
  - Improper spelling of addressee names, titles or locations
  - Packages that addressed to someone no longer with your organization or are otherwise outdated
  - Unexpected envelopes from foreign countries

## What Constitutes a Suspicious Letter or Package? (cont.)

- Suspicious or threatening messages written on packages
- Postmark showing different location than return address
- Distorted handwriting or cut and paste lettering
- Unprofessionally wrapped packages or excessive use of tape, strings, etc.
- Packages marked as “Fragile – Handle with Care”, “Rush – Do Not Delay” or “Confidential”
- Rigid, uneven, irregular, or lopsided packages

## What Constitutes a Suspicious Letter or Package? (cont.)

- Suspicious objects visible when the package is x-rayed
- Packages that are discolored, oily, or have an unusual odor or ticking sound
- Packages that have any powdery substance on the outside
- Packages with soft spots, bulges, or excessive weight
- Protruding wires or aluminum foil
- Visual distractions

**If you find a suspicious  
package:**

**Put it down and walk away.**

## Review and Testing the Plan

- Plan should be reviewed and tested regularly.
- Responsibility for assessment should be assigned to a single person.
- Funds need to be allocated for support, testing and review.

# After Action Review (AAR)

- Includes:
  - What happened?
  - What do people think happened?
  - What worked well?
  - What didn't work well?
  - What are you going to change?
- Publish report and draft project to update Plan.

# Resources

- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) <https://www.atf.gov>
- Centers for Disease Control (CDC) [www.cdc.gov](http://www.cdc.gov)
- Federal Bureau of Investigation (FBI) [www.fbi.gov](http://www.fbi.gov)
- Federal Emergency Management Agency (FEMA) [www.fema.gov](http://www.fema.gov)
- General Services Administration (GSA) [www.gsa.gov/mailpolicy](http://www.gsa.gov/mailpolicy)
- Occupational Safety and Health Administration (OSHA) [www.osha.gov](http://www.osha.gov)
- U.S. Postal Service [www.usps.com](http://www.usps.com)
- The Berkshire Company [www.berkshire-company.com](http://www.berkshire-company.com)

## Questions?

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