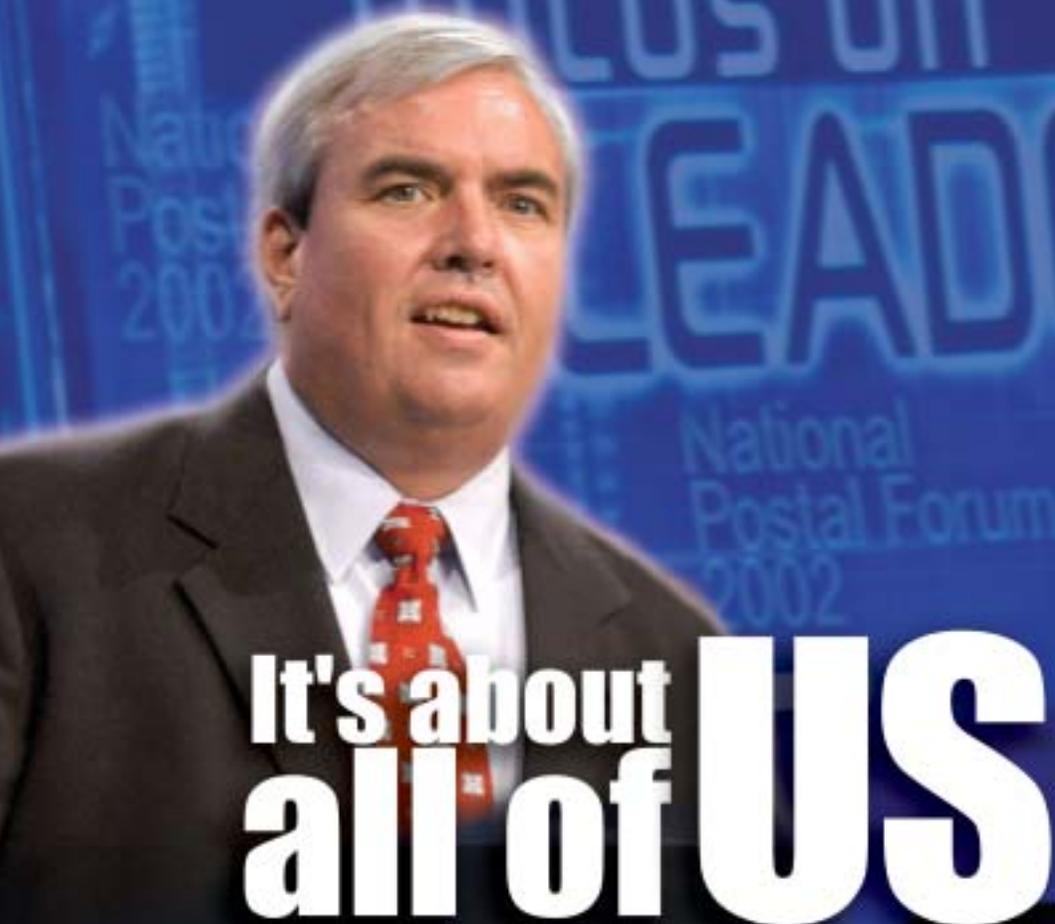


MEMO to MAILERS

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It's about all of US

Postmaster General (PMG) John E. Potter told the National Postal Forum (NPF) increased volume from mailers combined with cost reductions by the Postal Service have improved finances for USPS, which is expected to finish the year with a loss well below \$1 billion.

In his keynote address at the fall forum, held Sept. 22-25 in Boston, MA, Potter said the lower deficit and projections of net income for FY 2003 — previously announced at \$600 million — reinforce his pledge that there will be no general rate hike until well into 2004.

“My expectations are high for us, for the nation’s economy and for the entire mailing industry over the next couple of years,” he said.

Potter said that in the past year, the Postal Service kept its eye on the core mission: to pro-

vide dependable, universal mail service to every American. He thanked employees “for their resolve, their flexibility, and for their hard work. It was a year like we have never seen before.”

The PMG told mailers that USPS kept its pledges to them — to improve service performance and make the Transformation Plan a reality. “Our management team committed to managing the business like never before,” he said.

Potter said it took hard decisions. It took sweeping organizational changes, reductions in staff and workhours, and major adjustments to processing networks, among other changes. Employees and managers rose to the challenge. Service performance reached record levels.

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FY 2003 financial plan

The Postal Service’s integrated financial plan for fiscal year (FY) 2003, which covers operating, capital investment and financing plans, calls for a net income of \$600 million for the year and the first reduction in outstanding debt since 1997.

For FY 2003, revenue is projected to grow to \$70.4 billion, \$3.9 billion or 5.9 percent above FY 2002’s estimated revenue of \$66.5 billion. Mail volume is projected to grow a modest 1.9 percent to 205.7 billion pieces, but will still be below FY 2000 volume levels.

Expenses are budgeted at \$69.8 billion, a 3.2 percent growth over estimated expenses for FY 2002 of \$67.7 billion. “We plan to reduce workhours by 30 million and reduce complement by another 12,000 employees, while at the same time adding 1.65 million daily deliveries,” says Chief Financial Officer Richard Strasser. “This will be the fourth year in a row we will have reduced workhours and complement.” Cumulative workhour reductions since FY 2000 will total 141 million and the number of career employees will have been reduced by 55,000 over the same period.

The FY 2003 budget includes about \$1 billion in cost reductions. Total Factor Productivity, which measures output or workload in comparison to the resources used to produce the output, is projected to increase by 0.7 percent. The plan also projects a 1.9 percent increase in Output per Work Hour, which measures workload (mail volume and deliveries) compared to the resources used to produce it.

continued on page 2



It's about all of US

continued from page 1

"We concluded the debate on whether we were a delivery company, a communications company or a logistics company," he said. "We refocused on the core business: processing and delivering American's mail and doing it affordably with top-notch service."

Where is USPS headed? It's all in the broad context and detail of the Transformation Plan, says Potter. The continuing challenge, he says, is to keep customers, employees and all stakeholders up-to-date on the progress USPS is making.

Potter says there are four objectives for FY 2003:

- continue the commitment to improve service performance, including improvements that reduce risks of bioterrorism
- explore with the Postal Rate Commission alternatives to the ratemaking process within current legislation

- use the transformation strategy to grow business by enhancing existing products and services
- continue to manager finances and reduce costs.

Potter noted that USPS already is expanding access and making postal services more convenient. He announced that starting in January, Priority Mail and other postal products will be available in select Hallmark Gold Crown stores across the country.

"The Transformation Plan is not just about the Postal Service," Potter told the mailing industry. "It's about all of us. We all have a stake in securing the future of universal mail service in America." ■

FY 2003 financial plan

continued from page 1

"Seventy-six percent of total expenses are personnel expenses. Within that amount is \$5.1 billion in Civil Service deferred retirement liabilities and annuitant health benefits costs. No other federal agency is required to pay these costs," noted Strasser.

"The FY 2003 capital investment plan totals \$2.5 billion and reflects continued constraints on new capital commitments," said Strasser. "Projects will be considered on a case-by-case basis to

address high-growth areas, equipment that provides reduced operating costs, and crucial infrastructure improvements."

"The FY 2003 budget projects the first reduction in debt since 1997," Strasser said. "Cash flow from operations will be \$2.8 billion based mainly on net income and depreciation expenses. With capital cash outlays at \$2 billion, we will be able to reduce our outstanding debt by \$800 million." ■

MAILING INDUSTRY TASK FORCE: moving quickly from concept to reality

The Mailing Industry Task Force is making great strides to meet its objectives to better respond to customer needs, make mail more competitive and help unify the industry, according to a progress report issued at the National Postal Forum in Boston.

"The mailing industry shares the understanding that a vital Postal Service providing universal communication and delivery service to the American people is critically important," said Deputy Postmaster

General John Nolan, co-chair of the task force.

Task force recommendations have moved "quickly from concept to reality because of the remarkable collaboration between industry members and the Postal Service," said Michael Critelli, CEO of Pitney Bowes, also a task force co-chair. "These ideas will add quality to postal services and make the combined industry and Postal Service network more efficient, effective and relevant."

highlighted task force achievements

Address Quality

A test sponsored by the task force has led to several recommendations that will improve how USPS uses its database to successfully forward mail and how address correction information is captured. Other achievements include the publication of a Federal Register notice aimed at reducing undeliverable-as-addressed mail volume, the planned launch of the Postal Automated Redirection System and preprinted Address Change Service codes.

Intelligent Mail

Several enhanced products and services became available to the public this summer, or will be unveiled early this fall, including CONFIRM. Together, they form the first-phase building blocks for intelligent mail. The task force had recommended the industry promote the development of the "intelligent" mailpiece by collaborating with USPS to implement standards and systems to make every mailpiece — including packages — unique and trackable.

Consumer Gateway Services

The task force has laid the conceptual groundwork for the development of gateway services to enhance ease of use, increase access and leverage postal assets. They include kiosks, a Parcel Select merchandise returns initiative and a carrier pickup program.

Network Optimization

The task force has supported the Postal Service's Network Integration Alignment project, which has a charter to create a flexible logistics network that reduces USPS's and customers' costs, increases operational effectiveness and improves consistency in service.

Enhanced Payment Systems, Commercial Credit Options

The task force support for PostalOne! — the Web-based technology platform for an enhanced Postal Service payment system — has helped move it from the conceptual to its initial deployment.

Competitive Pricing Strategy

The first-phase development of a Postal Service corporate pricing plan was launched last spring, with the task force conducting workshops and facilitating discussions on the best practices for a competitive pricing strategy.

Congratulations!

National Postal Forum, Boston, MA, Sept. 22-25
Fall 2002 Award Winners

Partnership for Progress

Gary Mulloy
Chairman and CEO
ADVO Inc.
Windsor, CT

Vincent Sombrotto
President
National Association of Letter
Carriers, AFL-CIO
Washington, DC

Special Achievement

America Online
Dulles, VA

Leonard Bartels
Official Mail Manager
Department of Defense
Alexandria, VA

William T. Carter
President and CEO
USCertifiedLetters
Birmingham, AL

James H. Cole Jr.
Director of Bill Print Operations
Verizon Communications
New York, NY

John Crider
Manager of Postal Affairs
Sprint
Overland Park, KS

Steve Zwieg
Vice President of Development
Parcel Direct
New Berlin, WI

John S. "Jack" Dearing
Senior Vice President of Safety
and Security
ADVO Inc.
Windsor, CT

Office of Governmentwide
Policy
General Services Administration
Washington, DC

Charles H. Howard
Vice President of Postal Affairs
and Special Projects
Harte-Hanks
Glen Burnie, MD

James Licano
Mailing Center Manager
California State University—
Northridge
Northridge, CA

James R. O'Brien
Director of Distribution and
Postal Affairs
Time Inc.
New York, NY

Robert J. O'Brien
Vice President of DM List
Services and Postal Distribution
Policy
Time Customer Service Inc.
Tampa, FL

Charles L. Pace
President
C.L. Pace Associates
Kirkland, WA

Wanda Senne
Manager of Postal Affairs
ACE Marketing, A World
Marketing Company
Smyrna, GA

Wanda Taylor
Manager of Revenue Processing
Services
Texas Utilities
Irving, TX

Mail Center Manager

Clementine Borders
Manager of Mailing/Diary
Controls
Nielsen Media Research
Dunedin, FL

Gloria J. Fisher
Manager of Quality and Mail
Administration
Horizon Blue Cross Blue Shield
of New Jersey
Harrison, NJ

Erin Hawkins
Mail Center Coordinator
Speedway/Super America LLC
Enon, OH

Paul Okerson
Assistant Vice President of Office
Services
Conseco Services LLC
Carmel, IN

Ronald T. Tanaka
Operations Manager
Pacific Gas & Electric (PG&E)
Company
West Sacramento, CA

Scott Tsopas
Manager of Operational Support
Services
Harvard Business School
Boston, MA

William Tucker
Mail Center Manager
Home Interiors and Gifts
Carrollton, TX

Richard "Buzz" Van Santvoord
Vice President of Fulfillment
Plow & Hearth
Madison, VA

Mary Wells
Team Leader Mail Services
Wellmark Blue Cross and Blue
Shield of Iowa
Des Moines, IA



Fall 2002 NPF Idea Forum

Want to see some innovative uses of the mail? Look no further. These four companies and five mailing industry professionals were honored at the NPF in Boston with the Postal Service's Idea Forum award. The award recognizes corporations or individuals who have successfully implemented technological or mail-related innovation in their company to enhance the value of mail as a strategy to generate revenue or reduce costs.

Here are the innovators:

ATLANTIC ENVELOPE COMPANY, ATLANTA, GA

BOOMERANG HITS EXECUTIVE TARGET

Most customers decide quickly which direct mail piece will receive their attention. Atlantic Envelope Company certainly got noticed when it used a combination of mail-piece design and an added "premium" to grab the attention of decision makers and demonstrate the unique qualities of its product — a reusable, two-way envelope that was originally developed in Australia.

Are you thinking boomerang? Atlantic Envelope Company did. The firm's mailing list targeted decision makers — chief executive officers, presidents, chief financial officers, chief marketing officers, and administrative services and operations vice presidents — to receive an authentic, handmade Australian boomerang in a custom wooden box (with emblems and copy branded in the wood). Also included in the direct mail piece were a customized full-circle envelope, a letter from the president highlighting the revenue-generating and cost-savings advantages, and a brochure about the product.

Success was easily measured. Atlantic Envelope Company received executive-level responses from 17 of the 21 companies that received the mailing, seeking more information about the product.

RON TUTTLE, SECURITY MANAGER, FLORIDA DEPARTMENT OF LAW ENFORCEMENT, TALLAHASSEE, FL

THE FIRST SECURITY MAIL SITE IN FLORIDA

The terrorist attacks of Sept. 11, 2001, highlighted the importance of mail security unlike any other period in U.S. history. As security manager for the Capitol Mail Center, Florida Department of Law Enforcement, Ron Tuttle was responsible for safeguarding Florida's Governor Jeb Bush, brother of President Bush, along with security of the Capitol Complex mail and the safety of state employees while maintaining continuity of state government operations.

Working with the Postal Service, Tuttle developed and implemented a new and improved security/prevention plan to reduce risks and protect everyone who handled, sorted and received mail at the state capitol.

Mailroom managers and supervisors say mail service improved with the implementation of the improved security measures.

JOHN BRADLEY, PRESIDENT, RESOLE AMERICA, CHANTILLY, VA

DON'T LEAVE HOME 'WITH' THEM . . . USE THE MAIL

Customers crave convenience, so the Marketing Department at Resole America was committed to

developing a way for customers nationwide to send their shoes for repair without leaving home. Ease of use for the customer, along with efficient and timely shipping, was a top priority for Resole America.

Working with USPS Account Manager Phyllis Porter, the company discovered that the solution to its challenge was Priority Mail envelopes, with merchandise return labels attached, sent out via First-Class Mail service. Packages can be dropped into a mailbox or left for the carrier to pick up, and Resole America is able to honor its commitment to deliver repaired shoes within two to four days of the completion of work. This has helped the company increase its customer base by 15 percent over last year and overall sales have increased by 22 percent.

Resole America now is able to offer shoe-repair service to literally every household in the country.

ACCESS BUSINESS GROUP, GRAND RAPIDS, MI

THREE GOALS ARE BETTER THAN ONE

Taking advantage of Parcel Select rates through destination delivery unit (DDU) discounts may not be new, but the approach used by Access Business Group's Jim VanderMeer — manager of Global Transportation/Carrier Procurement — put a new spin on a great program by maximizing its greatest strength: dependable local delivery.

By adding the benefits of the Postal Service's "last mile" delivery expertise to its private-carrier network, Access Business Group created a program that benefits everyone involved. Teaming with USPS experts in Sales, Marketing, Operations, and Business Mail

Entry, VanderMeer and his team built the framework for an innovative and profitable shipping solution.

As a result, Access Business Network has exceeded the expectations of its internal and external customers by implementing one program that accomplished its three strategic goals: 1) maintaining the private-carrier network, 2) reducing transportation and delivery costs, and 3) improving service performance.

Destination delivery unit rates, combined with the company's private-carrier network, have made that possible. Over the past fiscal year, DDU volume has increased from 2 percent of the total package volume to 30 percent. At the same time, the Postal Service has surpassed delivery expectations by exceeding the 98.5 percent target for two-day delivery upon receipt at the DDU. VanderMeer expects the percentage of DDU volume to continue growing as new areas are added to the private delivery network.

CITY OF SCOTTSDALE, AZ

NETPOST ONLINE POSTCARDS — AN INVITATION TO SUCCESS

Community awareness and involvement is one of the biggest challenges facing municipalities across the country. The City of Scottsdale, AZ, decided the best way to inform residents of proposed development was in bite-size pieces, and in a non-threatening, non-bureaucratic format that was easy to read and understand. And what better format to deliver this information than a postcard?

Historically, the city's Planning and Development Department mails more than 50,000 notification letters to property owners informing them of proposed development projects that are being reviewed in upcoming public hearings. This process was time consuming, costly and ineffective. The technical nature of public-hearing notices did little to encourage residents to understand the city's development process or to provide input.

City officials turned to Net-Post Online postcards, because the read rate on postcard mailings was higher than that for letter mail. By using this postcard format, and working with USPS representatives on a weekly basis, city officials were able to fine-tune issues related to billing, turnaround and record keeping. City officials can see for themselves that it's working — at a recent community open house, a majority of those attending showed up with their postcards in hand as a reminder of the meeting.

**ELIZABETH SCHULTZ,
MANAGER, REGIONAL
SUPPORT SERVICE,
NATIONAL PRINT MAIL
CENTER, GEICO DIRECT,
FREDERICKSBURG, VA**

DELIVERY IS CONFIRMED

To help speed up mailings to its West Coast customers from its national mail operations in Virginia, GEICO turned to USPS National Account Manager Pam Stewart. GEICO first collected data to help identify how to move some of its mailings faster, and recognized that its initial proposals looked costlier than the company had hoped. That's when Stewart stepped in to lend a hand.

Stewart and GEICO Direct officials agreed to use PLANET Codes and CONFIRM on various seed letters sent to addresses in select three-digit locations. This process would be transparent to GEICO

customers yet provide the necessary data needed for GEICO Direct and USPS to take remedial action if delays in delivery were discovered.

Contracting with a CONFIRM vendor to provide PLANET Codes, GEICO Direct and the Postal Service discovered that delivery of 91.7 percent of the test pieces actually exceeded published External First Class Measurement scores, and that more than 97 percent of the mail was delivered within four days. As a result of the findings, GEICO Direct made the decision not to make major operational changes but rather to continue to monitor and track those specific delivery areas that fell outside the four-day delivery window.

**MODERN POSTCARD,
CARLSBAD, CA**

BUILDING CUSTOMERS — ONLINE

To increase the use of direct mail, Modern Postcard capitalized on technology and the growing use of the Internet to meet customer needs for a Web-based direct mail solution using postcards. This was accomplished via Modern Postcard's Build Online program — a website that walks customers through the process of designing effective direct mail pieces.

Additionally, customers can upload a proprietary database or purchase a mailing list from Modern Postcard. The website contains postal regulations, mailpiece design specifications, a postage calculator and more. Once the design is completed, the customer gives final approval of the layout and authorizes Modern Postcard to print and mail the project utilizing its in-house mailing service and detached mail unit. This is all accomplished over the Internet on Modern Postcard's website, which caters to all market segments or specific proprietary organizations.

Modern Postcard's postal revenue has increased 154.5 percent

over last year and — in just three years — postal revenue generated by Modern Postcard has increased from \$164,000 to a projected year-end total of \$5 million for FY 2002.

**ADONAY RAMÍREZ,
GENERAL MANAGER, EL
DÍA DIRECTO, GUAYNABO,
PUERTO RICO**

REAL ESTATE . . . REAL SUCCESS

Traditionally, real estate developers and marketing companies have relied primarily on mass media such as outdoor displays and newspaper advertising to generate awareness and promote new residential and business developments. Accountability was low and marketing was more broad-based than targeted.

General Manager Ramírez decided to change this approach by educating and convincing potential El Día Directo clients to use USPS as the vehicle to reach their desired target market. Customers were offered alternatives: advertising mail and/or First-Class Mail service.

To publicize its clients' offerings, El Día Directo decided to use presorted First-Class Mail Service to ensure fast delivery and high visibility of a full-color 8.5-by-11-inch glossy self-mailing card. Printed on both sides, the card included a map with directions on how to get to the locations and artistic renderings on how the completed projects and units would look.

Annual mail volume generated by company clients has increased from some 15,000 pieces to millions of pieces each year in a winning partnership for both El Día Directo and the Postal Service. Working closely with USPS, company mailings now are a team effort that includes postal representatives from Sales, the Business Service Network, Mailpiece Design, the Business Mail Entry Unit, and Processing and Distribution.

**BRIAN GRIMES, MANAGER,
WAREHOUSE/MAILING,
HARTE-HANKS, SHAWNEE,
KS**

COST-CUTTING NEVER GOES OUT OF STYLE

The Kansas City area facility of Harte-Hanks mails more than 75 million pieces per year on behalf of its clients, but of that total some 550,000 pieces are mailed and generated from small daily data processing files. These files often generated up to 40 separate daily mailings. This resulted in costly, labor-intensive mailings that generated more than 10,000 postal mailing certificate forms each year to support less than 1 percent of the total mail volume handled by the facility.

The challenge was to find a way to reduce these labor costs for Harte-Hanks (keeping mailings separate, creating mailing statements, etc.) and save valuable verification time for both Harte-Hanks and USPS. The solution was to create a unique manifest system that linked the manifest postal certificate with the internal tracking system.

Working with a vendor, Harte-Hanks designed and created a system that met all Postal Service requirements. The result? USPS has only one job to verify, rather than 30 small jobs, and Harte-Hanks and the Postal Service are saving tens of thousands of dollars in labor, verification and production costs. ■



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To learn more and try online shipping for yourself, visit the Postal Service website at

www.usps.com and enter Click-N-Ship in the search box.

“Expanding access to postal services by doing business when and where our customers prefer” is a key Transformation Plan strategy. And now the Postal Service is providing access online — with shipping that's just a Click-N-Ship away! ■

Rave reviews

***A Customer's Guide to Mailing* is available for free from local post offices. It's also available online at www.usps.com.**

“I just finished going through the new DMM 100 and wanted you to know how excellent this publication is. I do not usually contact anyone or comment on new materials released to the field but this thing is just too good. It is the best guide I have seen for our employees and the public in 34 years of postal service. . . . Thanks for a really great, relevant and clear guide.”

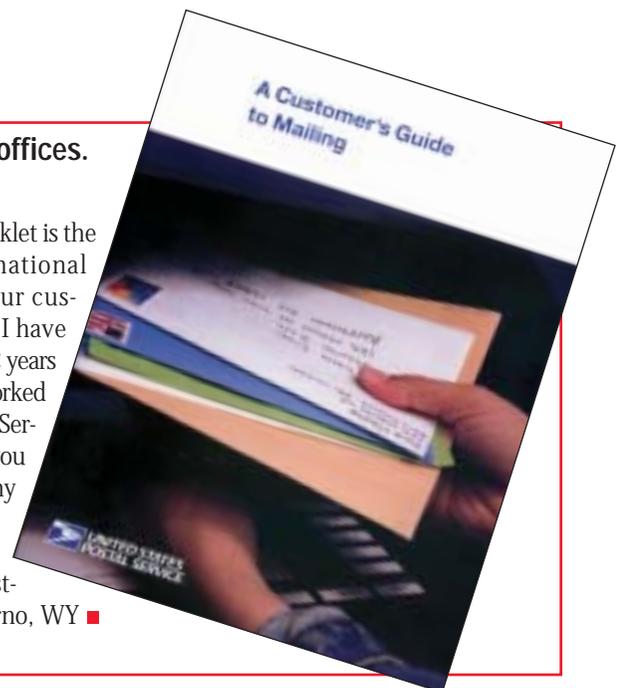
— James Jacobs, Postmaster, Sharon Hill, PA

“Congratulations on the new DMM 100. It looks terrific. I can see great care was put into its design and it is perfect for the consumer. It certainly is an example of how the Postal Service is making it easier for its customers to do business on a daily basis.”

— Bruce Dobin, Reliable Mail Service, Edison, NY, Mailers' Technical Advisory Committee member

“This booklet is the best informational source for our customers that I have seen in the 12 years that I have worked for the Postal Service. Thank you for making my job easier!”

— Vicki Koltiska, Postmaster, Wyarno, WY ■



USPS FILES NEGOTIATED SERVICE AGREEMENT

The Postal Service has filed a case with the Postal Rate Commission seeking a three-year experimental mail classification based on a negotiated service agreement (NSA) between USPS and Capital One Services, Inc.

"We are seeking ways to make it easier and more beneficial for postal customers doing business with us. Many postal customers want access to prices and services targeted to their specific needs. One way to accommodate these needs, under current law, is through the pricing flexibility afforded to us with NSAs," says USPS Chief Marketing Officer Anita Bizzotto.

NSAs can specify the preparation, presentation, acceptance, processing, transportation and delivery of mailings under particular rate, classification and service conditions, and restrictions that go beyond those required of other mailers.

PARCEL PRODUCTIVITY

Get ready for the next generation of package sorting equipment. The USPS Board of Governors approved purchase of the Automated Package Processing System (APPS) to improve package sorting and accuracy.

The system will replace mechanized Small Parcel and Bundle Sorting machines at 70 postal facilities.

The APPS will greatly reduce manual handling by automating the feeding process, using optical character recognition (OCR) technology to read addresses and utilizing a transport system that permits online video encoding of pieces that can't be read by the optical character reader. The APPS also handles larger and heavier mail.

RISE AND SHINE

The Postal Service will expand and standardize Parcel Select destination delivery unit (DDU)

acceptance hours nationwide by adding "early-bird" hours.

The first phase is effective Oct. 19. The drop ship times for Parcel Select DDU products will be standardized nationwide at a minimum of 5 a.m. to 7 a.m. and 10 a.m. to 4 p.m. among the 1,000 largest offices, with limited exceptions. Headquarters will continue to support current local initiatives to expand Parcel Select drop ship hours beyond these standardized minimums based on mailers' requests and current staffing.

The second phase will include modified standardized early morning acceptance times for an additional 7,800 offices, based on current staffing, scheduling and facility capacity. While a specific date has yet to be determined, it is expected to be implemented in the not too distant future.

Parcel Select is directed toward high-volume shippers who serve residential customers.



The Cary Grant postage stamp, issued this month, is a first-class tribute to one of film history's most witty and debonair leading men.

MEMO to MAILERS

Volume 37 Number 10

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Show of transformational support



Postmaster General John E. Potter received over 10,000 postcards mailed from postmasters who support USPS transformation. National Association of Postmasters of the United States (NAPUS) President Walter Olihovik (left) presented the postcards to Potter.

The postcards contained this message: "Please know that your NAPUS postmasters and their families stand with you, shoulder to shoulder, as we work to transform the Postal Service." ■

Keeping POSTED

News from and for Postal Customer Councils www.usps.com/nationalpcc

AT THE MARDI GRAS

If it's Mardi Gras, it must be Indianapolis in November. The Indianapolis Postal Customer Council (PCC) will hold its fall workshop Nov. 20, complete with a

Mardi Gras theme. The event will feature a vendor area, seminars, prizes and speakers from both the Postal Service and mailing industry. Seminar topics will include mailpiece design, CONFIRM/

PLANET Codes for tracking letters and flats, trends in mail center management, MERLIN automated mail acceptance and mail security. If you have questions contact Kim Yates at 317-464-6164.

Change Service Requested

Kibble and a good cause

Pet owners shopping for dog and cat chow and other supplies at PETSMART stores have the opportunity to pick up some stamps and help raise awareness of pet overpopulation and the importance of neutering or spaying pets.

Through a joint promotion with the Postal Service, PETSMART, Inc. is selling the Neuter or Spay commemorative postage stamps in its stores across the country.

USPS distributed more than 21,000 panes of 20 stamps to PETSMART stores. The \$9.99 per-pane purchase price available at PETSMART stores includes a \$2.59 donation to PETSMART Charities to fund local neuter and spay programs, and further educate the public about pet overpopulation. PETSMART Charities is a non-profit organization dedicated to saving homeless pets' lives. ■

