

Final Recommendations Report

**Service Information Needs, Reporting,
and Communication Channels**

**Mailers' Technical Advisory Committee
Workgroup #123**

February 9, 2009

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Executive Summary

MTAC Workgroup 123 — Service Information Needs, Reporting, and Communication Channels — was formed in August 2008, and tasked with developing recommendations on how best to leverage the wealth of service performance data expected to be available with implementation of the Intelligent Mail systems. The workgroup was instructed to develop process steps and required data elements for the USPS to identify and resolve service issues which the Industry could use for developing and modifying their internal plans and operations to meet desired delivery outcomes.

The workgroup focused on the following three primary objectives:

1. Identifying information/reports that would be of value to customers and the USPS in providing actionable and timely service performance data;
2. Determining the communication channels needed for exchange of service data, with a review of existing channels and data resources with consideration for possible elimination; and
3. Formulating a process for identifying and resolving service issues identified by both the USPS and the Industry.

The workgroup included over 50 participants and observers representing the Postal Service, mail owners, service providers, as well as observers from the Postal Regulatory Commission (PRC), the Government Accountability Office (GAO), and the USPS Office of Inspector General (OIG). The workgroup was actively engaged since September 2008, meeting through weekly telecons, webinars, and face-to-face meetings. Participation has been very active, with diverse viewpoints on many topics. General consensus was reached on the recommendations in this report.

Recommendations

The workgroup formulated both short-term and long-term recommendations, recognizing that today's economic environment may affect the timelines for implementing some of the recommendations. In the process of its task, and to better understand customer needs, the workgroup reviewed the final recommendations report from MTAC workgroup 114, *Establish Service Standards and Measurement*. The workgroup found many of the recommendations germane to its current task and used the previous work as a foundation for further discussions and development of recommendations.

Section 1 Service Performance Data—Requirements for Intelligent Mail System Output

This section details recommendations for mailer-specific and aggregated service performance data access. Considerable time was spent on these recommendations, including an informal survey of workgroup participants to help prioritize customer needs. The recommendations outlined in this section are expected to be an output from the new Intelligent Mail (IM) system and reflect both customer and USPS needs. The recommendations also can be used for revisions to existing systems, processes, and products to fulfill customer needs.

Mailer-specific data is service performance data of and about a mailer or service provider making a mailing and providing the USPS related documentation required for the mailing. Mailer-specific data is available today through services such as Confirm and Delivery Confirmation, and will be available in the future through the Full Service Option of the Intelligent Mail system as well as other products/services. Both customers of the USPS and the USPS need access to mailer-specific data in order to identify and resolve service issues for a specific mailer or provider or a specific mailing.

The workgroup recommends that mailer-specific data continue to be available to the customer or the customer's designated provider at the existing frequency and granularity provided today through products such as Confirm. Future products and services should, at a minimum, maintain similar levels of data granularity and frequency. The workgroup recommends that more flexible options be developed in the future to accommodate the diverse needs of different mailers for the additional types of data that can be provided through the Intelligent Mail system (e.g., tray scans, container scans).

Aggregated data is service performance data compiled from multiple mailers, mailings, and/or service providers. Both customers and service providers and the USPS need access to aggregated data. Customers and service providers need to be able to gauge their service experience with that of like mail to determine the potential causes of service issues. The USPS needs access to aggregated data in order to identify and resolve systemic, geographic, or mailstream service issues.

The workgroup recommends that aggregated data should ideally be made available by product and shape to the 3-digit ZIP Code prefix level on a weekly basis for market dominant products. The workgroup understands that this recommendation could take some time to implement and that costs and benefits need to be weighed. If a viable solution is not available, then aggregated report data needs to be available on a monthly basis, with the goal of moving to more frequent data, with the ultimate option of daily aggregation.

The workgroup recommends that aggregated data be available to the USPS and to customers and service providers with secured data access in a variety of user-selected combinations in recognition of the diverse data needs of users.

For both mailer-specific and aggregated data, the workgroup recommends that data access provide flexible options for cycle time and granularity, exception reports, and use of common terminology. Secure data distribution should be available through the web to minimize costs and provide a shared, easy to use platform for both the USPS and customers and service providers.

Section 2 Parcel Subgroup Recommendations

This section details specific recommendations for mailer-specific and aggregated service performance data access for parcels. A subgroup was formed comprised of parcel mailers, logistics providers, and USPS managers. Parcel recommendations are based on the existence of a mature data system. Many of the parcel recommendations have already been implemented or are in the queue for programming.

The parcel subgroup agreed that the existing USPS Enterprise Data Warehouse (EDW) already has the foundation to deliver the service information needs of the parcel mailing industry with some enhancements to the EDW reporting and user interface accessibility, which are outlined in Section 2. The group recommends that market dominant parcel mail classes (First-Class Mail, Standard Mail, Bound Printed Matter, and Media Mail) be added to the EDW reporting and that data be available by shape. If EDW is not a viable option, then secured access to a web URL is strongly recommended.

The parcel subgroup further recommends that the USPS re-provision the external user interface for EDW (or designated web URL) so that the parcel mailers can easily and effectively measure the service performance of the USPS. Until the external user interface is available, the group recommends that reports be made available monthly through the BSN and available also on a per request basis. This may require evaluation by the USPS product group.

The group recommends that these reports also be made available to parcel mailers for market dominant parcels, and that mailer-specific commercial parcel reports can be run by destination bulk mail center (DBMC), destination sectional center facility (DSCF), and destination delivery unit (DDU) entry.

Section 3 Communications

This section details recommendations about communication channels for ongoing dialogue on service issues and performance improvements, focusing on the USPS Business Service Network (BSN). BSN representatives were active and responsive participants on the workgroup, moving quickly to implement many of the workgroup's recommendations for improvements in the USPS Service Updates web site, as well as changes to the BSN processes. Additional recommendations for communication and BSN process improvements are included in Section 3.

Section 3 also details USPS guidelines for mailer-generated service reporting. Mailers can choose to provide the USPS with their own service data to improve their communication exchange with the USPS on service issues. The guidelines in Section 3 were developed by the USPS and represent the data elements, formats, and information structure that the USPS needs in order to identify and resolve service issues better. Mailer use of the guidelines is optional, and mailers can elect to provide data/reports that do not comply with the guidelines, using existing processes.

The guidelines contained in this section for service performance reporting/data access are designed not only to assist the Industry in providing actionable data to the USPS, but many of the guidelines also are recommended as outputs from the future Intelligent Mail system.

In addition, the workgroup reviewed three existing systems: ePubWatch, ADVANCE, and eMIRS. The workgroup recommends further review of these systems once the Intelligent Mail systems are fully functional and the USPS and customers have sufficient experience with the new systems to determine whether the existing systems can be discontinued.

Lastly, Section 3 includes recommendations for improved access to information about modern service standards and mailing services (market dominant products) service performance results.

Section 4 Additional Considerations

This final section contains additional comments and recommendations for further USPS consideration relative to the need for the USPS and customers to have access to service data on remittance mail, and nonbarcoded mail, if reasonably possible. This workgroup encourages the USPS to continue to explore methods to add mail without an Intelligent Mail barcode into the measurement mix.

In Conclusion

The members of the workgroup appreciate the support received from their sponsors and look forward to the implementation of these recommendations. The workgroup agreed on the need to monitor the status of these recommendations and any implementation at some point in the future, when the Intelligent Mail systems are fully functional. A periodic, objective review process would provide a fair balance of both organizational accountability and recognition of the need to adapt to necessary change in USPS and mailing industry environment.

Charter MTAC Workgroup #123

Issue Title: Service Information Needs, Reporting, and Communication Channels

Expected Date of Completion: January 31, 2009

Issue Originator: Bill Galligan / Linda Kingsley / Jody Berenblatt / Wendy Smith

Issue Statement:

At the conclusion of workgroup #114, *Service Standards and Measurement for Market-Dominant Products*, several workgroup members from the mailing industry recommended forming an MTAC workgroup to determine how best to leverage the new wealth of data. Workgroup #123 would develop process steps and required data elements for the USPS (USPS) to identify and resolve service issues that the Industry could use for developing and modifying their internal plans and operations to meet desired delivery outcomes. Value Stream Mapping within the USPS and Industry could help identify suitable processes to accomplish these two goals.

Impact on Other Issues/Procedures:

This new initiative may affect and require changes to current business processes. Some of the impacted issues are identified as, but not limited, to:

1. Information Needs and Reporting — Determine what information and reports would be of value to customers and identify current gaps or inconsistencies.
2. Information Channels — Determine channels needed to provide information on required data elements related to service and mailer planning and business needs. Analysis to include review of current channels and data resources and determine which ones can be eliminated (i.e., ePUBWATCH, Electronic Mail Improvement Reporting System (eMIRS), and ADVANCE Tracking and Notification).
3. Operations — Formulate a process to identify and resolve trouble spots identified internally by the USPS and externally by the Industry.

Desired Results:

The workgroup will focus on the following:

1. Provide both the USPS and Industry with actionable data.
2. Determine data availability, to include start-the-clock, stop-the-clock, business rules and ensure clarity of definitions of these data.
3. Determine data format and granularity to be shared, including near real-time data, start-the-clock data, mail category data, and aggregated and mail-level data.
4. Determine communication channels for the USPS and Industry to alert each other of general problems as well as problems specific to geographic areas or mail categories and determine the most effective and consistent communication channels for conveying the status of resolution, without duplication of channels.

Area of Focus:

Service Measurement and Improvement

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Section 1

Service Performance Data — Requirements for Intelligent Mail System Output

1.1 Overview

The workgroup formulated recommendations around two types of service performance data: *customer-specific data* and *aggregated data*. Mailer-specific data pertains to a specific customer or mailing and should be accessible only to the customer and/or the customer's authorized representative. Such data is available today through services such as Confirm. Aggregated data is data compiled from multiple customers, providers and/or mailings. The workgroup's recommendations pertaining to the two types of data appear below, with different levels of granularity and frequency recommended.

Data Value and Access

To provide an overall statement about the value of data, the Industry would like to stress that the value of service performance data decreases with age (unless data is used for historical purposes or trending analyses). While the USPS will publish data in the Annual Compliance Report to satisfy the requirements of the law, it will also provide quarterly updates on www.usps.com in the spirit of transparency. Both mailers and the USPS, however, need access to some service performance data on a more frequent basis to identify and resolve service issues.

Today, mailers who participate in Confirm have access to their own mailing data or that of their clients on a near real-time basis (hourly) and that expectation is highly relevant to how the Industry manages their business processes and meets clients' expectations. These types of mailers would like mailer-specific data outputs from the Intelligent Mail system to continue to be provided at the level of granularity and frequency as today.

On the other hand, customer access to aggregated data may not be needed in "near real time." For many customers, access to aggregated data on a weekly cycle would be sufficient; while others expressed the need for aggregated data on a daily basis. The workgroup recognizes that there is a trade-off between the potential cost of more frequent data provision and the benefits to the USPS and customers in having more frequent updates. Further analysis may be necessary, and the workgroup recognizes that initially aggregated data may only be available on a monthly basis, with plans to increase frequency to weekly, then daily, over time.

For both customer-specific and aggregated data, customers prefer an easy to download, highly exportable data set for quick and easy manipulation.

1.2 Mailer-Specific Performance Data

The workgroup stresses that the level of data frequency and granularity that customers have access to today through services such as Confirm, should not be diminished in the future. Today, for instance, Confirm subscribers can access data at the piece level and on an hourly

basis. Future systems that provide mailer-specific data should, at a minimum, maintain the existing levels of data granularity and frequency for subscribers.

Various Needs

In forming these recommendations, the workgroup considered real-life examples where business mailers are experiencing service issues and bringing them to the USPS for investigation and resolution. Whatever systems, solutions, and data access are planned for the future should provide the USPS with the ability to identify and resolve service issues, as well as providing mailers with whatever data they need to provide to the USPS so that it can effectively respond to their service issues. Here are just a few examples.

Example 1: Specific district service issues. Business mailers mailing into a specific district or area need to determine the status of their mailings. Those using Confirm or Delivery Confirmation service can review scans (or lack of scans) on mailpieces, and the USPS also has access to such data to determine the status of their mailings. But what if there is no scan data? How then does the USPS or its customer determine the status of the mailing? And what about those businesses not using services such as Confirm or Delivery Confirmation? What data is available to them, or to the USPS, to help identify and resolve service issues?

Example 2: Delayed Social Security checks. Consumers contact the Social Security Administration about delays in receiving their checks. How does the agency determine the status of the checks? What data is available to it, or to the USPS, to identify and resolve service issues?

Example 3: Marketing mailing. A business mails marketing/advertising pieces in support of a local retail event. Call centers, stores, etc., are staffed up based on the anticipated delivery date. On the first day, orders/sales in response to the marketing mailing are non-existent or extremely low. How does the business determine whether the pieces have been delivered and, if not, what the status of the mailing is? How does the USPS identify and resolve the service issue? If it is not a service issue, then the mailer can better and more quickly adjust its marketing strategy.

Mailer vs. USPS Data Access

In looking at the examples above, it is important to differentiate situations where the mailer, but not the USPS, would have access to service data (e.g., seeded mailings); situations where only the USPS has access to such data (e.g., mailers not using Confirm or Delivery Confirmation); and situations where both the mailer and USPS should have access to data (e.g., Confirm, DelCon users). All three of these situations result in different needs for access to service data, the USPS, the mailer or both.

Ultimately, the USPS needs to enhance systems, processes, and data access that will allow it to review service data to resolve mailer issues as well as to make systemic improvements to service.

Both Mailer and USPS Have Same Service Data

Situations in which both the USPS and mailers have access to the same service data would occur when mailers use services such as Confirm, Delivery Confirmation, or Full Service

Intelligent Mail barcodes. The USPS should be able to pull such data by mailer, with the data elements and reporting formats it needs to identify and resolve service issues. Ideally, the USPS and mailers would both have access to the same reports to facilitate service discussions.

Only Mailer Has Service Data

Some mailers use seeded mail to monitor service, or build reports based on customer complaints or other service indicators. The USPS would not have access to this data unless it is provided by the mailer. For these situations, the Guidelines for mailer-generated service performance reports (see Section 3.4) should help mailers provide the USPS with service data it would otherwise not be able to access.

Guiding Principles

The three main guiding principles for the creation of reporting are USPS access, data flexibility, and data elements.

USPS Access

The USPS should be able to access and provide mailer-specific data to diagnose and resolve services issues. In order for mailers to discuss and resolve their service issues with the USPS, the USPS needs to be able to access and provide mailer-specific data. The data must include the elements necessary for the USPS to diagnose and resolve service issues.

Ideally, mailers and the USPS should be able to access the same service data outputs; however the reality is that many mailers will not have access to service data for their mailings unless such data is provided by the USPS or mailers participate in the IMb Full Service Option.

Data Flexibility

Service data outputs should be as flexible as possible to accommodate the different needs of different business mailers. As identified in workgroup discussions, some mailers want all possible service data, while others want a bare minimum. Some data is needed in close to real-time, while other data may be needed only on a monthly basis. More granular data may be needed for service failures than for those that meet standards.

Rather than the USPS trying to build one set of outputs that meet all the diverse needs of its business mailers, the workgroup recommends that the USPS create an output system that is flexible, where the mailer (or the USPS user) drives the level of data needed.

Using the existing Confirm service as an example, the USPS today provides the subscriber with all the piece-level barcode scan data for the mailing. While some subscribers want even more data, others may want only Start-the Clock and Stop-the-Clock scans and not all the in-process scans. However, the existing Confirm output service does not allow the mailer flexibility in choosing the types and amount of data they wish to receive. This workgroup recommends additional purchase choices for Confirm-like data.

With the implementation of Intelligent Mail barcodes not only on pieces but also on unit loads, containers, etc., flexibility becomes even more important. While some subscribers will want all barcode scan data in the future (e.g., piece scans, sack/tray scans, container scans, etc.), other subscribers may want only a subset of the available data.

Rather than developing an output system that may provide too much data to some and not enough data to others, the USPS should develop a process and secured system access that allows individual mailers to define their data needs. The workgroup recommends that a web-based system be developed where both USPS and mailer users can define the data elements needed and pull reports on demand for mailer-specific service data. The details of such a system should be developed after some cost analysis is performed to determine the most cost-effective solutions for information exchange and user need.

Data Elements

The data output system for mailer-specific data should be capable of providing the following data elements. As noted above, not all mailers will want all data elements (see above), and some data will be needed in near real-time, while other data may not be needed as quickly. Mailers and the USPS also may need more granular information for service failures than for pieces that meet the applicable service standard.

The following data elements are not presented in any priority order, as their importance would vary by the mailer and situation for barcoded mail:

- Mailing
- Entry location
- Shape within class
- Percent delivered by day from Day 1 to +3 days beyond the applicable service standard
- Nation, Area, District, BMC, SCF/plant, 3-digit ZIP Code, 5-digit ZIP Code (5-digit ZIP Code level data for service failures only)
- Start-the-Clock data (e.g., FAST appointments., mail acceptance information, container induction scans)
- Stop-the-Clock data (external reporter, last MPE scan, etc.)
- Piece level barcode scan data from mail processing equipment (MPE)
- Intelligent Mail barcode data (if used, return of complete IM barcode info)
- Unit load (sack/tray) barcode scan data
- Container barcode scan data
- Data excluded from service performance measurement and the reason(s) why it was excluded
- Other data elements defined by the USPS as necessary for resolving service issues

Mailer-specific feedback will be shared only with the mail owner or the mail owner's designated representative/service provider as specified by *The Guide for Intelligent Mail for Letters and Flats* or other governing regulations.

1.3 Aggregated Service Data

For purposes of these recommendations, aggregated service data is data compiled from multiple customers, mailings, and/or service providers. Both customers and the USPS need access to aggregated data.

Workgroup 123 determined that it customers need access to aggregated service performance data in a form that allows them to compare individual (mailer or mailing) performance against the “whole” or “like to like” by class and by shape to help determine the cause of service issues. The USPS needs access to aggregated data in order to identify and resolve systemic, geographic, or mailstream service issues.

Since the Industry strongly supports reporting by shape, this workgroup recommends that this reporting level be provided once service performance data is available and statistically robust enough for aggregated reporting levels.

This workgroup understands that disaggregating data by shape might increase data programming, processing and storage costs and recommends that a cost evaluation be completed for a full understanding of potential attributable costs and benefits. This workgroup recognizes that keeping costs low is a mutually beneficial, primary objective. This workgroup is well aware that any measurement costs, even though required by the new law, add attributable costs. It is not the workgroup’s intent to demand excessive measurement but that which provides the most value to the USPS and its customers at the lowest cost.

Aggregated Reporting Elements

The compilation of aggregated reporting elements for access by mailers and USPS must consider the following issues:

- PAEA. Much discussion has occurred about the requirements for reporting by the USPS under Postal Accountability and Enhancement Act (PAEA). Mailers have a list of preferences, the USPS has preferences, and the PRC will be issuing a public comment period for public feedback which will be posted on *www.prc.gov* in the near future. The public comment period will allow dialogue on the report formats of the data proposed to be presented.
- Transparency. In the spirit of transparency, service performance will be available for market dominant products in a public forum quarterly in 2009. It is the USPS intent, that public reporting will be posted on *usps.com* (after review by the Board of Governors).
- Data Access. This workgroup recommends access to data in lieu of canned reports so regardless of the outcome of the two previous elements, this discussion paper focuses on what’s desired from the Intelligent Mail system that is being built and will be launched in several phases. (The system is forecasted to have service measurement capability in late 2009.)

Granularity

While service performance data will be available publicly in 2009, the level of granularity is also a matter of cost/benefit trade-offs. As an example, the sheer size of the data files to supply aggregate 5-digit ZIP Code level information on market dominant products might compromise the download communication process or degrade the speed of online access. (Mailers who participate in the Full Service Option participating in Confirm would get their own data to the mail piece level.) This might cause hardware/software/communication issues and might prevent meaningful report formatting or easy, “quick to download” access.

The Industry workgroup participants highly prefer that aggregated service performance data be provided to the 3-digit ZIP Code level, but they also recognize that there could be technology or cost limitations in doing so. Accordingly, the workgroup recommends that aggregated service performance data initially be available to the plant/BMC level, with movement toward 3-digit ZIP Code level data in the future. The workgroup recommends that a cost analysis be completed so all parties are aware of additional costs.

Summary

Strategically, the Industry supports a low-cost solution for the USPS to provide aggregated data access to the 3-digit level for market-dominant products initially on a weekly basis, preferably by shape. If a low cost solution is not available, then aggregated report data needs to be available on a monthly basis, with the goal of moving to more frequent data, with the ultimate option of daily aggregation.

Again, it is not the Industry's intent to drive product measurement costs up but to keep them as low as possible. Cost-benefit analyses should be completed before proceeding on the development of "near real time" aggregate data availability.

The USPS notes that mailers will have the opportunity to choose to receive every aspect of information about their specific mailing through the use of the Intelligent Mail barcode and the Full Service Option product offerings. In addition to quality feedback about the mailing itself, options will exist for start and stop the clock data, piece level barcode information, container scans, etc. Reports should be flexible and optional. Basic Option mailings will not have the same level of measurement possible since individual mail pieces are not uniquely identified. However, Basic Option mailers should receive feedback on the quality of their mailings.

Section 2

Parcel Subgroup Recommendations

2.1 Overview of Current Reporting

The USPS already has a basis for parcel service performance reporting. Some reports are created through an existing reporting user interface with the USPS Enterprise Data Warehouse (EDW). Others are currently for only internal use such as the “Market Dominant (Retail) Package Services Reporting.”

The EDW has a limited number of existing users on an external basis due to low utilization and/or a lack of awareness of this reporting interface. The EDW reports can be broken down into two distinct types for parcel mailers: Service Performance Reporting with its “Cumulative Days to Deliver” report and Diagnostics with its “Parcel Summary Report” and “Market Dominant Package Services Reporting”. Currently, EDW reports are available only for Parcel Select as the Enterprise Data Warehouse functions and the external user interface is currently not being supported. However, reports are available through the Business Service Network.

The EDW reporting utilizes Product Tracking System (PTS) events to create reports and service performance based upon “Start-the Clock” and “Stop-the-Clock” events assigned by the USPS. Packages with errors such as invalid or out-of-sequence events are filtered out for reporting purposes based upon business rules for service measurement. Reports in EDW are available only at the Mailer or Mailer ID level. Because the report measures against PTS events, the mailer must use USPS Delivery Confirmation (Del Con) on the parcels for the reporting to run and populate data.

2.2 Parcel Reporting Recommendations

The parcel subgroup agreed that the Enterprise Data Warehouse already has the foundation to deliver the service information needs of the parcel mailing industry with some enhancements to the EDW reporting and user interface accessibility.

EDW Report: Cumulative Days to Deliver

This report gives information on a mailer’s delivery data from a USPS Start-the-Clock event to a USPS Stop-the-Clock event. This report is available to a mailer if the mailer uses USPS Delivery Confirmation and shows the percent of packages delivered by day up to Day 8 (satisfactory for competitive products, but may need to be extended for market dominant products). The recommendation of the parcel subgroup is to make the parcel data available at an industry level so that non-Del Con mailers will be able to view the USPS performance over a specific range of dates. This availability will give these mailers visibility to service performance that they could otherwise not access. For Del Con mailers, this availability provides benchmarking capability in comparing the USPS performance of their parcel mailings versus the national or total performance.

The parcel subgroup recommends that market dominant parcel mail classes (First-Class Mail, Standard Mail, Bound Printed Matter, and Media Mail) be added to the EDW reporting. It is requested that the USPS estimate the cost to break out the Standard Mail parcel subcategories.

The Industry would like to be able to measure USPS performance across the different rate categories of Standard Mail parcels. Standard Mail irregular parcels are processed on different equipment and usually in different facilities than Standard Mail machinable parcels and, therefore, should be measured separately if such measurement is not cost prohibitive.

In addition to this EDW reporting, there are business rules that drive which types of USPS events are included for measurement and which ones are not. The parcel subgroup requests that these business rules be clearly documented and communicated to the parcel community. Furthermore, the subgroup requests that a legend table be added to the reporting user interface that shows the valid Start-the-Clock and Stop-the-Clock events. This feature will further enable mailers that have internal reporting tools based on USPS detextro files to accurately compare the performance based on the same set of events and business rules. (The term “detextro” refers to the extract files of scan event data from the USPS Product Tracking System (PTS) that the USPS provides to commercial mailers. Detextro is actually part of the extract file naming convention.)

Example of Cumulative Days to Delivery Report

Cumulative Days to Deliver->Origin Area

REPORT FILTER:

((Product = Package Services) And (Date = 11/28/2008) And ((Service Exclude Indicator) (ID) = "0") And ((Destination National) = NATIONAL) And ((Origin National) = NATIONAL) And ((Origin National) = NATIONAL) And ((Service Standard Filter) = First

Origin Area	Product Category	Count of all Delivered Mail Pieces	Volume Within Service Standard	% of Volume within Service Standard	% Delivered on Same Day	% Delivered by Day 1	% Delivered by Day 2	% Delivered by Day 3	% Delivered by Day 4
CAPITAL METRO	Package Services - Retail - All	4,030	3,371	83.65%	0.02%	0.77%	17.72%	45.19%	68.83%
CAPITAL METRO	Package Services - Commercial -	22,627	18,008	79.59%	0.06%	0.07%	17.60%	45.20%	69.93%
CAPITAL METRO	Total	26,657	21,379	80.20%	0.05%	0.18%	17.62%	45.20%	69.76%
EASTERN	Package Services - Retail - All	5,348	3,658	68.40%	0.00%	0.13%	5.85%	16.55%	38.13%
EASTERN	Package Services - Commercial -	37,636	25,697	68.28%	0.17%	0.26%	7.10%	24.93%	44.45%
EASTERN	Total	42,984	29,355	68.29%	0.15%	0.24%	6.94%	23.89%	43.66%
GREAT LAKES	Package Services - Retail - All	5,163	3,213	62.23%	0.04%	0.12%	3.31%	12.53%	30.31%
GREAT LAKES	Package Services - Commercial -	53,785	21,282	39.57%	0.00%	0.02%	3.87%	11.30%	19.51%
GREAT LAKES	Total	58,948	24,495	41.55%	0.01%	0.03%	3.82%	11.40%	20.45%
NEW YORK METRO	Package Services - Retail - All	4,649	3,053	65.67%	0.00%	0.19%	8.39%	23.75%	35.73%
NEW YORK METRO	Package Services - Commercial -	19,899	13,312	66.90%	0.15%	0.28%	14.74%	39.71%	53.49%
NEW YORK METRO	Total	24,548	16,365	66.67%	0.12%	0.26%	13.54%	36.69%	50.13%
NORTHEAST	Package Services - Retail - All	4,505	2,417	53.65%	0.04%	0.24%	5.15%	14.18%	24.84%
NORTHEAST	Package Services - Commercial -	17,566	8,808	50.14%	0.02%	0.04%	8.62%	21.25%	33.27%
NORTHEAST	Total	22,071	11,225	50.86%	0.03%	0.08%	7.91%	19.81%	31.55%
PACIFIC	Package Services - Retail - All	6,217	3,969	63.84%	0.02%	0.71%	11.36%	25.43%	32.36%
PACIFIC	Package Services - Commercial -	41,673	26,017	62.43%	0.03%	0.22%	10.35%	30.60%	46.02%
PACIFIC	Total	47,890	29,986	62.61%	0.03%	0.28%	10.48%	29.93%	44.25%
SOUTHEAST	Package Services - Retail - All	6,029	4,527	75.09%	0.02%	0.17%	8.14%	22.16%	39.39%
SOUTHEAST	Package Services - Commercial -	109,036	95,714	87.78%	0.03%	0.05%	58.94%	73.05%	81.11%
SOUTHEAST	Total	115,065	100,241	87.12%	0.03%	0.05%	56.28%	70.38%	78.93%
SOUTHWEST	Package Services - Retail - All	3,476	2,655	76.38%	0.03%	0.20%	5.32%	26.58%	49.19%
SOUTHWEST	Package Services - Commercial -	17,412	12,246	70.33%	0.59%	0.59%	11.40%	29.07%	51.53%
SOUTHWEST	Total	20,888	14,901	71.34%	0.49%	0.52%	10.39%	28.66%	51.14%
WESTERN	Package Services - Retail - All	7,492	5,182	69.17%	0.01%	0.28%	6.62%	16.64%	31.47%
WESTERN	Package Services - Commercial -	52,483	35,714	68.05%	0.04%	0.32%	9.85%	21.40%	39.14%
WESTERN	Total	59,975	40,896	68.19%	0.04%	0.32%	9.45%	20.81%	38.18%
Total		419,026	288,843	68.93%	0.07%	0.18%	22.10%	37.28%	51.14%

EDW Report: Parcel Summary Report

The Parcel Summary Report currently offers the Parcel Select mailer the diagnostic capability to view USPS performance within specific markets. The report utilizes Product Tracking System (PTS) events and offers drill down data from National and Area to District and 5-digit levels. The report measures the percent scanned and percent on time. The parcel subgroup recommends that the USPS replicate this report for the market dominant mail classes. For the 5-digit drill down, perhaps the most useful and least system-intensive approach would be to pull down and sort the data for only the outliers or poorest performing areas.

Example of Parcel Summary Report

Parcel Summary Report

Destination Area	Total Pieces	Pieces with No Start-the-Clock	Excluded for Other Reasons	In On-Time Service Measurement	% Pieces On-Time	Failures-VScan Same Day	Failures-VScan Day After	Failures-Shipment Incomplete	Failures-Unattributed	Adjusted % Pieces On-Time	% of Total Pieces with Verification Scans
CAPITAL METRO	269,961	18.80%	11.84%	69.37%	98.41%	0.10%	0.41%	0.16%	0.87%	98.82%	29.41%
EASTERN	459,353	19.23%	10.31%	70.46%	98.67%	0.40%	0.25%	0.12%	0.35%	98.92%	48.02%
GREAT LAKES	381,944	23.61%	9.37%	67.02%	97.89%	0.48%	0.68%	0.20%	0.69%	98.57%	44.24%
NEW YORK	250,414	14.01%	8.25%	77.74%	98.05%	0.15%	0.25%	0.10%	1.44%	98.30%	20.15%
NORTHEAST	271,803	15.97%	12.16%	71.86%	97.58%	0.41%	0.41%	0.37%	1.02%	97.99%	34.38%
PACIFIC	348,156	23.91%	4.02%	72.08%	97.91%	0.14%	0.23%	0.18%	1.53%	98.14%	14.04%
SOUTHEAST	343,680	22.50%	6.05%	71.46%	98.66%	0.34%	0.53%	0.13%	0.32%	99.18%	47.36%
SOUTHWEST	273,015	23.70%	7.81%	68.49%	97.55%	0.62%	0.79%	0.05%	0.97%	98.34%	46.42%
WESTERN	520,432	33.23%	6.30%	60.47%	97.59%	0.71%	0.39%	0.05%	1.24%	97.99%	35.28%
Total	3,118,758	22.64%	8.26%	69.10%	98.05%	0.39%	0.43%	0.15%	0.91%	98.48%	36.39%

EDW Reporting and Accessibility

The external user interface for the EDW Reporting currently serves only a limited number of users and cannot support new users. The parcel subgroup recommends that the USPS re-provision this external user interface so that the parcel mailers can easily and effectively measure the service performance of the USPS. Until the external user interface is available, reports should be made available monthly through the BSN and available also on a per request basis.

Market Dominant Reporting in Internal EDW/PPR

The USPS is able to run service performance reports on all market dominant parcels in its internal EDW-Product Performance Reporting. It is a recommendation of the subgroup that parcel mailers have access to these reports for market dominant parcels. It is also proposed that for commercial parcels, these reports should be able to be run by DBMC, DSCF, and DDU entry. Additionally, in order to reflect performance for at least 99% of the mail, it is requested that these reports reflect data for beyond the current “+3 days” outlier parameter.

Additional Parcel Subgroup Comments.

The parcel subgroup underscored the need for service performance reporting to be consistent with PAEA goals. Central to service performance reporting, this workgroup remains concerned that the performance targets have not yet been announced, yet the first report on service performance is due out shortly. It would be very helpful to the parcel mailing industry if service standards were more effectively communicated by being posted on www.usps.com. Resurrecting the dissemination of this information on CD or other user-friendly media would improve industry awareness.

Most important, the parcel subgroup further requests that the USPS clearly communicate that although they have internal diagnostics on service performance for market dominant parcels within class, the reporting on these parcels will *not* be included in the initial service performance reports under the PAEA. The post-May parcel reporting modifications will be updating the existing reporting business rules (e.g., Start-the-Clock) with the PAEA requirements to be consistent with the letter and flat rules. Only retail parcel performance will be reflected in the initial PAEA related reports and this subgroup strongly recommends that parcel performance be segregated by shape within class for reporting purposes.

Example Report from Market Dominant reporting in EDW/PPR

Service Performance for Package Services Variance->Drill to Composite ZIP-3 Variance

ZIP-3 ID	ZIP-3 DESC	Metrics	Origin								Destination					
			Total Volume	On-Time Volume	Within + 1-Day Volume	% Within + 1-Day	Within + 2-Days Volume	% Within + 2-Days	Within + 3-Days Volume	% Within + 3-Days	Total Volume	On-Time Volume	Within + 1-Day Volume	% Within + 1-Day	Within + 2-Days Volume	% Within + 2-Days
200	WASHINGTON DC		1,694	991	1,214	71.66%	1,405	82.94%	1,548	91.38%	2,168	1,436	1,692	78.04%	1,893	87.32%
201	DULLES VA		2,076	1,397	1,618	77.94%	1,789	86.18%	1,932	93.06%	2,561	1,608	1,932	75.44%	2,191	85.55%
205	WASHINGTON OFFICIAL		1	0	0	0.00%	0	0.00%	0	0.00%						
206	SOUTHERN MARYLAND MD		1,085	712	859	79.17%	951	87.65%	1,009	93.00%	852	563	652	76.53%	737	86.50%
207	SOUTHERN MARYLAND MD		2,460	1,822	2,085	84.76%	2,236	90.89%	2,319	94.27%	1,887	1,250	1,498	79.39%	1,671	88.55%
208	SUBURBAN MD		2,375	1,398	1,778	74.86%	2,051	86.36%	2,197	92.51%	2,126	1,406	1,649	77.56%	1,800	84.67%
209	SILVER SPRING MD		620	358	467	75.32%	542	87.42%	583	94.03%	713	456	538	75.46%	605	84.85%
210	BALTIMORE MD		2,386	1,987	2,099	87.97%	2,197	92.08%	2,279	95.52%	1,830	1,165	1,390	75.96%	1,552	84.81%
211	BALTIMORE MD		1,602	1,318	1,417	88.45%	1,474	92.01%	1,530	95.51%	1,016	652	766	75.39%	862	84.84%
212	BALTIMORE MD		2,786	2,361	2,497	89.63%	2,599	93.29%	2,666	95.69%	2,196	1,397	1,673	76.18%	1,839	83.74%
214	ANNAPOLIS MD		244	216	222	90.98%	231	94.67%	239	97.95%	247	146	183	74.09%	203	82.19%
215	CUMBERLAND MD		225	91	142	63.11%	177	78.67%	201	89.33%	200	109	145	72.50%	166	83.00%
216	EASTON MD		524	276	371	70.80%	429	81.87%	469	89.50%	582	369	439	75.43%	489	84.02%
217	FREDERICK MD		1,422	811	1,072	75.39%	1,219	85.72%	1,315	92.48%	1,577	994	1,212	76.85%	1,344	85.23%
218	SALISBURY MD		529	313	394	74.48%	448	84.69%	479	90.55%	391	246	280	71.61%	314	80.31%
219	BALTIMORE MD		234	212	216	92.31%	220	94.02%	226	96.58%	212	114	147	69.34%	179	84.43%
220	NORTHERN VIRGINIA VA		1,114	753	874	78.46%	963	86.45%	1,036	93.00%	1,464	927	1,115	76.16%	1,253	85.59%
221	NORTHERN VIRGINIA VA		1,779	1,246	1,441	81.00%	1,579	88.76%	1,671	93.93%	1,226	764	925	75.45%	1,035	84.42%
222	ARLINGTON VA		798	563	636	79.70%	695	87.09%	750	93.98%	825	530	635	76.97%	715	86.67%
223	ALEXANDRIA VA		935	680	765	81.82%	823	88.02%	870	93.05%	1,052	711	850	80.80%	930	88.40%
224	RICHMOND VA		589	389	441	74.87%	493	83.70%	527	89.47%	461	279	341	73.97%	372	80.69%
225	RICHMOND VA		501	326	381	76.05%	420	83.83%	453	90.42%	340	222	248	72.94%	286	84.12%
226	WINCHESTER VA		485	330	381	78.56%	423	87.22%	453	93.40%	454	298	353	77.75%	384	84.58%
227	CULPEPER VA		253	193	221	87.35%	228	90.12%	238	94.07%	300	194	229	76.33%	255	85.00%
228	HARRISONBURG VA		409	229	292	71.39%	350	85.57%	370	90.46%	454	296	348	76.65%	389	85.68%
229	CHARLOTTESVILLE VA		715	406	521	72.87%	587	82.10%	640	89.51%	882	543	663	75.17%	751	85.15%
230	RICHMOND VA		461	346	394	85.47%	413	89.59%	429	93.06%	398	235	282	70.85%	317	79.65%
231	RICHMOND VA		835	644	698	83.59%	750	89.82%	777	93.05%	850	508	609	71.65%	698	82.12%
232	RICHMOND VA		1,436	1,092	1,223	85.17%	1,322	92.06%	1,372	95.54%	1,029	670	773	75.12%	849	82.51%
233	NORFOLK VA		640	436	510	79.69%	558	87.19%	596	93.13%	525	325	396	75.43%	452	86.10%
234	NORFOLK VA		1,090	749	856	78.53%	932	85.50%	1,000	91.74%	1,463	927	1,098	75.05%	1,252	85.58%
235	NORFOLK VA		617	418	488	79.09%	535	86.71%	571	92.54%	469	279	348	74.20%	396	84.43%
236	NEWPORT NEWS VA		811	543	633	78.05%	696	85.82%	748	92.23%	888	568	678	76.35%	757	85.25%
237	PORTSMOUTH VA		330	242	277	83.94%	294	89.09%	308	93.33%	150	88	106	70.67%	123	82.00%
238	RICHMOND VA		474	330	383	80.80%	419	88.40%	433	91.35%	602	396	460	76.41%	510	84.72%
239	FARMVILLE VA		204	150	165	80.88%	177	86.76%	190	93.14%	181	122	146	80.66%	163	90.06%
244	CHARLOTTESVILLE VA		384	225	287	74.74%	326	84.90%	349	90.89%	326	222	255	78.22%	293	89.88%
270	GREENSBORO NC		506	450	476	94.07%	491	97.04%	496	98.02%	525	470	506	96.38%	517	98.48%
271	WINSTON SALEM NC		423	382	395	93.38%	409	96.69%	414	97.87%	506	434	458	90.51%	464	91.70%
272	GREENSBORO NC		925	795	855	92.43%	879	95.03%	893	96.54%	1,175	1,043	1,118	95.15%	1,147	97.62%
273	GREENSBORO NC		780	689	747	95.77%	758	97.18%	766	98.21%	719	636	690	95.97%	707	98.33%
274	GREENSBORO NC		729	627	669	91.77%	685	93.96%	697	95.61%	657	596	638	97.11%	644	98.02%
275	RALEIGH NC		2,218	1,898	2,052	92.52%	2,113	95.27%	2,145	96.71%	2,353	2,052	2,212	94.01%	2,267	96.35%
276	RALEIGH NC		924	813	863	93.40%	890	96.32%	903	97.73%	1,158	996	1,101	95.08%	1,128	97.41%
277	DURHAM NC		709	620	679	95.77%	695	98.03%	701	98.87%	605	544	584	96.53%	592	97.85%
278	ROCKY MOUNT NC		763	647	709	92.92%	732	95.94%	743	97.38%	830	692	770	92.77%	794	95.66%
279	ROCKY MOUNT NC		530	442	485	91.51%	506	95.47%	519	97.92%	402	353	382	95.02%	391	97.26%
280	CHARLOTTE NC		1,694	1,452	1,588	93.74%	1,633	96.40%	1,653	97.58%	1,240	1,116	1,177	94.92%	1,210	97.58%
281	CHARLOTTE NC		993	838	914	92.04%	938	94.46%	955	96.17%	1,143	1,014	1,089	95.28%	1,111	97.20%
282	CHARLOTTE NC		1,407	1,222	1,320	93.82%	1,359	96.59%	1,372	97.51%	1,745	1,547	1,663	95.30%	1,696	97.19%
283	FAYETTEVILLE NC		1,548	1,310	1,420	91.73%	1,468	94.83%	1,496	96.64%	1,538	1,368	1,485	96.55%	1,516	98.57%
284	FAYETTEVILLE NC		1,137	964	1,048	92.17%	1,079	94.90%	1,103	97.01%	919	815	877	95.43%	892	97.06%
285	KINSTON NC		988	821	900	91.09%	932	94.33%	956	96.76%	1,038	892	968	93.26%	1,002	96.53%
286	HICKORY NC		1,242	1,072	1,150	92.59%	1,199	96.54%	1,213	97.67%	1,315	1,170	1,257	95.59%	1,280	97.34%
287	ASHEVILLE NC		1,821	1,600	1,716	94.23%	1,753	96.27%	1,773	97.36%	2,297	1,947	2,140	93.16%	2,208	96.13%
288	ASHEVILLE NC		409	360	380	92.91%	391	95.60%	397	97.07%	435	375	409	94.02%	421	96.78%
289	ASHEVILLE NC		98	85	93	94.90%	98	100.00%	98	100.00%	90	79	85	94.44%	86	95.56%
290	COLUMBIA SC		553	480	520	94.03%	541	97.83%	548	99.10%	961	846	918	95.53%	939	97.71%
291	COLUMBIA SC		436	381	404	92.66%	416	95.41%	422	96.79%	577	510	541	93.76%	552	95.67%
292	COLUMBIA SC		627	542	591	94.26%	609	97.13%	619	98.72%	672	593	634	94.35%	651	96.88%
293	GREENVILLE SC		721	644	680	94.31%	687	95.28%	698	96.81%	735	648	689	93.74%	711	96.73%
294	CHARLESTON SC		1,793	1,540	1,660	92.58%	1,705	95.09%	1,734	96.71%	1,644	1,444	1,561	94.95%	1,597	97.14%
295	FLORENCE SC		1,121	947	1,038	92.60%	1,066	95.09%	1,081	96.43%	1,086	946	1,023	94.20%	1,054	97.05%
296	GREENVILLE SC		1,556	1,397	1,466	94.22%	1,499	96.34%	1,521	97.75%	1,691	1,469	1,615	95.51%	1,655	97.87%
297	CHARLOTTE NC		692	602	657	94.94%	676	97.69%	687	99.28%	619	536	585	94.51%	594	95.96%

Section 3

Communications

3.1 BSN Information Channels

Information Channels

The USPS Business Service Network (BSN) is the primary communications channel for USPS personnel to work with business mailers to resolve service-related issues and to communicate information that could be helpful with to these mailers.

Recommendations

There are two basic recommendations for the BSN that are outcomes of this report:

- Robust Communication. The first recommendation involves a more robust, “just in time,” communication channel, with a set of recommendations and actions that would help to alleviate some of the Industry’s concerns about information timeliness.
- Report Generation. The second recommendation deals with reports generated by mailers and by the USPS.

Robust Communication

Communication channels for the USPS and Industry have been established through a Mail Service Update page that mailers can reach directly from *www.usps.com*. This page serves to alert mailers of service impacted areas and general problems relating to specific areas, mail categories, and operational changes. The site also serves as a quick, easy, and convenient place to convey the status of operational impacts and organizational change of significance and interest to business mailers.

Mail Service Update page currently includes the reporting of USPS locations with potential impacts to mailer drops, distribution and processing of mail. This site includes valuable links such as:

- Pending Route Adjustment Effective Dates. [Click here](#) or use the following link:
<http://ribbs.usps.gov/index.cfm?page=aqams>
- Mail Direction Search in FAST. [Click here](#) or use the following link:
 1. On the left-hand side - click Reports (do not ENTER Username or password)
 2. 4th link listed is Mail Direction Search Report<https://fast.usps.com/fast/>
- In Home Dates Guidelines [Click here](#) or use the following link:
<http://www.usps.com/communications/news/ihdguide2008.htm>
- Modern Service Standards. [Click here](#) or use the following link:
<http://ribbs.usps.gov/index.cfm?page=modernservice>

- BMC 5 Digit Direct Transportation. [Click here](#) or use the following link:
<http://www.usps.com/communications/news/bmcdirect2008.htm>
- Flats Sequencing Strategy. [Click here](#) or use the following link:
<http://ribbs.usps.gov/index.cfm?page=flat>
- Holiday and Contingency Report on FAST to determine the holiday hours of all facilities. [Click here](#) or use the following link:
<https://fast.usps.com/fast/>

Once on the pre-login FAST landing page:

1. On the left-hand side, click “Reports” (do *not* enter username or password)
2. Click on the “GO” button for the third report “Holiday and Contingency Report.”
3. Follow the prompts to break out the information you want to view.

As a result of this workgroup’s feedback, the program manager’s email address is now posted. This individual will respond to questions relating to page layout/content. Additionally, an archive of Service Update information will be maintained by the program manager. .

Future enhancements will include:

- Template for mailers to report Mail Service Update incidents
- Template for internal USPS use to report Mail Service Updates
- Posting of questions asked by BSN when an Service Request is created (BSN Resolution Tool)
- Instant messaging via BSN to mailers of program related changes posted to RIBBS

Report Generation

The BSN is also the primary conduit for receiving and coordinating the distribution of mailer-provided reports. Currently mailers send national reports to nine (9) Area BSN Managers and other USPS personnel. Each Area BSN is responsible for the distribution and management of the report within its Area. The current report distribution method does not have a required or structured process. To streamline this process, the BSN is developing procedures for mailers to submit reports through one source—a BSN representative--and follow a formal distribution plan that will ensure reports reach the appropriate stakeholder(s).

The desired outcome of this initiative is to create a centralized landing spot for all mailer-generated reports that would be accessible only to select USPS personnel for review and action.

Next Development Steps

Next steps for the development of this initiative will include:

- Identification of current Customer Reports:
 - Complete listing of all subject reports, owner, and frequency
- Report content and customer expectations:
 - Validation process outlined
 - Reporting criteria
 - Customer expectations
- Define roles and responsibilities of each party:
 - USPS Roles
 - Customer (Mailer)
- Outline report distribution:
 - USPS Field – Area/District/Plant/DDU
 - USPS HQ – Program owners
- Build a location to house reports:
- Create a diagnostics tool for the BSN focus on comparing and analyzing Customer Reports:
 - Definitions
 - Measurement
 - Analysis/Action plan
 - Communication/Improvements
 - Resolution – customer feedback
- Customer issues overview:
 - Internal USPS communication
 - Outline top issues of location and type
- Track activity/action through *CustomerFirst!* System:
 - Service Request input by account owner
- Escalation process:
 - District to Area
 - Area to HQ
 - Utilization of HQ BSN Liaisons

Communication Links Between Intelligent Mail System and BSN

Understanding that the BSN is the primary liaison between major mailers and the USPS, MTAC workgroup 123 recommends that the BSN must have access to mailer-specific reports generated from the Intelligent Mail system. This access would greatly facilitate ease of customer dialogue around performance data for problem resolution. The ideal state would be a web-based shared access information site that both mailers and the BSN could view. Mailers would only have access to their own data. Workgroup 123 recognizes the value of the BSN and promotes failure analysis agility for both the USPS and the Industry.

3.2 Existing Reporting Systems

Background and System Descriptions

MTAC workgroup #123 was tasked with four items, one of which is to examine other systems such as ePubwatch, ADVANCE, or eMIRS to determine whether any could be replaced with the future Intelligent Mail system.

ePubwatch

ePubwatch is a system used by nearly 11,000 magazine/newspaper subscribers to report issues with receipt of the publications/newspapers. This system starts with a complaint of non-receipt or other type of problem, and then is entered into a postal delivery unit notification system by the subscriber (not by the customer who receives the item, but the publication subscriber).

Delivery Units access ePubwatch daily to retrieve any issues identified. A form is generated that is posted at the carrier's case which states the problem, what has been happening, and what actions the carrier is to take. The information gathered is then entered by the supervisor into ePubwatch. (The requestor receives the information about the item requested.) Various reports are generated which notify the Area or headquarters if the delivery unit is doing follow-up and/or resolving issues which are owned by the delivery unit. Issues that appear to be processing or mail-makeup are handled by the Area office.

Each district/area has a designated ePubwatch coordinator who follows up and identifies any systemic issues. Most of the time, "non receipt" is not a delivery unit issue. Unless someone at the area level is analyzing the data for trends or common difficulties among downstream delivery units (often caused by mail make-up/upstream plants/BMCs), then the "real" process or mail make-up problems may not get corrected. ePubwatch is a good way to enter and process a complaint; it may not be optimal for solving mail make-up or upstream processing issues.

ADVANCE

ADVANCE is a "the mail is on its way to you" notification (from the mailer) and "yes, we got it" feedback (from the USPS) system. Delivery units are required to check their systems daily. Both Standard Mail and Periodicals mailers use ADVANCE; there are over 200 users. These mailers have a certain level of density of mail pieces per route they must achieve, depending on the size/scope of the mailing, before they can use ADVANCE.

The delivery units are notified about the mailing: what the mail piece looks like, when it is supposed to arrive, when it is supposed to be delivered. The delivery unit then enters when it was received, when it was delivered, and if there were any noticeable problems with the mailing (e.g., received bundles on a pallet that should have gone to a different destination delivery unit, address labels fell off, etc.).

The biggest drawback to the ADVANCE system from a USPS perspective is the "memory recall" issue. Some mailings are very easy to spot when they come into a delivery unit (may be weeklies, highly colorful, several hundred pieces per route, etc.); other mailings are very difficult to "see" (might be in Delivery Point System, might blend in with other types of mail, nothing unique or memorable). If the manager/supervisors do not "see it" or "remember when it arrived

or if it was delivered,” they rely on the clerks’/carriers’ memories. Information is then entered into the delivery computer system for feedback to the mailer/subscriber.

eMIRS

eMIRS (Electronic Mail Improvement Reporting System) is a web-based system USPS personnel use for reporting irregularities in the preparation of mail that mailers presented to the USPS (such as unreadable barcodes and bundles that fall apart). Reports for identified managed accounts are routed to the BSN for customer contact and resolution. Reports for non-managed accounts are routed to the business mail entry unit (BMEU) identified by the entry point of the mail. BMEU personnel research the problem and initiate customer contact if necessary. Mailers benefit from eMIRS with online access to report information, ready access to digital images of problem mail pieces, and feedback to improve the quality of future mailings.

Recommendations

ePubwatch

ePubwatch appears to be unnecessary for those Periodicals mailers who use ADVANCE since “delivery” information is easily available. However, most of the mailers who use ePubwatch do not appear to be ADVANCE-qualified or possible adopters of the IMb. This workgroup recommends that the USPS develop and explore the viability of developing a plan to attract these smaller mailers so that they use the IMb and reap the information benefits of postal processing systems data.

Basically, ePubwatch is a reactive approach to solving publication process issues since it starts at the delivery point. It appears to be primarily a complaint system more than an “upstream” or mail make-up problem-solving tool. However, it appears to be a good way to keep delivery units aware of “delayed-receipt” or “non receipt” problems which may be caused by delivery personnel.

To make ePubwatch more effective, USPS members of this workgroup thought that “suspect” publications could be seeded at BMEU entry and information fed back to the BSN or Consumer Advocate for resolution depending on where the problem occurred. This information could help resolve consumer complaints more efficiently and effectively which would ultimately convince smaller publication mailers the value of using the IMb. Because “seeding” requires workhours and some material costs, this workgroup recommends that criteria or trigger events be developed to determine when and how often seeding should occur.

ADVANCE

ADVANCE could be incorporated into the Intelligent Mail system if the new Intelligent Mail system supplies the same or better information. It appears that once Standard Mail and Periodicals mailers start using the Intelligent Mail barcode (IMb) on bundles of flat-sized mail pieces, they will know when the mailing arrives at the delivery unit and will know when delivery starts/ends. Scans will occur when the mailing arrives at the unit and when delivery is completed by route. Memory recall by USPS personnel will no longer be an issue. For letter-sized mailings with the IMb that go into DPS: machine processing “hits” will indicate when the mailing is about to be delivered on any given route. Again, memory recall will not be an issue because actual “machine hits” aka “when processed” information is available. Automation flats

will also receive “machine” hits and this will generate “when processed” information. Carrier route bundles and saturation flats mailing clock information will be available as well.

This workgroup recommends that until the Intelligent Mail system is up and running, with communication and service performance feedback loops in place, ADVANCE will need to continue. ADVANCE’s loyal users need to be convinced that a better notification system exists and is in place to support them.

eMIRS

eMIRS supplies information to both mailers and the USPS that will not be immediately available through the new Intelligent Mail System. At some point in the future, eMIRS should be reevaluated after the IM system is up and fully functional.

Workgroup Recommendation

Workgroup #123 recommends that all three systems be re-evaluated after the implementation of the IM system.

3.3 Other Communications Recommendations

The workgroup also recommends improvements in USPS communication of service standards and performance measurement information.

Web Site Information

The USPS has established a web site for providing this information--

<http://usps.com/serviceperformance>--but improvements are recommended as follows:

- The “service standards” information link needs to be made more prominent.
- All market dominant and commercial product service standards should be listed.
- Where public performance data is available (e.g. the new quarterly reports, EXFC reports, etc.), there should be links to a page where the current information is available as well as archives of past performance reports.

Ideally, the USPS should incorporate its service standards as part of its web site postage rate calculator functionality, so that when customers are checking prices they also see the applicable service standards for that product.

Service Standards Communication

The workgroup also recommends that the USPS make the following improvements to its communication of service standards, currently available on its web site at

<http://ribbs.usps.gov/index.cfm?page=modernservice>:

- Simplified Charts. In addition to posting the 3-digit pairs matrix for destination entry and origin entry service standards, the USPS should also post the simplified charts showing the service standards for each market dominant product, as published in its final rules and used in countless USPS presentations. Not all users want the large and cumbersome files with the 3-digit pair data, although more sophisticated users still need the data in that format in order to design and update software.

- Distribution Media. The USPS also should reactivate distribution of its service standards data by CD/DVD as a product option for those who wish hard copy media instead of web access.
- Additional Functionalities. Additional functionality should be added to the Web site and service standards CD/DVD that allows reverse look-up so that customers can determine the ZIP Codes where mail can be entered to achieve a specific service standard to a specific destination ZIP. Geographic maps illustrating service standards also are of value. In addition, the Industry wants the service standards located within the same access area so that those who prefer to do their review “on line,” can do so easily and quickly. Many major mailers have their own sets of data analyses, maps, etc., and will export what’s available to their own web sites for their own internal use. Also, several vendors (who have many customers and act as third-party service “measurement” providers) (or large vendors who provide measurement data as a competitive advantage) plan on using USPS’ data to generate reports that help their clients add value to the mailings.

The workgroup echoes the recommendations of MTAC Workgroup 114 in its final recommendations report, Section 208, that a users group be formed to provide the USPS with feedback on desired enhancements to the service standards communication tools.

3.4 Service Performance Report Guidelines

Purpose

This section sets forth guidelines for reports generated by mailers and given to the USPS for use in service performance processes. They are not intended to be requirements that mailers must use in their reports but rather to identify the elements that define effective reports that lead to service performance improvements. These guidelines will be used by the USPS as a benchmark to improve their effectiveness. These guidelines might not be applicable to all mailer reports and are general in nature rather than referring to specific mailer’s reports. These guidelines also will be used for the development and improvement of reports generated by the USPS for use with mailers.

The implementation of the Intelligent Mail barcode (IMb) will result in IMb-based service reports that are shared between the mailer and the USPS. These reports are expected to replace the need for many reports currently generated by mailers. These guidelines are initially intended to improve the service performance processes in the short term time frame until IMb data access and reports are implemented.

The review of mailer reports provided to the USPS through this workgroup showed that:

- Mailer reports often reflect unique or competitive aspects of the mail product use.
- Mailer reports are not always based on Confirm or IMb.
- Many mailer reports would benefit by incorporating these guidelines.
- The needs of performance reports can vary widely by mail class.
- Reports that a mailer provides to their customers on mailing performance have different aspects than those needed for monitoring a mailer’s internal operations or USPS performance.

Guidelines

Guideline 1: Reports Match USPS Organizational Structure

Report data should be aligned with the USPS organizational structure, grouped in a tiered structure by Area, District, Plant (SCF facility), and 3-digit ZIP. The performance metrics should drill down through the organizational levels using the same report format. The Area and District report can be separate from the report showing Plant and 3-digit level results.

Reports by state or company site location are usually not actionable by the USPS. For example, a report with California as a single element cannot lead to specific action because there are seven USPS Districts in the state of California. The concept is to provide a USPS District Manager visibility of his/her individual performance. The District Manager is accountable for and can take action to improve performance. Reports that do not match the District structure are less effective than those reports that do match the USPS structure.

Guideline 2: Excel Crosswalk Source Information

Each 3-digit ZIP is mapped to a single processing plant / SCF facility and each plant is mapped to a District. While the association of the 3-digit to Plant and District is available through Address Management files, the information is not in an easily usable format available to the typical report creator. The following reference tools are at the end of this report:

- Appendix 1 – 3-Digit Crosswalk Table
This table shows the relationship between each 3-digit ZIP and the USPS administrative and facility structure in an Excel format. It is a simple source for report generation. This file will also be available on RIBBS and updated periodically.
- Appendix 2 and Appendix 3 – Sample Report Templates
The following Excel-based templates are provided to convert mailer data into the USPS organizational and facility structure. The columns definitions are left to the end-user to define and populate. Appendix 2 and Appendix 3 are generic report templates generated from the crosswalk listing:
 - Appendix 2 – Area / District Template
 - Appendix 3 – BMC / ASF Template

Guideline 3: Delivery Destination Basis

The basis for the primary reports should be the delivery location rather than the entry location, consolidated by USPS organizational structure. Once performance is established based on the delivery location, other information can be used to backtrack to the entry location for root cause analysis. The focal point of the primary report should be the District structure based on delivery location.

Guideline 4: Bulk Mail Center (BMC) Entry Reports

The BMC is a network processing center serving a specific group of 3-digit ZIPs. The BMC manager is responsible for the processing of mail within the BMC Operating Plan. Once the mail leaves the BMC, it is dispatched to the plant location serving the 3-digit ZIP of the mail piece. BMC-based reports are very useful for the service performance process for the entry component of the mail flow. However, reports based on delivery destination are also needed to support the service performance process. A report that only identifies the BMC without further drill down by delivery destination omits a critical component in the diagnostic process. This is especially critical to letter and flat mail since the downstream plant will process the individual

pieces. A report that mixes BMC and sectional center facility (SCF) locations loses the visibility of the downstream SCF delivery performance.

Guideline 5: Identification of Entry Point

Usually more than one report is necessary to understand and diagnose performance. As noted in guideline 3, the primary report should be based on delivery location. A second report, using the same metrics but based on entry point, is useful in backtracking performance issues. Individual origin and destination pair reports are also useful, but can become very detailed and lengthy. Usually the combination of origin and destination reports is sufficient for performance measurement.

For mailer-provided reports, three categories of entry can be used:

- **Origin Entry:** Origin entry mail is entered at the local BMEU or detached mail unit (DMU) in the mailer's facility rather than discounted entry further into the USPS network as destination drop ship. The USPS network performs the transport of mail through the national network.
- **Network Facility Entry:** Mail is destination drop shipped, but entered at a facility other than the final plant responsible for the 3-digit ZIP. Area Distribution Center (ADC), Automated Area Distribution Center (AADC), and BMC sortation are examples of this category. Portions of the mail may be transported to another plant or processing operation rather than being dispatched to the delivery unit from the entry point.
- **SCF Entry:** Mail is destination drop shipped to the SCF (sectional center facility, plant facility) that services the delivery unit for the mail. There are no other USPS network locations involved. The mail will be processed in the building of entry and dispatched directly to the delivery units.
- **DDU Entry:** Mail is entered at the local Post Office facility—destination delivery unit (DDU)—usually presorted to the group of ZIP Codes served by that office.

Guideline 6: Auxiliary Service Facility (ASF) Entry

When mail is entered at one of the eight (8) ASFs, this should be identified in the reports and distinguished from SCF mail. If a BMC-entry report is generated and mail is also entered in the ASF, the ASF should be listed in the same grouping as BMCs. A national BMC-entry report would have the 21 BMCs and 8 ASFs as line items in the report.

Guideline 7: Identification of Mail Make-up

The make-up of the mail should be identified in the data elements or in separate diagnostic reports. While not necessary in the summary District reports, this information is invaluable for failed pieces and diagnostic reporting. For example, an ADC bundle may receive different performance than a 5-digit tray. The ability to isolate and then aggregate the make-up helps identify the facility or operational bottlenecks.

Two data elements should be provided where possible:

- Bundle or tray depth of sort (such as ADC, AADC, 3-digit, 5-digit, carrier-route).
- Mail transport equipment (MTE) container the bundle or tray was on when tendered to the USPS. For example, identify if the mail was on an SCF pallet, ADC pallet, BMC pallet, ADC sack or other type container. The actual categories would be dependent on the mailing characteristics and provisions of any applicable Customer Supplier Agreement.

It is noted that container scans provide valuable diagnostic information to both the USPS and the Industry. It is critical that this information be available for both today's and tomorrow report structure.

These elements will help identify how the mail came off the truck, where it was worked with the plant as a first operation, and the individual piece sortation that a piece required. This data can be used by USPS staff in the analysis of performance issues.

Guideline 8: Routing and Entry Time of Mail

If available, transportation routing and delivery times can provide valuable diagnostic information. Pickup and delivery times for drop-shipped mailings are generally provided by third-party carriers/consolidators. In the case of origin-entered First-Class Mail, mailers with *PostalOne!* Transportation Management Systems have access to transportation assignment data.

Guideline 9: 5-Digit Data

Reports should be designed around the tiered organizational levels – Area, District, SCF/3-digit. The Pareto process should be used to identify where performance improvement actions are necessary. The Pareto process should be used to identify where performance improvement actions are necessary. Under the Pareto process, the small number of locations usually contributes a disproportionately large impact to the bottom line result. This is also known as the “80:20 rule.” Headquarters will focus on Area and District level reports. Areas and Districts will focus on District, plant, and 3-digit reports. Once performance concerns are isolated to an individual 3-digit or plant, 5-digit data is invaluable to further isolate the specific locations of performance concerns through Pareto chart analysis.

The 5-digit performance data should be in a separate Excel worksheet. Generally, the only time 5-digit data is necessary is when performance improvement is needed. When providing a separate sheet in Excel of performance by 5-digit is not feasible, the mailer can, as an alternative, provide only 5-digit data for the worst performing locations. Another alternative is to provide detailed information on failed pieces. The minimum level of diagnostic data is at the 3-digit level. While not absolutely necessary, 5-digit data does help the plant or district manager immediately focus on the delivery location with the performance issues.

Guideline 10: Business Rules

The term “business rules” is used to describe the rules and process followed to turn the source data into service performance results. For example, mail is not delivered on Sunday or holidays. The method used to account “days to deliver” calculations is critical to interpreting the performance of the report. The business rules define these types of data to results conversion.

Business rules should follow those from the following sources:

- MTAC Workgroup #114 Final Report (posted on RIBBS)
Appendix 3 – EXFC Method of Counting Delivery Days
- Postal Regulatory Commission (PRC) Order 83 (prc.gov)
Appendix – Service Measurement Business Rules
- PRC Order 140 (posted on prc.gov)
- Intelligent Mail Barcode Guides (located on RIBBS)
Appendix J - Confirm Stop-the-Clock Operations Codes
- Publication 197, *Confirm Service Featuring OneCode Confirm*

Any report provided to the USPS should have a “business rules definition” that explains the source of the data, the formulas, and process used to define the metrics in the report, and the time frame for the data. In particular, the methodology used to establish the Start-the-Clock and the Stop-the-Clock events for each mail piece should be clearly defined as well as the use of a Critical Entry Time (CET) to determine “Day 0”.

The purpose of the Business rules documentation establishes the report credibility and ensures common understanding of the report definitions.

Some reports are based on customer complaints or customer survey responses. These types of reports should use the business rule documentation to explain the process used to collect the source data.

Guideline 11: On-Time Service Performance

The primary metric for service performance is the percentage of mail delivered “on-time”. On-Time performance should be based on the official USPS Service Standards and published business rules. Where “On-time” is defined differently than a comparison to USPS Service Standards, the metric should be clearly defined in the report. For example, if a weekly magazine is expecting delivery by a specific day of the week, their report is defined around the delivery by that specific day.

Guideline 12: Scan Rate Performance

Scan rate performance is the number of pieces that get a USPS scan divided by the total number of pieces in the mailing. Scan rate performance is often not clearly delineated from On-Time Service performance. On-Time Service can only be determined where there is both a Start-the-Clock and a Stop-the-Clock event. The denominator used is different in Scan Rate versus On-Time Performance reports. One issue with both reports is to allow enough time before generating the report so that late pieces can be included in the database. The number of days would vary based on the mail type and the performance “tail” of late pieces.

Both Scan Rate and On-Time Performance metrics should be included in reports as they measure different components of service performance. Where On-Time Service is based only on those pieces with a Stop-the-Clock scan, the scan rate is presumed to be at a level high enough to represent the whole mailing. Where Scan Rate is too low, an alternative methodology is to use the total mailing volume as the basis for On-Time service. This effectively calls an unscanned piece a failure for On-Time service.

Scan rate for IMb pieces (letters and flats) reflects the level with which pieces are processed on automated equipment versus missing automated processing. Pieces destinating for non-automated ZIP Codes or bundles not planned for automated processing (flat carrier-route bundles) should not be included in the base for the calculation.

Mailer reports on DPS scan rates should ensure that only DPS candidate pieces are included in the denominator. Updated Automated Zone Indicator (AZI) tables are available on RIBBS.

The scan rate for Delivery Confirmation pieces are based on the scan by USPS employees. The scan rate is usually based on the Stop-the-Clock scan event list. Any scan rate different from the Stop-the-Clock basis should be defined in the business rules of the report.

Guideline 13: In-Home Date Performance

Performance for some mailings is determined by the amount of mail that meets the requested In-Home Date delivery window. The number of days for the In-Home date window can vary by mailer. Where the performance against a specific range of In-Home Dates is measured, the on-time performance should be segregated into three categories:

- % Early percentage of pieces delivered before first In-Home Date
- % On-Time percentage of pieces delivered within In-Home date window.
- % Late percentage of pieces delivered after last In-Home Date.

The specific dates of the In-Home Window along with the entry date should be clearly defined in the report.

Guideline 14: Pieces Excluded From Service Measurement

The number of pieces used to determine On-Time Service is usually different from the total pieces in the mailing due to business rule exclusions including improper mail make-up, i.e., non-conformance to DMM, missing Start- or Stop-the-Clock events, or when pieces are misshipped. If a mailer drops mail at the wrong location, the USPS scans the piece as "Misshipped" so that these pieces are excluded. The percentage of pieces not included in the Scan Rate and On-Time performance metrics should be included as a separate metric. This retains the customer-based focus on the entire mailing instead of the business rule based performance.

Guideline 15: Report Format

Although mailer-provided reports are presented in many different formats, the USPS prefers electronic versions. USPS analysts often will manipulate data for further analysis or edit out results for other Areas to increase report focus. In these cases, Microsoft Excel is the preferred format, since large reports received in PDF or Microsoft Word format cannot be further manipulated or used in a manner other than a fixed hard-copy report. While hard copy is the

least preferred presentation method, letter-size paper is much preferred to legal-size or other large-size formats.

Guideline 16: Report Frequency and Timeliness

The frequency of reports is dependent on the level of service performance. Service performance can be supported through monthly reporting, except when service performance improvement is necessary, weekly reports are appropriate. A weekly based report provides timely information to monitor the results of actions to improve performance. They also allow for trend reports to be created to support continuous improvement data analysis. Daily reports are usually not necessary unless immediate improvement is required. Reports for individual large mailings are also appropriate, especially when part of an ongoing individual mailing tracking process.

Guideline 17: Trend and Graph Reports

Report formats that include trends and display results in graphical format are desirable.

Guideline 18: Conditional Formatting and Exception Reporting

The use of conditional formatting to highlight both good and poor performance can increase report effectiveness. The criteria used to highlight performance categories should be clearly defined. Reporting of exceptional performance – both good and poor – can sometimes simplify the focus of performance reporting. An exception report should be combined with reports showing performance for all locations.

For reporting based on Delivery Confirmation, providing a listing of the failed piece identification code numbers will allow analysts to investigate the individual piece scan history.

Guideline 19: Report Transmittal to USPS

The transmittal of reports to the USPS should be clearly defined. The BSN is the primary conduit for receiving and coordinating the distribution of mailer provided reports (see section 1). Often Operations managers will want to receive reports directly when there are active service performance issues. This distribution is appropriate as long as there is a defined transmission plan with defined responsibilities. Until BSN processes are fully developed, current communication methods should be continued, either through BSN or other channels, such as Operations.

Summary

It is critical to note that the above creates a baseline for future outputs from the Intelligent Mail System. It is understood that shared reporting is exactly that—a common understanding and dialogue, using a common language, and common data elements.

In summary, this section is intended to provide the common guidelines for service performance reports. While the orientation is to mailer-generated report improvement in the short-term, these guidelines also apply to the development of USPS-generated performance reports.

Section 4

Additional Considerations

4.1 Access to Same Results

The workgroup discussed extensively that the USPS appears to not have access to specific mailer information other than through mailer-provided reports. What is apparent is that the USPS has access to extensive piece level information but this information is not aggregated by mailer. This highlights the critical need for a common set of data for review and analysis. It is recognized that the USPS is shifting from managing by inventory for some classes of mail to managing service performance by class. It is also recognized that this sea change creates an opportunity for identifying process issues quickly and using piece level information for problem solving. This workgroup appreciates the proposed use of the Hybrid system for measuring commercial mail since this allows drill down diagnostics that would not be available with an external measurement system. “Live mail” is used (instead of test kits or seeded mail) and creates an extensive platform for service performance measurement.

4.2 Remittance Mail

It is the understanding of the workgroup that the USPS has added remittance mail into their measurement mix beyond what is currently measured in External First-Class Mail (EXFC). This workgroup strongly supports this effort and looks forward to additional performance and diagnostic information as long as it is cost effective and does not add attributable costs to either Courtesy Reply or Business Reply Mail. Remittance mail is an extremely important aspect of the First-Class Mail stream and service improvements will help keep payments in the mail stream instead of being diverted to other types of payment systems.

4.3 Service Data for Non-Barcoded Mail

This workgroup appreciates that the use of the Intelligent Mail barcode in the role of service measurement. There is a concern about how mail without the Intelligent Mail barcode or delivery confirmation will be included in measurement reports or data availability. Thus this workgroup recommends that the USPS continue to explore methods to add mail without an Intelligent Mail barcode into the measurement mix. Initially, it is understood that those mailers who supply automation capable mail with readable Intelligent Mail barcodes and participating in the Full Service Option will be included in Presort First-Class Mail measurement.

Conclusion

In conclusion, with the submission of this report, MTAC Workgroup 123 has completed its charter and recommends to the MTAC Leadership team that the group be sunset. However, while many specific, worthwhile development and implementation activities have been identified, most are planned for the future, and not yet completed. Unless funded and implemented by the Postal Service and mailing industry, the promise and benefits of this workgroup effort will remain unfulfilled. Therefore, the sunset recommendation includes a request that the MTAC Leadership Team establish a formal follow-up process to ensure that recommendations are acted upon. Establishing a periodic, objective review process would provide a fair balance of both organizational accountability and recognition of the need to adapt to necessary change in USPS and mailing industry environment.

Glossary

ADVANCE: a system used by mailers to inform the USPS of upcoming Standard Mail or Publications mailings; minimum densities required to participate.

BSN: Business Service Network, a USPS business customer service support network; primary contact channel to resolve issues between USPS and mailers.

eMIRS: Electronic Mail Improvement Reporting System, a system used to identify various operational and mail make-up issues for service improvement.

ePubwatch: an electronic version for late or non receipt of Periodicals at a specific delivery point.

IMb: Intelligent Mail barcode, formerly known as the 4 state barcode; a barcode used not only for sending a mail piece to a delivery point, but includes information about a type of mailing and/or customer demographic.

Near Real Time: a term used to describe “daily or hourly” information flows

RIBBS: Rapid Information Bulletin Board System web site operated by the USPS National Customer Support Center. This web site is designed for the mailing community and is a vital resource for thousands of active users.

www.PRC.gov: The Postal Regulatory Commission’s web site which contains an exhaustive library of commentary by postal stakeholders, various competitive entities, and PRC requests/decisions. The Daily Listing is a daily and monthly calendar designed to log all postings.

Appendices

- 1 Appendix 1 Crosswalk Table –
3-Digit ZIP to Plant, District & Area**
- 2 Appendix 2 District Report Template**
- 3 Appendix 3 BMC / ASF Report Template**

Cross-walk Table - 3-digit ZIP to Plant, District & Area

Updated: DFebruary 6, 2009

Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant				District				Area			BMC/ASF for Letters / Flats	
2	002	Foreign												
4	004	Foreign												
5	005	117	Mid-Island (NY) P&DC	Mid-Island	NY	P&DC	117	Long Island	A	NY	New York Metro		NJI	New Jersey BMC
6	006	006	San Juan (PR) P&DC	San Juan	PR	P&DC	006	Caribbean	A	NY	New York Metro		JAX	Jacksonville BMC
7	007	006	San Juan (PR) P&DC	San Juan	PR	P&DC	006	Caribbean	A	NY	New York Metro		JAX	Jacksonville BMC
8	008	006	San Juan (PR) P&DC	San Juan	PR	P&DC	006	Caribbean	A	NY	New York Metro		JAX	Jacksonville BMC
9	009	006	San Juan (PR) P&DC	San Juan	PR	P&DC	006	Caribbean	A	NY	New York Metro		JAX	Jacksonville BMC
10	010	010	Springfield (MA) P&DC	Springfield	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
11	011	010	Springfield (MA) P&DC	Springfield	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
12	012	010	Springfield (MA) P&DC	Springfield	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
13	013	010	Springfield (MA) P&DC	Springfield	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
14	014	015	Central Mass (MA) P&DC	Central Mass	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
15	015	015	Central Mass (MA) P&DC	Central Mass	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
16	016	015	Central Mass (MA) P&DC	Central Mass	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
17	017	015	Central Mass (MA) P&DC	Central Mass	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
18	018	018	Middlesex-Essex (MA) P&DC	Middlesex-Essex	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
19	019	018	Middlesex-Essex (MA) P&DC	Middlesex-Essex	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
20	020	023	Brockton (MA) P&DF	Brockton	MA	P&DF	028	SE New England	B	NE	Northeast		SPG	Springfield BMC
21	021	021	Boston (MA) P&DC	Boston	MA	P&DC	020	Boston	B	NE	Northeast		SPG	Springfield BMC
22	022	021	Boston (MA) P&DC	Boston	MA	P&DC	020	Boston	B	NE	Northeast		SPG	Springfield BMC
23	023	023	Brockton (MA) P&DF	Brockton	MA	P&DF	028	SE New England	B	NE	Northeast		SPG	Springfield BMC
24	024	024	NW Boston (MA) P&DC	NW Boston	MA	P&DC	020	Boston	B	NE	Northeast		SPG	Springfield BMC
25	025	025	Cape Cod (MA) P&DF	Cape Cod	MA	P&DF	028	SE New England	B	NE	Northeast		SPG	Springfield BMC
26	026	025	Cape Cod (MA) P&DF	Cape Cod	MA	P&DF	028	SE New England	B	NE	Northeast		SPG	Springfield BMC
27	027	028	Providence (RI) P&DC	Providence	RI	P&DC	028	SE New England	B	NE	Northeast		SPG	Springfield BMC
28	028	028	Providence (RI) P&DC	Providence	RI	P&DC	028	SE New England	B	NE	Northeast		SPG	Springfield BMC
29	029	028	Providence (RI) P&DC	Providence	RI	P&DC	028	SE New England	B	NE	Northeast		SPG	Springfield BMC
30	030	030	Manchester (NH) P&DC	Manchester	NH	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
31	031	030	Manchester (NH) P&DC	Manchester	NH	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
32	032	030	Manchester (NH) P&DC	Manchester	NH	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
33	033	030	Manchester (NH) P&DC	Manchester	NH	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
34	034	030	Manchester (NH) P&DC	Manchester	NH	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
35	035	050	White River Jct (VT) P&DC	White River Jct	VT	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
36	036	050	White River Jct (VT) P&DC	White River Jct	VT	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
37	037	050	White River Jct (VT) P&DC	White River Jct	VT	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
38	038	038	Portsmouth (NH) P&DF	Portsmouth	NH	P&DF	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
39	039	038	Portsmouth (NH) P&DF	Portsmouth	NH	P&DF	040	Maine	B	NE	Northeast		SPG	Springfield BMC
40	040	040	Southern Maine (ME) P&DC	Southern Maine	ME	P&DC	040	Maine	B	NE	Northeast		SPG	Springfield BMC
41	041	040	Southern Maine (ME) P&DC	Southern Maine	ME	P&DC	040	Maine	B	NE	Northeast		SPG	Springfield BMC
42	042	040	Southern Maine (ME) P&DC	Southern Maine	ME	P&DC	040	Maine	B	NE	Northeast		SPG	Springfield BMC
43	043	040	Southern Maine (ME) P&DC	Southern Maine	ME	P&DC	040	Maine	B	NE	Northeast		SPG	Springfield BMC
44	044	044	Eastern Maine (ME) P&DF	Eastern Maine	ME	P&DF	040	Maine	B	NE	Northeast		SPG	Springfield BMC
45	045	040	Southern Maine (ME) P&DC	Southern Maine	ME	P&DC	040	Maine	B	NE	Northeast		SPG	Springfield BMC
46	046	044	Eastern Maine (ME) P&DF	Eastern Maine	ME	P&DF	040	Maine	B	NE	Northeast		SPG	Springfield BMC
47	047	044	Eastern Maine (ME) P&DF	Eastern Maine	ME	P&DF	040	Maine	B	NE	Northeast		SPG	Springfield BMC
48	048	040	Southern Maine (ME) P&DC	Southern Maine	ME	P&DC	040	Maine	B	NE	Northeast		SPG	Springfield BMC
49	049	044	Eastern Maine (ME) P&DF	Eastern Maine	ME	P&DF	040	Maine	B	NE	Northeast		SPG	Springfield BMC
50	050	050	White River Jct (VT) P&DC	White River Jct	VT	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
51	051	050	White River Jct (VT) P&DC	White River Jct	VT	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
52	052	050	White River Jct (VT) P&DC	White River Jct	VT	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
53	053	050	White River Jct (VT) P&DC	White River Jct	VT	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
54	054	054	Burlington (VT) P&DF	Burlington	VT	P&DF	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
55	055	018	Middlesex-Essex (MA) P&DC	Middlesex-Essex	MA	P&DC	018	Massachusetts	B	NE	Northeast		SPG	Springfield BMC
56	056	054	Burlington (VT) P&DF	Burlington	VT	P&DF	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC
57	057	050	White River Jct (VT) P&DC	White River Jct	VT	P&DC	030	New Hampshire/Vermont	B	NE	Northeast		SPG	Springfield BMC

Cross-walk Table - 3-digit ZIP to Plant, District & Area

Updated: DFebruary 6, 2009

Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant			District			Area			BMC/ASF for Letters / Flats			
58	058	White River Junction	050	White River Jct (VT) P&DC	White River Jct	VT	P&DC	030	New Hampshire/Vermont	B	NE	Northeast	SPG	Springfield BMC
59	059	White River Junction	050	White River Jct (VT) P&DC	White River Jct	VT	P&DC	030	New Hampshire/Vermont	B	NE	Northeast	SPG	Springfield BMC
60	060	Hartford	060	Hartford (CT) P&DC	Hartford	CT	P&DC	060	Connecticut	B	NE	Northeast	SPG	Springfield BMC
61	061	Hartford	060	Hartford (CT) P&DC	Hartford	CT	P&DC	060	Connecticut	B	NE	Northeast	SPG	Springfield BMC
62	062	Hartford	060	Hartford (CT) P&DC	Hartford	CT	P&DC	060	Connecticut	B	NE	Northeast	SPG	Springfield BMC
63	063	Southern CT	064	Southern CT (CT) P&DC	Southern CT	CT	P&DC	060	Connecticut	B	NE	Northeast	SPG	Springfield BMC
64	064	New Haven	064	Southern CT (CT) P&DC	Southern CT	CT	P&DC	060	Connecticut	B	NE	Northeast	SPG	Springfield BMC
65	065	Southern CT	064	Southern CT (CT) P&DC	Southern CT	CT	P&DC	060	Connecticut	B	NE	Northeast	SPG	Springfield BMC
66	066	Bridgeport	068	Stamford (CT) P&DC	Stamford	CT	P&DC	060	Connecticut	B	NE	Northeast	SPG	Springfield BMC
67	067	Waterbury	067	Waterbury (CT) P&DF	Waterbury	CT	P&DF	060	Connecticut	B	NE	Northeast	SPG	Springfield BMC
68	068	Stamford	068	Stamford (CT) P&DC	Stamford	CT	P&DC	060	Connecticut	B	NE	Northeast	NJ	New Jersey BMC
69	069	Stamford	068	Stamford (CT) P&DC	Stamford	CT	P&DC	060	Connecticut	B	NE	Northeast	NJ	New Jersey BMC
70	070	Kearny	070	Dominick V Daniels (NJ) P&DC	Dominick V Daniels	NJ	P&DC	070	Northern New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
71	071	Newark	071	Newark (NJ) P&DC	Newark	NJ	P&DC	070	Northern New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
72	072	Elizabeth	070	Dominick V Daniels (NJ) P&DC	Dominick V Daniels	NJ	P&DC	070	Northern New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
73	073	Jersey City	070	Dominick V Daniels (NJ) P&DC	Dominick V Daniels	NJ	P&DC	070	Northern New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
74	074	Paterson	076	Northern NJ Metro (NJ) P&DC	Northern NJ Metro	NJ	P&DC	070	Northern New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
75	075	Paterson	076	Northern NJ Metro (NJ) P&DC	Northern NJ Metro	NJ	P&DC	070	Northern New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
76	076	Hackensack	076	Northern NJ Metro (NJ) P&DC	Northern NJ Metro	NJ	P&DC	070	Northern New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
77	077	Monmouth	077	Monmouth (NJ) P&DC	Monmouth	NJ	P&DC	088	Central New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
78	078	West Jersey	079	West Jersey (NJ) P&DC	West Jersey	NJ	P&DC	070	Northern New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
79	079	West Jersey	079	West Jersey (NJ) P&DC	West Jersey	NJ	P&DC	070	Northern New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
80	080	South Jersey	080	South Jersey (NJ) P&DC	South Jersey	NJ	P&DC	080	South Jersey	C	EA	Eastern	PHL	Philadelphia BMC
81	081	Camden	080	South Jersey (NJ) P&DC	South Jersey	NJ	P&DC	080	South Jersey	C	EA	Eastern	PHL	Philadelphia BMC
82	082	South Jersey	080	South Jersey (NJ) P&DC	South Jersey	NJ	P&DC	080	South Jersey	C	EA	Eastern	PHL	Philadelphia BMC
83	083	South Jersey	080	South Jersey (NJ) P&DC	South Jersey	NJ	P&DC	080	South Jersey	C	EA	Eastern	PHL	Philadelphia BMC
84	084	Atlantic City	080	South Jersey (NJ) P&DC	South Jersey	NJ	P&DC	080	South Jersey	C	EA	Eastern	PHL	Philadelphia BMC
85	085	Trenton	086	Trenton (NJ) P&DC	Trenton	NJ	P&DC	088	Central New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
86	086	Trenton	086	Trenton (NJ) P&DC	Trenton	NJ	P&DC	088	Central New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
87	087	Trenton	086	Trenton (NJ) P&DC	Trenton	NJ	P&DC	088	Central New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
88	088	Kilmer	089	Kilmer (NJ) P&DC	Kilmer	NJ	P&DC	088	Central New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
89	089	New Brunswick	089	Kilmer (NJ) P&DC	Kilmer	NJ	P&DC	088	Central New Jersey	A	NY	New York Metro	NJ	New Jersey BMC
90	090	Military	101	JFK ISC (NY) AMF	JFK IS	NY	AMF	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
91	091	Military	101	JFK ISC (NY) AMF	JFK IS	NY	AMF	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
92	092	Military	101	JFK ISC (NY) AMF	JFK IS	NY	AMF	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
93	093	Military	101	JFK ISC (NY) AMF	JFK IS	NY	AMF	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
94	094	Military	101	JFK ISC (NY) AMF	JFK IS	NY	AMF	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
95	095	Military	101	JFK ISC (NY) AMF	JFK IS	NY	AMF	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
96	096	Military	101	JFK ISC (NY) AMF	JFK IS	NY	AMF	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
97	097	Military	101	JFK ISC (NY) AMF	JFK IS	NY	AMF	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
98	098	Military	101	JFK ISC (NY) AMF	JFK IS	NY	AMF	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
99	099	Military	101	JFK ISC (NY) AMF	JFK IS	NY	AMF	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
100	100	New York	100	Morgan Station (NY) P&DC	Morgan Station	NY	P&DC	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
101	101	New York	100	Morgan Station (NY) P&DC	Morgan Station	NY	P&DC	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
102	102	New York	100	Morgan Station (NY) P&DC	Morgan Station	NY	P&DC	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
103	103	Staten Island	103	Staten Island (NY) P&DC	Staten Island	NY	P&DC	110	Triboro	A	NY	New York Metro	NJ	New Jersey BMC
104	104	Bronx	104	Bronx (NY) P&DC	Bronx	NY	P&DC	100	New York	A	NY	New York Metro	NJ	New Jersey BMC
105	105	Westchester	105	Westchester (NY) P&DC	Westchester	NY	P&DC	105	Westchester	A	NY	New York Metro	NJ	New Jersey BMC
106	106	White Plains	105	Westchester (NY) P&DC	Westchester	NY	P&DC	105	Westchester	A	NY	New York Metro	NJ	New Jersey BMC
107	107	Yonkers	105	Westchester (NY) P&DC	Westchester	NY	P&DC	105	Westchester	A	NY	New York Metro	NJ	New Jersey BMC
108	108	New Rochelle	105	Westchester (NY) P&DC	Westchester	NY	P&DC	105	Westchester	A	NY	New York Metro	NJ	New Jersey BMC
109	109	Rockland	105	Westchester (NY) P&DC	Westchester	NY	P&DC	105	Westchester	A	NY	New York Metro	NJ	New Jersey BMC
110	110	Queens	110	Queens (NY) P&DC	Queens	NY	P&DC	110	Triboro	A	NY	New York Metro	NJ	New Jersey BMC
111	111	Long Island City	110	Queens (NY) P&DC	Queens	NY	P&DC	110	Triboro	A	NY	New York Metro	NJ	New Jersey BMC
112	112	Brooklyn	112	Brooklyn (NY) P&DC	Brooklyn	NY	P&DC	110	Triboro	A	NY	New York Metro	NJ	New Jersey BMC

Cross-walk Table - 3-digit ZIP to Plant, District & Area

Updated: DFebruary 6, 2009

Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP			Plant				District		Area			BMC/ASF for Letters / Flats		
113	113	Flushing	110	Queens (NY) P&DC	Queens	NY	P&DC	110	Triboro	A	NY	New York Metro	NJ	New Jersey BMC
114	114	Jamaica	110	Queens (NY) P&DC	Queens	NY	P&DC	110	Triboro	A	NY	New York Metro	NJ	New Jersey BMC
115	115	Western Nassau	115	Western Nassau (NY) P&DC	Western Nassau	NY	P&DC	117	Long Island	A	NY	New York Metro	NJ	New Jersey BMC
116	116	Far Rockaway	112	Brooklyn (NY) P&DC	Brooklyn	NY	P&DC	110	Triboro	A	NY	New York Metro	NJ	New Jersey BMC
117	117	Mid-Island	117	Mid-Island (NY) P&DC	Mid-Island	NY	P&DC	117	Long Island	A	NY	New York Metro	NJ	New Jersey BMC
118	118	Hicksville	117	Mid-Island (NY) P&DC	Mid-Island	NY	P&DC	117	Long Island	A	NY	New York Metro	NJ	New Jersey BMC
119	119	Mid-Island	117	Mid-Island (NY) P&DC	Mid-Island	NY	P&DC	117	Long Island	A	NY	New York Metro	NJ	New Jersey BMC
120	120	Albany	120	Albany (NY) P&DC	Albany	NY	P&DC	120	Albany	B	NE	Northeast	SPG	Springfield BMC
121	121	Albany	120	Albany (NY) P&DC	Albany	NY	P&DC	120	Albany	B	NE	Northeast	SPG	Springfield BMC
122	122	Albany	120	Albany (NY) P&DC	Albany	NY	P&DC	120	Albany	B	NE	Northeast	SPG	Springfield BMC
123	123	Schenectady	120	Albany (NY) P&DC	Albany	NY	P&DC	120	Albany	B	NE	Northeast	SPG	Springfield BMC
124	124	Mid-Hudson	125	Mid-Hudson (NY) P&DC	Mid-Hudson	NY	P&DC	105	Westchester	A	NY	New York Metro	NJ	New Jersey BMC
125	125	Mid-Hudson	125	Mid-Hudson (NY) P&DC	Mid-Hudson	NY	P&DC	105	Westchester	A	NY	New York Metro	NJ	New Jersey BMC
126	126	Poughkeepsie	125	Mid-Hudson (NY) P&DC	Mid-Hudson	NY	P&DC	105	Westchester	A	NY	New York Metro	NJ	New Jersey BMC
127	127	Mid-Hudson	125	Mid-Hudson (NY) P&DC	Mid-Hudson	NY	P&DC	105	Westchester	A	NY	New York Metro	NJ	New Jersey BMC
128	128	Glens Falls	120	Albany (NY) P&DC	Albany	NY	P&DC	120	Albany	B	NE	Northeast	SPG	Springfield BMC
129	129	Plattsburgh	129	Plattsburgh (NY) CSF	Plattsburgh	NY	CSF	120	Albany	B	NE	Northeast	SPG	Springfield BMC
130	130	Syracuse	130	Syracuse (NY) P&DC	Syracuse	NY	P&DC	120	Albany	B	NE	Northeast	BUF	Buffalo ASF
131	131	Syracuse	130	Syracuse (NY) P&DC	Syracuse	NY	P&DC	120	Albany	B	NE	Northeast	BUF	Buffalo ASF
132	132	Syracuse	130	Syracuse (NY) P&DC	Syracuse	NY	P&DC	120	Albany	B	NE	Northeast	BUF	Buffalo ASF
133	133	Utica	133	Utica (NY) P&DF	Utica	NY	P&DF	120	Albany	B	NE	Northeast	BUF	Buffalo ASF
134	134	Utica	133	Utica (NY) P&DF	Utica	NY	P&DF	120	Albany	B	NE	Northeast	BUF	Buffalo ASF
135	135	Utica	133	Utica (NY) P&DF	Utica	NY	P&DF	120	Albany	B	NE	Northeast	BUF	Buffalo ASF
136	136	Watertown	136	Watertown (NY) CSF	Watertown	NY	CSF	120	Albany	B	NE	Northeast	BUF	Buffalo ASF
137	137	Binghamton	137	Binghamton (NY) P&DF	Binghamton	NY	P&DF	120	Albany	B	NE	Northeast	PHL	Philadelphia BMC
138	138	Binghamton	137	Binghamton (NY) P&DF	Binghamton	NY	P&DF	120	Albany	B	NE	Northeast	PHL	Philadelphia BMC
139	139	Binghamton	137	Binghamton (NY) P&DF	Binghamton	NY	P&DF	120	Albany	B	NE	Northeast	PHL	Philadelphia BMC
140	140	Buffalo	140	Buffalo (NY) P&DC	Buffalo	NY	P&DC	140	Western New York	B	NE	Northeast	BUF	Buffalo ASF
141	141	Buffalo	140	Buffalo (NY) P&DC	Buffalo	NY	P&DC	140	Western New York	B	NE	Northeast	BUF	Buffalo ASF
142	142	Buffalo	140	Buffalo (NY) P&DC	Buffalo	NY	P&DC	140	Western New York	B	NE	Northeast	BUF	Buffalo ASF
143	143	Niagara Falls	140	Buffalo (NY) P&DC	Buffalo	NY	P&DC	140	Western New York	B	NE	Northeast	BUF	Buffalo ASF
144	144	Rochester	144	Rochester (NY) P&DC	Rochester	NY	P&DC	140	Western New York	B	NE	Northeast	BUF	Buffalo ASF
145	145	Rochester	144	Rochester (NY) P&DC	Rochester	NY	P&DC	140	Western New York	B	NE	Northeast	BUF	Buffalo ASF
146	146	Rochester	144	Rochester (NY) P&DC	Rochester	NY	P&DC	140	Western New York	B	NE	Northeast	BUF	Buffalo ASF
147	147	Jamestown	140	Buffalo (NY) P&DC	Buffalo	NY	P&DC	140	Western New York	B	NE	Northeast	BUF	Buffalo ASF
148	148	Elmira	144	Rochester (NY) P&DC	Rochester	NY	P&DC	140	Western New York	B	NE	Northeast	BUF	Buffalo ASF
149	149	Elmira	144	Rochester (NY) P&DC	Rochester	NY	P&DC	140	Western New York	B	NE	Northeast	BUF	Buffalo ASF
150	150	Pittsburgh	150	Pittsburgh (PA) P&DC	Pittsburgh	PA	P&DC	150	Pittsburgh	C	EA	Eastern	PBG	Pittsburgh BMC
151	151	Pittsburgh	150	Pittsburgh (PA) P&DC	Pittsburgh	PA	P&DC	150	Pittsburgh	C	EA	Eastern	PBG	Pittsburgh BMC
152	152	Pittsburgh	150	Pittsburgh (PA) P&DC	Pittsburgh	PA	P&DC	150	Pittsburgh	C	EA	Eastern	PBG	Pittsburgh BMC
153	153	Pittsburgh	150	Pittsburgh (PA) P&DC	Pittsburgh	PA	P&DC	150	Pittsburgh	C	EA	Eastern	PBG	Pittsburgh BMC
154	154	Pittsburgh	150	Pittsburgh (PA) P&DC	Pittsburgh	PA	P&DC	150	Pittsburgh	C	EA	Eastern	PBG	Pittsburgh BMC
155	155	Johnstown	159	Johnstown (PA) P&DC	Johnstown	PA	P&DC	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
156	156	Greensburg	150	Pittsburgh (PA) P&DC	Pittsburgh	PA	P&DC	150	Pittsburgh	C	EA	Eastern	PBG	Pittsburgh BMC
157	157	Johnstown	159	Johnstown (PA) P&DC	Johnstown	PA	P&DC	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
158	158	Dubois	159	Johnstown (PA) P&DC	Johnstown	PA	P&DC	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
159	159	Johnstown	159	Johnstown (PA) P&DC	Johnstown	PA	P&DC	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
160	160	New Castle	161	New Castle (PA) P&DF	New Castle	PA	P&DF	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
161	161	New Castle	161	New Castle (PA) P&DF	New Castle	PA	P&DF	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
162	162	New Castle	161	New Castle (PA) P&DF	New Castle	PA	P&DF	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
163	163	Oil City	164	Erie (PA) P&DF	Erie	PA	P&DF	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
164	164	Erie	164	Erie (PA) P&DF	Erie	PA	P&DF	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
165	165	Erie	164	Erie (PA) P&DF	Erie	PA	P&DF	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
166	166	Altoona	166	Altoona (PA) MPC	Altoona	PA	MPC	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
167	167	Bradford	164	Erie (PA) P&DF	Erie	PA	P&DF	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC

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1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant						District		Area			BMC/ASF for Letters / Flats	
168	168	Altoona	166	Altoona (PA) MPC	Altoona	PA	MPC	164	Erie	C	EA	Eastern	PBG	Pittsburgh BMC
169	169	Williamsport	177	Williamsport (PA) P&DF	Williamsport	PA	P&DF	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
170	170	Harrisburg	170	Legree S Daniels (PA) P&DC	Legree S Daniels	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
171	171	Harrisburg	170	Legree S Daniels (PA) P&DC	Legree S Daniels	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
172	172	Harrisburg	170	Legree S Daniels (PA) P&DC	Legree S Daniels	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
173	173	Lancaster	175	Lancaster (PA) P&DC	Lancaster	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
174	174	York	175	Lancaster (PA) P&DC	Lancaster	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
175	175	Lancaster	175	Lancaster (PA) P&DC	Lancaster	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
176	176	Lancaster	175	Lancaster (PA) P&DC	Lancaster	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
177	177	Williamsport	177	Williamsport (PA) P&DF	Williamsport	PA	P&DF	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
178	178	Harrisburg	170	Legree S Daniels (PA) P&DC	Legree S Daniels	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
179	179	Reading	195	Reading (PA) P&DF	Reading	PA	P&DF	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
180	180	Lehigh Valley	180	Lehigh Valley (PA) P&DC	Lehigh Valley	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
181	181	Allentown	180	Lehigh Valley (PA) P&DC	Lehigh Valley	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
182	182	Wilkes Barre	186	Wilkes Barre (PA) P&DC	Wilkes Barre	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
183	183	Lehigh Valley	180	Lehigh Valley (PA) P&DC	Lehigh Valley	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
184	184	Scranton	184	Scranton (PA) P&DF	Scranton	PA	P&DF	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
185	185	Scranton	184	Scranton (PA) P&DF	Scranton	PA	P&DF	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
186	186	Wilkes Barre	186	Wilkes Barre (PA) P&DC	Wilkes Barre	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
187	187	Wilkes Barre	186	Wilkes Barre (PA) P&DC	Wilkes Barre	PA	P&DC	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
188	188	Scranton	184	Scranton (PA) P&DF	Scranton	PA	P&DF	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
189	189	Southeastern	189	Southeastern (PA) P&DC	Southeastern	PA	P&DC	190	Philadelphia Metro	C	EA	Eastern	PHL	Philadelphia BMC
190	190	Philadelphia	190	Philadelphia (PA) P&DC	Philadelphia	PA	P&DC	190	Philadelphia Metro	C	EA	Eastern	PHL	Philadelphia BMC
191	191	Philadelphia	190	Philadelphia (PA) P&DC	Philadelphia	PA	P&DC	190	Philadelphia Metro	C	EA	Eastern	PHL	Philadelphia BMC
192	192	Philadelphia	190	Philadelphia (PA) P&DC	Philadelphia	PA	P&DC	190	Philadelphia Metro	C	EA	Eastern	PHL	Philadelphia BMC
193	193	Southeastern	189	Southeastern (PA) P&DC	Southeastern	PA	P&DC	190	Philadelphia Metro	C	EA	Eastern	PHL	Philadelphia BMC
194	194	Southeastern	189	Southeastern (PA) P&DC	Southeastern	PA	P&DC	190	Philadelphia Metro	C	EA	Eastern	PHL	Philadelphia BMC
195	195	Reading	195	Reading (PA) P&DF	Reading	PA	P&DF	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
196	196	Reading	195	Reading (PA) P&DF	Reading	PA	P&DF	170	Central Pennsylvania	C	EA	Eastern	PHL	Philadelphia BMC
197	197	Wilmington	197	Delaware (DE) P&DC	Delaware	DE	P&DC	080	South Jersey	C	EA	Eastern	PHL	Philadelphia BMC
198	198	Wilmington	197	Delaware (DE) P&DC	Delaware	DE	P&DC	080	South Jersey	C	EA	Eastern	PHL	Philadelphia BMC
199	199	Wilmington	197	Delaware (DE) P&DC	Delaware	DE	P&DC	080	South Jersey	C	EA	Eastern	PHL	Philadelphia BMC
200	200	Washington	200	Curseen-Morris (DC) P&DC	Curseen-Morris	DC	P&DC	200	Capital	K	CM	Capital Metro	WDC	Washington DC BMC
201	201	Dulles	201	Dulles (VA) P&DC	Dulles	VA	P&DC	220	Northern Virginia	K	CM	Capital Metro	WDC	Washington DC BMC
202	202	Government	200	Curseen-Morris (DC) P&DC	Curseen-Morris	DC	P&DC	200	Capital	K	CM	Capital Metro	WDC	Washington DC BMC
203	203	Government	200	Curseen-Morris (DC) P&DC	Curseen-Morris	DC	P&DC	200	Capital	K	CM	Capital Metro	WDC	Washington DC BMC
204	204	Government	200	Curseen-Morris (DC) P&DC	Curseen-Morris	DC	P&DC	200	Capital	K	CM	Capital Metro	WDC	Washington DC BMC
205	205	Government	200	Curseen-Morris (DC) P&DC	Curseen-Morris	DC	P&DC	200	Capital	K	CM	Capital Metro	WDC	Washington DC BMC
206	206	Southern Maryland	207	Southern MD (MD) P&DC	Southern MD	MD	P&DC	200	Capital	K	CM	Capital Metro	WDC	Washington DC BMC
207	207	Southern Maryland	207	Southern MD (MD) P&DC	Southern MD	MD	P&DC	200	Capital	K	CM	Capital Metro	WDC	Washington DC BMC
208	208	Suburban Maryland	208	Suburban MD (MD) P&DC	Suburban MD	MD	P&DC	200	Capital	K	CM	Capital Metro	WDC	Washington DC BMC
209	209	Silver Spring	208	Suburban MD (MD) P&DC	Suburban MD	MD	P&DC	200	Capital	K	CM	Capital Metro	WDC	Washington DC BMC
210	210	Baltimore	210	Baltimore (MD) IMF	Baltimore	MD	IMF	210	Baltimore	K	CM	Capital Metro	WDC	Washington DC BMC
211	211	Baltimore	210	Baltimore (MD) IMF	Baltimore	MD	IMF	210	Baltimore	K	CM	Capital Metro	WDC	Washington DC BMC
212	212	Baltimore	212	Baltimore (MD) P&DC	Baltimore	MD	P&DC	210	Baltimore	K	CM	Capital Metro	WDC	Washington DC BMC
214	214	Annapolis	210	Baltimore (MD) IMF	Baltimore	MD	IMF	210	Baltimore	K	CM	Capital Metro	WDC	Washington DC BMC
215	215	Cumberland	215	Cumberland (MD) MPO	Cumberland	MD	MPO	210	Baltimore	K	CM	Capital Metro	WDC	Washington DC BMC
216	216	Easton	216	Eastern Shore (MD) P&DF	Eastern Shore	MD	P&DF	210	Baltimore	K	CM	Capital Metro	WDC	Washington DC BMC
217	217	Frederick	217	Frederick (MD) P&DC	Frederick	MD	P&DC	210	Baltimore	K	CM	Capital Metro	WDC	Washington DC BMC
218	218	Salisbury	216	Eastern Shore (MD) P&DF	Eastern Shore	MD	P&DF	210	Baltimore	K	CM	Capital Metro	WDC	Washington DC BMC
219	219	Baltimore	212	Baltimore (MD) P&DC	Baltimore	MD	P&DC	210	Baltimore	K	CM	Capital Metro	WDC	Washington DC BMC
220	220	Northern Virginia	220	Merrifield (VA) P&DC	Merrifield	VA	P&DC	220	Northern Virginia	K	CM	Capital Metro	WDC	Washington DC BMC
221	221	Northern Virginia	220	Merrifield (VA) P&DC	Merrifield	VA	P&DC	220	Northern Virginia	K	CM	Capital Metro	WDC	Washington DC BMC
222	222	Arlington	220	Merrifield (VA) P&DC	Merrifield	VA	P&DC	220	Northern Virginia	K	CM	Capital Metro	WDC	Washington DC BMC
223	223	Alexandria	220	Merrifield (VA) P&DC	Merrifield	VA	P&DC	220	Northern Virginia	K	CM	Capital Metro	WDC	Washington DC BMC

Cross-walk Table - 3-digit ZIP to Plant, District & Area

Updated: DFebruary 6, 2009

Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant				District		Area			BMC/ASF for Letters / Flats			
224	224	Richmond	230	Richmond (VA) P&DC	Richmond	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
225	225	Richmond	230	Richmond (VA) P&DC	Richmond	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
226	226	Winchester	226	Winchester (VA) P&DC	Winchester	VA	P&DC	220	Northern Virginia	K	CM	Capital Metro	WDC	Washington DC BMC
227	227	Culpeper	201	Dulles (VA) P&DC	Dulles	VA	P&DC	220	Northern Virginia	K	CM	Capital Metro	WDC	Washington DC BMC
228	228	Charlottesville	229	Charlottesville (VA) P&DF	Charlottesville	VA	P&DF	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
229	229	Charlottesville	229	Charlottesville (VA) P&DF	Charlottesville	VA	P&DF	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
230	230	Richmond	230	Richmond (VA) P&DC	Richmond	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
231	231	Richmond	230	Richmond (VA) P&DC	Richmond	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
232	232	Richmond	230	Richmond (VA) P&DC	Richmond	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
233	233	Norfolk	233	Norfolk (VA) P&DC	Norfolk	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
234	234	Norfolk	233	Norfolk (VA) P&DC	Norfolk	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
235	235	Norfolk	233	Norfolk (VA) P&DC	Norfolk	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
236	236	Norfolk	233	Norfolk (VA) P&DC	Norfolk	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
237	237	Portsmouth	233	Norfolk (VA) P&DC	Norfolk	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
238	238	Richmond	230	Richmond (VA) P&DC	Richmond	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
239	239	Farmville	230	Richmond (VA) P&DC	Richmond	VA	P&DC	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
240	240	Roanoke	240	Roanoke (VA) P&DC	Roanoke	VA	P&DC	250	Appalachian	C	EA	Eastern	GSO	Greensboro BMC
241	241	Roanoke	240	Roanoke (VA) P&DC	Roanoke	VA	P&DC	250	Appalachian	C	EA	Eastern	GSO	Greensboro BMC
242	242	Bristol	242	Bristol (VA) MPO	Bristol	VA	MPO	250	Appalachian	C	EA	Eastern	GSO	Greensboro BMC
243	243	Roanoke	240	Roanoke (VA) P&DC	Roanoke	VA	P&DC	250	Appalachian	C	EA	Eastern	GSO	Greensboro BMC
244	244	Charlottesville	229	Charlottesville (VA) P&DF	Charlottesville	VA	P&DF	230	Richmond	K	CM	Capital Metro	WDC	Washington DC BMC
245	245	Lynchburg	245	Lynchburg (VA) P&DF	Lynchburg	VA	P&DF	250	Appalachian	C	EA	Eastern	GSO	Greensboro BMC
246	246	Bluefield (VA Offices)	247	Bluefield (WV) MPO	Bluefield	WV	MPO	250	Appalachian	C	EA	Eastern	GSO	Greensboro BMC
247	247	Bluefield	247	Bluefield (WV) MPO	Bluefield	WV	MPO	250	Appalachian	C	EA	Eastern	GSO	Greensboro BMC
248	248	Bluefield	247	Bluefield (WV) MPO	Bluefield	WV	MPO	250	Appalachian	C	EA	Eastern	GSO	Greensboro BMC
249	249	Lewisburg	250	Charleston (WV) P&DC	Charleston	WV	P&DC	250	Appalachian	C	EA	Eastern	GSO	Greensboro BMC
250	250	Charleston	250	Charleston (WV) P&DC	Charleston	WV	P&DC	250	Appalachian	C	EA	Eastern	CIN	Cincinnati BMC
251	251	Charleston	250	Charleston (WV) P&DC	Charleston	WV	P&DC	250	Appalachian	C	EA	Eastern	CIN	Cincinnati BMC
252	252	Charleston	250	Charleston (WV) P&DC	Charleston	WV	P&DC	250	Appalachian	C	EA	Eastern	CIN	Cincinnati BMC
253	253	Charleston	250	Charleston (WV) P&DC	Charleston	WV	P&DC	250	Appalachian	C	EA	Eastern	CIN	Cincinnati BMC
254	254	Martinsburg	254	Martinsburg (WV) MPO	Martinsburg	WV	MPO	250	Appalachian	C	EA	Eastern	WDC	Washington DC BMC
255	255	Huntington	255	Huntington (WV) P&DF	Huntington	WV	P&DF	250	Appalachian	C	EA	Eastern	CIN	Cincinnati BMC
256	256	Huntington	255	Huntington (WV) P&DF	Huntington	WV	P&DF	250	Appalachian	C	EA	Eastern	CIN	Cincinnati BMC
257	257	Huntington	255	Huntington (WV) P&DF	Huntington	WV	P&DF	250	Appalachian	C	EA	Eastern	CIN	Cincinnati BMC
258	258	Beckley	258	Beckley (WV) P&DF	Beckley	WV	P&DF	250	Appalachian	C	EA	Eastern	CIN	Cincinnati BMC
259	259	Beckley	258	Beckley (WV) P&DF	Beckley	WV	P&DF	250	Appalachian	C	EA	Eastern	CIN	Cincinnati BMC
260	260	Wheeling	150	Pittsburgh (PA) P&DC	Pittsburgh	PA	P&DC	150	Pittsburgh	C	EA	Eastern	PBG	Pittsburgh BMC
261	261	Parkersburg	263	Clarksburg (WV) P&DC	Clarksburg	WV	P&DC	250	Appalachian	C	EA	Eastern	PBG	Pittsburgh BMC
262	262	Clarksburg	263	Clarksburg (WV) P&DC	Clarksburg	WV	P&DC	250	Appalachian	C	EA	Eastern	PBG	Pittsburgh BMC
263	263	Clarksburg	263	Clarksburg (WV) P&DC	Clarksburg	WV	P&DC	250	Appalachian	C	EA	Eastern	PBG	Pittsburgh BMC
264	264	Clarksburg	263	Clarksburg (WV) P&DC	Clarksburg	WV	P&DC	250	Appalachian	C	EA	Eastern	PBG	Pittsburgh BMC
265	265	Clarksburg	263	Clarksburg (WV) P&DC	Clarksburg	WV	P&DC	250	Appalachian	C	EA	Eastern	PBG	Pittsburgh BMC
266	266	Gassaway	250	Charleston (WV) P&DC	Charleston	WV	P&DC	250	Appalachian	C	EA	Eastern	PBG	Pittsburgh BMC
267	267	Cumberland (WV Offices)	254	Martinsburg (WV) MPO	Martinsburg	WV	MPO	250	Appalachian	C	EA	Eastern	WDC	Washington DC BMC
268	268	Petersburg	263	Clarksburg (WV) P&DC	Clarksburg	WV	P&DC	250	Appalachian	C	EA	Eastern	WDC	Washington DC BMC
270	270	Greensboro (West)	270	Greensboro (NC) P&DC	Greensboro	NC	P&DC	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC
271	271	Winston-Salem	270	Greensboro (NC) P&DC	Greensboro	NC	P&DC	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC
272	272	Greensboro (East)	270	Greensboro (NC) P&DC	Greensboro	NC	P&DC	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC
273	273	Greensboro (East)	270	Greensboro (NC) P&DC	Greensboro	NC	P&DC	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC
274	274	Greensboro	270	Greensboro (NC) P&DC	Greensboro	NC	P&DC	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC
275	275	Raleigh	275	Raleigh (NC) P&DC	Raleigh	NC	P&DC	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC
276	276	Raleigh	275	Raleigh (NC) P&DC	Raleigh	NC	P&DC	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC
277	277	Durham	275	Raleigh (NC) P&DC	Raleigh	NC	P&DC	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC
278	278	Rocky Mount	278	Rocky Mount (NC) P&DF	Rocky Mount	NC	P&DF	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC
279	279	Rocky Mount	278	Rocky Mount (NC) P&DF	Rocky Mount	NC	P&DF	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC

Cross-walk Table - 3-digit ZIP to Plant, District & Area

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Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant			District			Area			BMC/ASF for Letters / Flats			
280	280	Charlotte	280	Charlotte (NC) P&DC	Charlotte	NC	P&DC	280	Mid-Carolinas	K	CM	Capital Metro	GSO	Greensboro BMC
281	281	Charlotte	280	Charlotte (NC) P&DC	Charlotte	NC	P&DC	280	Mid-Carolinas	K	CM	Capital Metro	GSO	Greensboro BMC
282	282	Charlotte	280	Charlotte (NC) P&DC	Charlotte	NC	P&DC	280	Mid-Carolinas	K	CM	Capital Metro	GSO	Greensboro BMC
283	283	Fayetteville	283	Fayetteville (NC) P&DC	Fayetteville	NC	P&DC	280	Mid-Carolinas	K	CM	Capital Metro	GSO	Greensboro BMC
284	284	Fayetteville	283	Fayetteville (NC) P&DC	Fayetteville	NC	P&DC	280	Mid-Carolinas	K	CM	Capital Metro	GSO	Greensboro BMC
285	285	Kinston	285	Kinston (NC) P&DF	Kinston	NC	P&DF	280	Mid-Carolinas	K	CM	Capital Metro	GSO	Greensboro BMC
286	286	Hickory	286	Hickory (NC) P&DF	Hickory	NC	P&DF	270	Greensboro	K	CM	Capital Metro	GSO	Greensboro BMC
287	287	Asheville	288	Asheville (NC) P&DF	Asheville	NC	P&DF	280	Mid-Carolinas	K	CM	Capital Metro	GSO	Greensboro BMC
288	288	Asheville	288	Asheville (NC) P&DF	Asheville	NC	P&DF	280	Mid-Carolinas	K	CM	Capital Metro	GSO	Greensboro BMC
289	289	Asheville	288	Asheville (NC) P&DF	Asheville	NC	P&DF	280	Mid-Carolinas	K	CM	Capital Metro	GSO	Greensboro BMC
290	290	Columbia	290	Columbia (SC) P&DC	Columbia	SC	P&DC	290	Greater So Carolina	K	CM	Capital Metro	GSO	Greensboro BMC
291	291	Columbia	290	Columbia (SC) P&DC	Columbia	SC	P&DC	290	Greater So Carolina	K	CM	Capital Metro	GSO	Greensboro BMC
292	292	Columbia	290	Columbia (SC) P&DC	Columbia	SC	P&DC	290	Greater So Carolina	K	CM	Capital Metro	GSO	Greensboro BMC
293	293	Greenville	296	Greenville (SC) P&DC	Greenville	SC	P&DC	290	Greater So Carolina	K	CM	Capital Metro	GSO	Greensboro BMC
294	294	Charleston	294	Charleston (SC) P&DF	Charleston	SC	P&DF	290	Greater So Carolina	K	CM	Capital Metro	GSO	Greensboro BMC
295	295	Florence	295	Florence (SC) P&DF	Florence	SC	P&DF	290	Greater So Carolina	K	CM	Capital Metro	GSO	Greensboro BMC
296	296	Greenville	296	Greenville (SC) P&DC	Greenville	SC	P&DC	290	Greater So Carolina	K	CM	Capital Metro	GSO	Greensboro BMC
297	297	Charlotte (SC Offices)	280	Charlotte (NC) P&DC	Charlotte	NC	P&DC	280	Mid-Carolinas	K	CM	Capital Metro	GSO	Greensboro BMC
298	298	Augusta (SC Offices)	308	Augusta (GA) P&DF	Augusta	GA	P&DF	310	South Georgia	H	SE	Southeast	ATL	Atlanta BMC
299	299	Savannah (SC Offices)	313	Savannah (GA) P&DF	Savannah	GA	P&DF	310	South Georgia	H	SE	Southeast	JAX	Jacksonville BMC
300	300	North Metro	301	North Metro (GA) P&DC	North Metro	GA	P&DC	300	Atlanta	H	SE	Southeast	ATL	Atlanta BMC
301	301	North Metro	301	North Metro (GA) P&DC	North Metro	GA	P&DC	300	Atlanta	H	SE	Southeast	ATL	Atlanta BMC
302	302	Atlanta	303	Atlanta (GA) P&DC	Atlanta	GA	P&DC	300	Atlanta	H	SE	Southeast	ATL	Atlanta BMC
303	303	Atlanta	303	Atlanta (GA) P&DC	Atlanta	GA	P&DC	300	Atlanta	H	SE	Southeast	ATL	Atlanta BMC
304	304	Swainsboro	313	Savannah (GA) P&DF	Savannah	GA	P&DF	310	South Georgia	H	SE	Southeast	ATL	Atlanta BMC
305	305	Athens	305	Athens (GA) CSF	Albany	GA	CSF	300	Atlanta	H	SE	Southeast	ATL	Atlanta BMC
306	306	Athens	305	Athens (GA) CSF	Albany	GA	CSF	300	Atlanta	H	SE	Southeast	ATL	Atlanta BMC
307	307	Chattanooga (GA Offices)	374	Chattanooga (TN) P&DC	Chattanooga	TN	P&DC	370	Tennessee	H	SE	Southeast	ATL	Atlanta BMC
308	308	Augusta	308	Augusta (GA) P&DF	Augusta	GA	P&DF	310	South Georgia	H	SE	Southeast	ATL	Atlanta BMC
309	309	Augusta	308	Augusta (GA) P&DF	Augusta	GA	P&DF	310	South Georgia	H	SE	Southeast	ATL	Atlanta BMC
310	310	Macon	310	Macon (GA) P&DC	Macon	GA	P&DC	310	South Georgia	H	SE	Southeast	ATL	Atlanta BMC
311	311	Atlanta	303	Atlanta (GA) P&DC	Atlanta	GA	P&DC	300	Atlanta	H	SE	Southeast	ATL	Atlanta BMC
312	312	Macon	310	Macon (GA) P&DC	Macon	GA	P&DC	310	South Georgia	H	SE	Southeast	ATL	Atlanta BMC
313	313	Savannah	313	Savannah (GA) P&DF	Savannah	GA	P&DF	310	South Georgia	H	SE	Southeast	JAX	Jacksonville BMC
314	314	Savannah	313	Savannah (GA) P&DF	Savannah	GA	P&DF	310	South Georgia	H	SE	Southeast	JAX	Jacksonville BMC
315	315	Waycross	320	Jacksonville (FL) P&DC	Jacksonville	FL	P&DC	310	South Georgia	H	SE	Southeast	JAX	Jacksonville BMC
316	316	Valdosta	317	Albany (GA) CSF	Albany	GA	CSF	310	South Georgia	H	SE	Southeast	JAX	Jacksonville BMC
317	317	Albany	317	Albany (GA) CSF	Albany	GA	CSF	310	South Georgia	H	SE	Southeast	ATL	Atlanta BMC
318	318	Columbus	318	Columbus (GA) CSF	Columbus	GA	CSF	310	South Georgia	H	SE	Southeast	ATL	Atlanta BMC
319	319	Columbus	318	Columbus (GA) CSF	Columbus	GA	CSF	310	South Georgia	H	SE	Southeast	ATL	Atlanta BMC
320	320	Jacksonville	320	Jacksonville (FL) P&DC	Jacksonville	FL	P&DC	320	North Florida	H	SE	Southeast	JAX	Jacksonville BMC
321	321	Daytona Beach	321	Daytona Beach (FL) P&DF	Daytona Beach	FL	P&DF	320	North Florida	H	SE	Southeast	JAX	Jacksonville BMC
322	322	Jacksonville	320	Jacksonville (FL) P&DC	Jacksonville	FL	P&DC	320	North Florida	H	SE	Southeast	JAX	Jacksonville BMC
323	323	Tallahassee	323	Tallahassee (FL) P&DF	Tallahassee	FL	P&DF	320	North Florida	H	SE	Southeast	JAX	Jacksonville BMC
324	324	Panama City	324	Panama City (FL) P&DF	Panama City	FL	P&DF	320	North Florida	H	SE	Southeast	JAX	Jacksonville BMC
325	325	Pensacola	325	Pensacola (FL) P&DC	Pensacola	FL	P&DC	320	North Florida	H	SE	Southeast	JAX	Jacksonville BMC
326	326	Gainesville	326	Gainesville (FL) P&DF	Gainesville	FL	P&DF	320	North Florida	H	SE	Southeast	JAX	Jacksonville BMC
327	327	Mid-Florida	327	Mid-Florida (FL) P&DC	Mid-Florida	FL	P&DC	327	Central Florida	H	SE	Southeast	JAX	Jacksonville BMC
328	328	Orlando	328	Orlando (FL) P&DC	Orlando	FL	P&DC	327	Central Florida	H	SE	Southeast	JAX	Jacksonville BMC
329	329	Orlando	328	Orlando (FL) P&DC	Orlando	FL	P&DC	327	Central Florida	H	SE	Southeast	JAX	Jacksonville BMC
330	330	South Florida	330	South Florida (FL) P&DC	South Florida	FL	P&DC	330	South Florida	H	SE	Southeast	JAX	Jacksonville BMC
331	331	Miami	331	Miami (FL) P&DC	Miami	FL	P&DC	330	South Florida	H	SE	Southeast	JAX	Jacksonville BMC
332	332	Miami	331	Miami (FL) P&DC	Miami	FL	P&DC	330	South Florida	H	SE	Southeast	JAX	Jacksonville BMC
333	333	Ft Lauderdale	333	Fort Lauderdale (FL) P&DC	Fort Lauderdale	FL	P&DC	330	South Florida	H	SE	Southeast	JAX	Jacksonville BMC
334	334	West Palm Beach	334	West Palm Beach (FL) P&DC	West Palm Beach	FL	P&DC	327	Central Florida	H	SE	Southeast	JAX	Jacksonville BMC

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1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant				District		Area			BMC/ASF for Letters / Flats			
335	335	Tampa	335	Tampa (FL) P&DC	Tampa	FL	P&DC	335	Suncoast	H	SE	Southeast	JAX	Jacksonville BMC
336	336	Tampa	335	Tampa (FL) P&DC	Tampa	FL	P&DC	335	Suncoast	H	SE	Southeast	JAX	Jacksonville BMC
337	337	St Petersburg	337	Saint Petersburg (FL) P&DC	Saint Petersburg	FL	P&DC	335	Suncoast	H	SE	Southeast	JAX	Jacksonville BMC
338	338	Lakeland	338	Lakeland (FL) P&DC	Lakeland	FL	P&DC	335	Suncoast	H	SE	Southeast	JAX	Jacksonville BMC
339	339	Ft Myers	339	Fort Myers (FL) P&DC	Fort Myers	FL	P&DC	335	Suncoast	H	SE	Southeast	JAX	Jacksonville BMC
340	340	Military	331	Miami (FL) P&DC	Miami	FL	P&DC	330	South Florida	H	SE	Southeast	NJI	New Jersey BMC
341	341	Ft Myers	339	Fort Myers (FL) P&DC	Fort Myers	FL	P&DC	335	Suncoast	H	SE	Southeast	JAX	Jacksonville BMC
342	342	Manasota	342	Manasota (FL) P&DC	Manasota	FL	P&DC	335	Suncoast	H	SE	Southeast	JAX	Jacksonville BMC
344	344	Gainesville	326	Gainesville (FL) P&DF	Gainesville	FL	P&DF	320	North Florida	H	SE	Southeast	JAX	Jacksonville BMC
346	346	Tampa	335	Tampa (FL) P&DC	Tampa	FL	P&DC	335	Suncoast	H	SE	Southeast	JAX	Jacksonville BMC
347	347	Orlando	328	Orlando (FL) P&DC	Orlando	FL	P&DC	327	Central Florida	H	SE	Southeast	JAX	Jacksonville BMC
349	349	West Palm Beach	334	West Palm Beach (FL) P&DC	West Palm Beach	FL	P&DC	327	Central Florida	H	SE	Southeast	JAX	Jacksonville BMC
350	350	Birmingham	350	Birmingham (AL) P&DC	Birmingham	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
351	351	Birmingham	350	Birmingham (AL) P&DC	Birmingham	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
352	352	Birmingham	350	Birmingham (AL) P&DC	Birmingham	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
354	354	Tuscaloosa	350	Birmingham (AL) P&DC	Birmingham	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
355	355	Birmingham	350	Birmingham (AL) P&DC	Birmingham	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
356	356	Huntsville	356	Huntsville (AL) P&DF	Huntsville	AL	P&DF	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
357	357	Huntsville	356	Huntsville (AL) P&DF	Huntsville	AL	P&DF	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
358	358	Huntsville	356	Huntsville (AL) P&DF	Huntsville	AL	P&DF	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
359	359	Birmingham	350	Birmingham (AL) P&DC	Birmingham	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
360	360	Montgomery	360	Montgomery (AL) P&DC	Montgomery	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
361	361	Montgomery	360	Montgomery (AL) P&DC	Montgomery	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
362	362	Anniston	350	Birmingham (AL) P&DC	Birmingham	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
363	363	Dothan	360	Montgomery (AL) P&DC	Montgomery	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
364	364	Evergreen	360	Montgomery (AL) P&DC	Montgomery	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
365	365	Mobile	366	Mobile (AL) P&DC	Mobile	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
366	366	Mobile	366	Mobile (AL) P&DC	Mobile	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
367	367	Montgomery	360	Montgomery (AL) P&DC	Montgomery	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
368	368	Montgomery	360	Montgomery (AL) P&DC	Montgomery	AL	P&DC	350	Alabama	H	SE	Southeast	ATL	Atlanta BMC
369	369	Meridian (AL Offices)	390	Jackson (MS) P&DC	Jackson	MS	P&DC	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
370	370	Nashville	370	Nashville (TN) P&DC	Nashville	TN	P&DC	370	Tennessee	H	SE	Southeast	MEM	Memphis BMC
371	371	Nashville	370	Nashville (TN) P&DC	Nashville	TN	P&DC	370	Tennessee	H	SE	Southeast	MEM	Memphis BMC
372	372	Nashville	370	Nashville (TN) P&DC	Nashville	TN	P&DC	370	Tennessee	H	SE	Southeast	MEM	Memphis BMC
373	373	Chattanooga	374	Chattanooga (TN) P&DC	Chattanooga	TN	P&DC	370	Tennessee	H	SE	Southeast	ATL	Atlanta BMC
374	374	Chattanooga	374	Chattanooga (TN) P&DC	Chattanooga	TN	P&DC	370	Tennessee	H	SE	Southeast	ATL	Atlanta BMC
375	375	Memphis	380	Memphis (TN) P&DC	Memphis	TN	P&DC	370	Tennessee	H	SE	Southeast	MEM	Memphis BMC
376	376	Johnson City	376	Johnson City (TN) CSF	Johnson City	TN	CSF	370	Tennessee	H	SE	Southeast	GSO	Greensboro BMC
377	377	Knoxville	377	Knoxville (TN) P&DC	Knoxville	TN	P&DC	370	Tennessee	H	SE	Southeast	ATL	Atlanta BMC
378	378	Knoxville	377	Knoxville (TN) P&DC	Knoxville	TN	P&DC	370	Tennessee	H	SE	Southeast	ATL	Atlanta BMC
379	379	Knoxville	377	Knoxville (TN) P&DC	Knoxville	TN	P&DC	370	Tennessee	H	SE	Southeast	ATL	Atlanta BMC
380	380	Memphis	380	Memphis (TN) P&DC	Memphis	TN	P&DC	370	Tennessee	H	SE	Southeast	MEM	Memphis BMC
381	381	Memphis	380	Memphis (TN) P&DC	Memphis	TN	P&DC	370	Tennessee	H	SE	Southeast	MEM	Memphis BMC
382	382	Mckenzie	383	Jackson (TN) CSF	Jackson	TN	CSF	370	Tennessee	H	SE	Southeast	MEM	Memphis BMC
383	383	Jackson	383	Jackson (TN) CSF	Jackson	TN	CSF	370	Tennessee	H	SE	Southeast	MEM	Memphis BMC
384	384	Columbia	370	Nashville (TN) P&DC	Nashville	TN	P&DC	370	Tennessee	H	SE	Southeast	MEM	Memphis BMC
385	385	Cookeville	370	Nashville (TN) P&DC	Nashville	TN	P&DC	370	Tennessee	H	SE	Southeast	MEM	Memphis BMC
386	386	Memphis (MS Offices)	380	Memphis (TN) P&DC	Memphis	TN	P&DC	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
387	387	Greenville	389	Grenada (MS) CSF	Grenada	MS	CSF	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
388	388	Tupelo	388	Tupelo (MS) CSF	Tupelo	MS	CSF	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
389	389	Grenada	389	Grenada (MS) CSF	Grenada	MS	CSF	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
390	390	Jackson	390	Jackson (MS) P&DC	Jackson	MS	P&DC	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
391	391	Jackson	390	Jackson (MS) P&DC	Jackson	MS	P&DC	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
392	392	Jackson	390	Jackson (MS) P&DC	Jackson	MS	P&DC	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
393	393	Meridian	390	Jackson (MS) P&DC	Jackson	MS	P&DC	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC

Cross-walk Table - 3-digit ZIP to Plant, District & Area

Updated: DFebruary 6, 2009

Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant		District		Area			BMC/ASF for Letters / Flats					
394	394	Hattiesburg	395	Gulfport (MS) P&DF	Gulfport	MS	P&DF	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
395	395	Gulfport	395	Gulfport (MS) P&DF	Gulfport	MS	P&DF	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
396	396	Mccomb	390	Jackson (MS) P&DC	Jackson	MS	P&DC	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
397	397	Columbus	390	Jackson (MS) P&DC	Jackson	MS	P&DC	390	Mississippi	H	SE	Southeast	MEM	Memphis BMC
398	398	Albany	317	Albany (GA) CSF	Albany	GA	CSF	310	South Georgia	H	SE	Southeast	ATL	Atlanta BMC
399	399	Atlanta	303	Atlanta (GA) P&DC	Atlanta	GA	P&DC	300	Atlanta	H	SE	Southeast	ATL	Atlanta BMC
400	400	Louisville	400	Louisville (KY) P&DC	Louisville	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
401	401	Louisville	400	Louisville (KY) P&DC	Louisville	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
402	402	Louisville	400	Louisville (KY) P&DC	Louisville	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
403	403	Lexington	403	Lexington (KY) P&DC	Lexington	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
404	404	Lexington	403	Lexington (KY) P&DC	Lexington	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
405	405	Lexington	403	Lexington (KY) P&DC	Lexington	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
406	406	Frankfort	403	Lexington (KY) P&DC	Lexington	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
407	407	London	407	London (KY) P&DF	London	KY	P&DF	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
408	408	London	407	London (KY) P&DF	London	KY	P&DF	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
409	409	London	407	London (KY) P&DF	London	KY	P&DF	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
410	410	Cincinnati (KY Offices)	450	Cincinnati (OH) P&DC	Cincinnati	OH	P&DC	450	Cincinnati	C	EA	Eastern	CIN	Cincinnati BMC
411	411	Ashland	411	Ashland (KY) P&DF	Ashland	KY	P&DF	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
412	412	Ashland	411	Ashland (KY) P&DF	Ashland	KY	P&DF	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
413	413	Campton	403	Lexington (KY) P&DC	Lexington	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
414	414	Campton	403	Lexington (KY) P&DC	Lexington	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
415	415	Pikeville	403	Lexington (KY) P&DC	Lexington	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
416	416	Pikeville	403	Lexington (KY) P&DC	Lexington	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
417	417	Hazard	403	Lexington (KY) P&DC	Lexington	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
418	418	Hazard	403	Lexington (KY) P&DC	Lexington	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
420	420	Paducah	420	Paducah (KY) P&DF	Paducah	KY	P&DF	400	Kentuckiana	C	EA	Eastern	STL	St. Louis BMC
421	421	Bowling Green	421	Bowling Green (KY) P&DF	Bowling Green	KY	P&DF	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
422	422	Bowling Green	421	Bowling Green (KY) P&DF	Bowling Green	KY	P&DF	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
423	423	Owensboro	400	Louisville (KY) P&DC	Louisville	KY	P&DC	400	Kentuckiana	C	EA	Eastern	STL	St. Louis BMC
424	424	Evansville (KY Offices)	476	Evansville (IN) P&DF	Evansville	IN	P&DF	400	Kentuckiana	C	EA	Eastern	STL	St. Louis BMC
425	425	Somerset	407	London (KY) P&DF	London	KY	P&DF	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
426	426	Somerset	407	London (KY) P&DF	London	KY	P&DF	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
427	427	Elizabethtown	400	Louisville (KY) P&DC	Louisville	KY	P&DC	400	Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC
430	430	Columbus	430	Columbus (OH) P&DC	Columbus	OH	P&DC	430	Columbus	C	EA	Eastern	CIN	Cincinnati BMC
431	431	Columbus	430	Columbus (OH) P&DC	Columbus	OH	P&DC	430	Columbus	C	EA	Eastern	CIN	Cincinnati BMC
432	432	Columbus	430	Columbus (OH) P&DC	Columbus	OH	P&DC	430	Columbus	C	EA	Eastern	CIN	Cincinnati BMC
433	433	Columbus	430	Columbus (OH) P&DC	Columbus	OH	P&DC	430	Columbus	C	EA	Eastern	CIN	Cincinnati BMC
434	434	Toledo	434	Toledo (OH) P&DC	Toledo	OH	P&DC	450	Cincinnati	C	EA	Eastern	DET	Detroit BMC
435	435	Toledo	434	Toledo (OH) P&DC	Toledo	OH	P&DC	450	Cincinnati	C	EA	Eastern	DET	Detroit BMC
436	436	Toledo	434	Toledo (OH) P&DC	Toledo	OH	P&DC	450	Cincinnati	C	EA	Eastern	DET	Detroit BMC
437	437	Zanesville	437	Zanesville (OH) P&DF	Zanesville	OH	P&DF	430	Columbus	C	EA	Eastern	CIN	Cincinnati BMC
438	438	Zanesville	437	Zanesville (OH) P&DF	Zanesville	OH	P&DF	430	Columbus	C	EA	Eastern	CIN	Cincinnati BMC
439	439	Steubenville	445	Youngstown (OH) P&DF	Youngstown	OH	P&DF	440	Northern Ohio	C	EA	Eastern	PBG	Pittsburgh BMC
440	440	Cleveland	440	Cleveland (OH) P&DC	Cleveland	OH	P&DC	440	Northern Ohio	C	EA	Eastern	PBG	Pittsburgh BMC
441	441	Cleveland	440	Cleveland (OH) P&DC	Cleveland	OH	P&DC	440	Northern Ohio	C	EA	Eastern	PBG	Pittsburgh BMC
442	442	Akron	442	Akron (OH) P&DC	Akron	OH	P&DC	440	Northern Ohio	C	EA	Eastern	PBG	Pittsburgh BMC
443	443	Akron	442	Akron (OH) P&DC	Akron	OH	P&DC	440	Northern Ohio	C	EA	Eastern	PBG	Pittsburgh BMC
444	444	Youngstown	445	Youngstown (OH) P&DF	Youngstown	OH	P&DF	440	Northern Ohio	C	EA	Eastern	PBG	Pittsburgh BMC
445	445	Youngstown	445	Youngstown (OH) P&DF	Youngstown	OH	P&DF	440	Northern Ohio	C	EA	Eastern	PBG	Pittsburgh BMC
446	446	Canton	446	Canton (OH) P&DC	Canton	OH	P&DC	440	Northern Ohio	C	EA	Eastern	PBG	Pittsburgh BMC
447	447	Canton	446	Canton (OH) P&DC	Canton	OH	P&DC	440	Northern Ohio	C	EA	Eastern	PBG	Pittsburgh BMC
448	448	Mansfield	448	Mansfield (OH) MPO	Mansfield	OH	MPO	440	Northern Ohio	C	EA	Eastern	CIN	Cincinnati BMC
449	449	Mansfield	448	Mansfield (OH) MPO	Mansfield	OH	MPO	440	Northern Ohio	C	EA	Eastern	CIN	Cincinnati BMC
450	450	Cincinnati	450	Cincinnati (OH) P&DC	Cincinnati	OH	P&DC	450	Cincinnati	C	EA	Eastern	CIN	Cincinnati BMC
451	451	Cincinnati	450	Cincinnati (OH) P&DC	Cincinnati	OH	P&DC	450	Cincinnati	C	EA	Eastern	CIN	Cincinnati BMC

Cross-walk Table - 3-digit ZIP to Plant, District & Area

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Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant		District				Area			BMC/ASF for Letters / Flats			
452	452	Cincinnati	450 Cincinnati (OH) P&DC	Cincinnati	OH	P&DC	450 Cincinnati	C	EA	Eastern	CIN	Cincinnati BMC		
453	453	Dayton	453 Dayton (OH) P&DC	Dayton	OH	P&DC	450 Cincinnati	C	EA	Eastern	CIN	Cincinnati BMC		
454	454	Dayton	453 Dayton (OH) P&DC	Dayton	OH	P&DC	450 Cincinnati	C	EA	Eastern	CIN	Cincinnati BMC		
455	455	Springfield	453 Dayton (OH) P&DC	Dayton	OH	P&DC	450 Cincinnati	C	EA	Eastern	CIN	Cincinnati BMC		
456	456	Chillicothe	430 Columbus (OH) P&DC	Columbus	OH	P&DC	430 Columbus	C	EA	Eastern	CIN	Cincinnati BMC		
457	457	Athens	430 Columbus (OH) P&DC	Columbus	OH	P&DC	430 Columbus	C	EA	Eastern	CIN	Cincinnati BMC		
458	458	Lima	458 Lima (OH) P&DF	Lima	OH	P&DF	450 Cincinnati	C	EA	Eastern	CIN	Cincinnati BMC		
459	459	Cincinnati	450 Cincinnati (OH) P&DC	Cincinnati	OH	P&DC	450 Cincinnati	C	EA	Eastern	CIN	Cincinnati BMC		
460	460	Indianapolis	460 Indianapolis (IN) P&DC	Indianapolis	IN	P&DC	460 Greater Indiana	J	GL	Great Lakes	CIN	Cincinnati BMC		
461	461	Indianapolis	460 Indianapolis (IN) P&DC	Indianapolis	IN	P&DC	460 Greater Indiana	J	GL	Great Lakes	CIN	Cincinnati BMC		
462	462	Indianapolis	460 Indianapolis (IN) P&DC	Indianapolis	IN	P&DC	460 Greater Indiana	J	GL	Great Lakes	CIN	Cincinnati BMC		
463	463	Gary	463 Gary (IN) P&DC	Gary	IN	P&DC	460 Greater Indiana	J	GL	Great Lakes	CHC	Chicago BMC		
464	464	Gary	463 Gary (IN) P&DC	Gary	IN	P&DC	460 Greater Indiana	J	GL	Great Lakes	CHC	Chicago BMC		
465	465	South Bend	465 South Bend (IN) P&DC	South Bend	IN	P&DC	460 Greater Indiana	J	GL	Great Lakes	DET	Detroit BMC		
466	466	South Bend	465 South Bend (IN) P&DC	South Bend	IN	P&DC	460 Greater Indiana	J	GL	Great Lakes	DET	Detroit BMC		
467	467	Fort Wayne	467 Fort Wayne (IN) P&DC	Fort Wayne	IN	P&DC	460 Greater Indiana	J	GL	Great Lakes	DET	Detroit BMC		
468	468	Fort Wayne	467 Fort Wayne (IN) P&DC	Fort Wayne	IN	P&DC	460 Greater Indiana	J	GL	Great Lakes	DET	Detroit BMC		
469	469	Kokomo	469 Kokomo (IN) P&DF	Kokomo	IN	P&DF	460 Greater Indiana	J	GL	Great Lakes	CIN	Cincinnati BMC		
470	470	Cincinnati (IN Offices)	450 Cincinnati (OH) P&DC	Cincinnati	OH	P&DC	450 Cincinnati	C	EA	Eastern	CIN	Cincinnati BMC		
471	471	Louisville (IN Offices)	400 Louisville (KY) P&DC	Louisville	KY	P&DC	400 Kentuckiana	C	EA	Eastern	CIN	Cincinnati BMC		
472	472	Columbus	460 Indianapolis (IN) P&DC	Indianapolis	IN	P&DC	460 Greater Indiana	J	GL	Great Lakes	CIN	Cincinnati BMC		
473	473	Muncie	473 Muncie (IN) P&DF	Muncie	IN	P&DF	460 Greater Indiana	J	GL	Great Lakes	CIN	Cincinnati BMC		
474	474	Bloomington	474 Bloomington (IN) DDC	Bloomington	IN	DDC	460 Greater Indiana	J	GL	Great Lakes	CIN	Cincinnati BMC		
475	475	Washington	478 Terre Haute (IN) P&DF	Terre Haute	IN	P&DF	460 Greater Indiana	J	GL	Great Lakes	STL	St. Louis BMC		
476	476	Evansville	476 Evansville (IN) P&DF	Evansville	IN	P&DF	400 Kentuckiana	C	EA	Eastern	STL	St. Louis BMC		
477	477	Evansville	476 Evansville (IN) P&DF	Evansville	IN	P&DF	400 Kentuckiana	C	EA	Eastern	STL	St. Louis BMC		
478	478	Terre Haute	478 Terre Haute (IN) P&DF	Terre Haute	IN	P&DF	460 Greater Indiana	J	GL	Great Lakes	STL	St. Louis BMC		
479	479	Lafayette	479 Lafayette (IN) P&DF	Lafayette	IN	P&DF	460 Greater Indiana	J	GL	Great Lakes	STL	St. Louis BMC		
480	480	Royal Oak	480 Royal Oak (MI) P&DC	Royal Oak	MI	P&DC	480 Southeast Michigan	J	GL	Great Lakes	DET	Detroit BMC		
481	481	Detroit	481 Detroit (MI) P&DC	Detroit	MI	P&DC	481 Detroit	J	GL	Great Lakes	DET	Detroit BMC		
482	482	Detroit	481 Detroit (MI) P&DC	Detroit	MI	P&DC	481 Detroit	J	GL	Great Lakes	DET	Detroit BMC		
483	483	Royal Oak	480 Royal Oak (MI) P&DC	Royal Oak	MI	P&DC	480 Southeast Michigan	J	GL	Great Lakes	DET	Detroit BMC		
484	484	Flint	484 Flint (MI) P&DC	Flint	MI	P&DC	480 Southeast Michigan	J	GL	Great Lakes	DET	Detroit BMC		
485	485	Flint	484 Flint (MI) P&DC	Flint	MI	P&DC	480 Southeast Michigan	J	GL	Great Lakes	DET	Detroit BMC		
486	486	Saginaw	486 Saginaw (MI) P&DC	Saginaw	MI	P&DC	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
487	487	Saginaw	486 Saginaw (MI) P&DC	Saginaw	MI	P&DC	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
488	488	Lansing	488 Lansing (MI) P&DC	Lansing	MI	P&DC	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
489	489	Lansing	488 Lansing (MI) P&DC	Lansing	MI	P&DC	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
490	490	Kalamazoo	490 Kalamazoo (MI) P&DC	Kalamazoo	MI	P&DC	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
491	491	Kalamazoo	490 Kalamazoo (MI) P&DC	Kalamazoo	MI	P&DC	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
492	492	Jackson	492 Jackson (MI) DDU	Jackson	MI	DDU	481 Detroit	J	GL	Great Lakes	DET	Detroit BMC		
493	493	Grand Rapids	493 Grand Rapids (MI) P&DC	Grand Rapids	MI	P&DC	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
494	494	Grand Rapids	493 Grand Rapids (MI) P&DC	Grand Rapids	MI	P&DC	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
495	495	Grand Rapids	493 Grand Rapids (MI) P&DC	Grand Rapids	MI	P&DC	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
496	496	Traverse City	496 Traverse City (MI) P&DF	Traverse City	MI	P&DF	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
497	497	Gaylord	497 Gaylord (MI) MPO	Gaylord	MI	MPO	493 Greater Michigan	J	GL	Great Lakes	DET	Detroit BMC		
498	498	Kingsford	498 Upper Peninsula (MI) P&DF	Upper Peninsula	MI	P&DF	530 Lakeland	J	GL	Great Lakes	MSP	Minneapolis BMC		
499	499	Iron Mountain	498 Upper Peninsula (MI) P&DF	Upper Peninsula	MI	P&DF	530 Lakeland	J	GL	Great Lakes	MSP	Minneapolis BMC		
500	500	Des Moines	500 Des Moines (IA) P&DC	Des Moines	IA	P&DC	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
501	501	Des Moines	500 Des Moines (IA) P&DC	Des Moines	IA	P&DC	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
502	502	Des Moines	500 Des Moines (IA) P&DC	Des Moines	IA	P&DC	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
503	503	Des Moines	500 Des Moines (IA) P&DC	Des Moines	IA	P&DC	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
504	504	Waterloo	506 Waterloo (IA) P&DF	Waterloo	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
505	505	Fort Dodge	505 Fort Dodge (IA) PO	Fort Dodge	IA	MPO	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
506	506	Waterloo	506 Waterloo (IA) P&DF	Waterloo	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		

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3-Digit ZIP		Plant		District				Area			BMC/ASF for Letters / Flats			
507	507	Waterloo	506 Waterloo (IA) P&DF	Waterloo	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
508	508	Creston	508 Creston (IA) CS PO	Creston	IA	CS PO	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
509	509	Des Moines	500 Des Moines (IA) P&DC	Des Moines	IA	P&DC	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
510	510	Sioux City	510 Sioux City (IA) P&DF	Sioux City	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
511	511	Sioux City	510 Sioux City (IA) P&DF	Sioux City	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
512	512	Sioux City	510 Sioux City (IA) P&DF	Sioux City	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
513	513	Sioux City	510 Sioux City (IA) P&DF	Sioux City	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
514	514	Carroll	514 Carroll (IA) CS PO	Carroll	IA	CS PO	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
515	515	Omaha (IA Offices)	680 Omaha (NE) P&DC	Omaha	NE	P&DC	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
516	516	Omaha (IA Offices)	680 Omaha (NE) P&DC	Omaha	NE	P&DC	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
520	520	Dubuque	522 Cedar Rapids (IA) P&DF	Cedar Rapids	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
521	521	Decorah	521 Decorah (IA) CS PO	Decorah	IA	CS PO	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
522	522	Cedar Rapids	522 Cedar Rapids (IA) P&DF	Cedar Rapids	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
523	523	Cedar Rapids	522 Cedar Rapids (IA) P&DF	Cedar Rapids	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
524	524	Cedar Rapids	522 Cedar Rapids (IA) P&DF	Cedar Rapids	IA	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
525	525	Des Moines	500 Des Moines (IA) P&DC	Des Moines	IA	P&DC	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
526	526	Burlington	612 Quad Cities (IL) P&DF	Quad Cities	IL	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
527	527	Rock Island (IA Offices)	612 Quad Cities (IL) P&DF	Quad Cities	IL	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
528	528	Davenport	612 Quad Cities (IL) P&DF	Quad Cities	IL	P&DF	500 Hawkeye	E	WE	Western	DSM	Des Moines BMC		
530	530	Milwaukee	530 Milwaukee (WI) P&DC	Milwaukee	WI	P&DC	530 Lakeland	J	GL	Great Lakes	CHC	Chicago BMC		
531	531	Milwaukee	530 Milwaukee (WI) P&DC	Milwaukee	WI	P&DC	530 Lakeland	J	GL	Great Lakes	CHC	Chicago BMC		
532	532	Milwaukee	530 Milwaukee (WI) P&DC	Milwaukee	WI	P&DC	530 Lakeland	J	GL	Great Lakes	CHC	Chicago BMC		
534	534	Racine	530 Milwaukee (WI) P&DC	Milwaukee	WI	P&DC	530 Lakeland	J	GL	Great Lakes	CHC	Chicago BMC		
535	535	Madison	535 Madison (WI) P&DC	Madison	WI	P&DC	530 Lakeland	J	GL	Great Lakes	CHC	Chicago BMC		
537	537	Madison	535 Madison (WI) P&DC	Madison	WI	P&DC	530 Lakeland	J	GL	Great Lakes	CHC	Chicago BMC		
538	538	Madison	535 Madison (WI) P&DC	Madison	WI	P&DC	530 Lakeland	J	GL	Great Lakes	CHC	Chicago BMC		
539	539	Portage	535 Madison (WI) P&DC	Madison	WI	P&DC	530 Lakeland	J	GL	Great Lakes	CHC	Chicago BMC		
540	540	Saint Paul (WI Offices)	550 Saint Paul (MN) P&DC	Saint Paul	MN	P&DC	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
541	541	Green Bay	543 Green Bay (WI) P&DC	Green Bay	WI	P&DC	530 Lakeland	J	GL	Great Lakes	MSP	Minneapolis BMC		
542	542	Green Bay	543 Green Bay (WI) P&DC	Green Bay	WI	P&DC	530 Lakeland	J	GL	Great Lakes	MSP	Minneapolis BMC		
543	543	Green Bay	543 Green Bay (WI) P&DC	Green Bay	WI	P&DC	530 Lakeland	J	GL	Great Lakes	MSP	Minneapolis BMC		
544	544	Wausau	544 Central Wisconsin (WI) P&DF	Central Wisconsin	WI	P&DF	530 Lakeland	J	GL	Great Lakes	MSP	Minneapolis BMC		
545	545	Rhineland	544 Central Wisconsin (WI) P&DF	Central Wisconsin	WI	P&DF	530 Lakeland	J	GL	Great Lakes	MSP	Minneapolis BMC		
546	546	La Crosse	546 La Crosse (WI) MPO	La Crosse	WI	MPO	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
547	547	Eau Claire	547 Eau Claire (WI) P&DF	Eau Claire	WI	P&DF	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
548	548	Spooner	547 Eau Claire (WI) P&DF	Eau Claire	WI	P&DF	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
549	549	Oshkosh	549 Oshkosh (WI) P&DF	Oshkosh	WI	P&DF	530 Lakeland	J	GL	Great Lakes	MSP	Minneapolis BMC		
550	550	Saint Paul	550 Saint Paul (MN) P&DC	Saint Paul	MN	P&DC	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
551	551	Saint Paul	550 Saint Paul (MN) P&DC	Saint Paul	MN	P&DC	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
553	553	Minneapolis	553 Minneapolis (MN) P&DC	Minneapolis	MN	P&DC	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
554	554	Minneapolis	553 Minneapolis (MN) P&DC	Minneapolis	MN	P&DC	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
555	555	Minneapolis	553 Minneapolis (MN) P&DC	Minneapolis	MN	P&DC	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
556	556	Duluth	558 Duluth (MN) P&DF	Duluth	MN	P&DF	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
557	557	Duluth	558 Duluth (MN) P&DF	Duluth	MN	P&DF	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
558	558	Duluth	558 Duluth (MN) P&DF	Duluth	MN	P&DF	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
559	559	Rochester	559 Rochester (MN) P&DF	Rochester	MN	P&DF	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
560	560	Mankato	560 Mankato (MN) P&DF	Mankato	MN	P&DF	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
561	561	Windom	560 Mankato (MN) P&DF	Mankato	MN	P&DF	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
562	562	Willmar	562 Willmar (MN) PO	Willmar	MN	MPO	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
563	563	Saint Cloud	563 Saint Cloud (MN) P&DF	Saint Cloud	MN	P&DF	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
564	564	Brainerd	563 Saint Cloud (MN) P&DF	Saint Cloud	MN	P&DF	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
565	565	Detroit Lakes	580 Fargo (ND) P&DC	Fargo	ND	P&DC	570 Dakotas	E	WE	Western	FAR	Fargo ASF		
566	566	Bemidji	566 Bemidji (MN) PO	Bemidji	MN	MPO	553 Northland	E	WE	Western	MSP	Minneapolis BMC		
567	567	Thief River Falls	582 Grand Forks (ND) MPO	Grand Forks	ND	MPO	570 Dakotas	E	WE	Western	FAR	Fargo ASF		
570	570	Sioux Falls	570 Sioux Falls (SD) P&DC	Sioux Falls	SD	P&DC	570 Dakotas	E	WE	Western	SIO	Sioux Falls ASF		

Cross-walk Table - 3-digit ZIP to Plant, District & Area

Updated: DFebruary 6, 2009

Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant				District			Area			BMC/ASF for Letters / Flats		
571	571	Sioux Falls	570	Sioux Falls (SD) P&DC	Sioux Falls	SD	P&DC	570	Dakotas	E	WE	Western	SIO	Sioux Falls ASF
572	572	Watertown	573	Dakota Central (SD) P&DF	Dakota Central	SD	P&DF	570	Dakotas	E	WE	Western	SIO	Sioux Falls ASF
573	573	Mitchell	573	Dakota Central (SD) P&DF	Dakota Central	SD	P&DF	570	Dakotas	E	WE	Western	SIO	Sioux Falls ASF
574	574	Aberdeen	570	Sioux Falls (SD) P&DC	Sioux Falls	SD	P&DC	570	Dakotas	E	WE	Western	SIO	Sioux Falls ASF
575	575	Pierre	570	Sioux Falls (SD) P&DC	Sioux Falls	SD	P&DC	570	Dakotas	E	WE	Western	SIO	Sioux Falls ASF
576	576	Mobridge	570	Sioux Falls (SD) P&DC	Sioux Falls	SD	P&DC	570	Dakotas	E	WE	Western	SIO	Sioux Falls ASF
577	577	Rapid City	577	Rapid City (SD) P&DF	Rapid City	SD	P&DF	570	Dakotas	E	WE	Western	SIO	Sioux Falls ASF
580	580	Fargo	580	Fargo (ND) P&DC	Fargo	ND	P&DC	570	Dakotas	E	WE	Western	FAR	Fargo ASF
581	581	Fargo	580	Fargo (ND) P&DC	Fargo	ND	P&DC	570	Dakotas	E	WE	Western	FAR	Fargo ASF
582	582	Grand Forks	582	Grand Forks (ND) MPO	Grand Forks	ND	MPO	570	Dakotas	E	WE	Western	FAR	Fargo ASF
583	583	Devils Lake	580	Fargo (ND) P&DC	Fargo	ND	P&DC	570	Dakotas	E	WE	Western	FAR	Fargo ASF
584	584	Jamestown	580	Fargo (ND) P&DC	Fargo	ND	P&DC	570	Dakotas	E	WE	Western	FAR	Fargo ASF
585	585	Bismarck	585	Bismarck (ND) P&DF	Bismarck	ND	P&DF	570	Dakotas	E	WE	Western	FAR	Fargo ASF
586	586	Dickinson	585	Bismarck (ND) P&DF	Bismarck	ND	P&DF	570	Dakotas	E	WE	Western	FAR	Fargo ASF
587	587	Minot	587	Minot (ND) MPO	Minot	ND	MPO	570	Dakotas	E	WE	Western	FAR	Fargo ASF
588	588	Williston	587	Minot (ND) MPO	Minot	ND	MPO	570	Dakotas	E	WE	Western	FAR	Fargo ASF
590	590	Billings	590	Billings (MT) P&DC	Billings	MT	P&DC	590	Big Sky	E	WE	Western	BIL	Billings ASF
591	591	Billings	590	Billings (MT) P&DC	Billings	MT	P&DC	590	Big Sky	E	WE	Western	BIL	Billings ASF
592	592	Wolf Point	592	Wolf Point (MT) MPO	Wolf Point	MT	MPO	590	Big Sky	E	WE	Western	BIL	Billings ASF
593	593	Miles City	590	Billings (MT) P&DC	Billings	MT	P&DC	590	Big Sky	E	WE	Western	BIL	Billings ASF
594	594	Great Falls	594	Great Falls (MT) MP Annex	Great Falls	MT	Annex	590	Big Sky	E	WE	Western	BIL	Billings ASF
595	595	Havre	594	Great Falls (MT) MP Annex	Great Falls	MT	Annex	590	Big Sky	E	WE	Western	BIL	Billings ASF
596	596	Helena	596	Helena (MT) MPO	Helena	MT	MPO	590	Big Sky	E	WE	Western	BIL	Billings ASF
597	597	Butte	597	Butte (MT) MPO	Butte	MT	MPO	590	Big Sky	E	WE	Western	BIL	Billings ASF
598	598	Missoula	598	Missoula (MT) MPO	Missoula	MT	MPO	590	Big Sky	E	WE	Western	BIL	Billings ASF
599	599	Kalispell	599	Kalispell (MT) MPO	Kalispell	MT	MPO	590	Big Sky	E	WE	Western	BIL	Billings ASF
600	600	Palatine	600	Palatine (IL) P&DC	Palatine	IL	P&DC	600	Northern Illinois	J	GL	Great Lakes	CHC	Chicago BMC
601	601	Carol Stream	601	Carol Stream (IL) P&DC	Carol Stream	IL	P&DC	600	Northern Illinois	J	GL	Great Lakes	CHC	Chicago BMC
602	602	Evanston	600	Palatine (IL) P&DC	Palatine	IL	P&DC	600	Northern Illinois	J	GL	Great Lakes	CHC	Chicago BMC
603	603	Oak Park	601	Carol Stream (IL) P&DC	Carol Stream	IL	P&DC	600	Northern Illinois	J	GL	Great Lakes	CHC	Chicago BMC
604	604	South Suburban	604	South Suburban (IL) P&DC	South Suburban	IL	P&DC	604	Central Illinois	J	GL	Great Lakes	CHC	Chicago BMC
605	605	Fox Valley	605	Fox Valley (IL) P&DC	Fox Valley	IL	P&DC	604	Central Illinois	J	GL	Great Lakes	CHC	Chicago BMC
606	606	Chicago	606	Cardiss Collins (IL) P&DC	Cardiss Collins	IL	P&DC	606	Chicago	J	GL	Great Lakes	CHC	Chicago BMC
607	607	Chicago	606	Cardiss Collins (IL) P&DC	Cardiss Collins	IL	P&DC	606	Chicago	J	GL	Great Lakes	CHC	Chicago BMC
608	608	Chicago	606	Cardiss Collins (IL) P&DC	Cardiss Collins	IL	P&DC	606	Chicago	J	GL	Great Lakes	CHC	Chicago BMC
609	609	Kankakee	618	Champaign (IL) P&DF	Champaign	IL	P&DF	604	Central Illinois	J	GL	Great Lakes	CHC	Chicago BMC
610	610	Rockford	610	Rockford (IL) P&DC	Rockford	IL	P&DC	600	Northern Illinois	J	GL	Great Lakes	CHC	Chicago BMC
611	611	Rockford	610	Rockford (IL) P&DC	Rockford	IL	P&DC	600	Northern Illinois	J	GL	Great Lakes	CHC	Chicago BMC
612	612	Rock Island	612	Quad Cities (IL) P&DF	Quad Cities	IL	P&DF	500	Hawkeye	E	WE	Western	DSM	Des Moines BMC
613	613	La Salle	617	Bloomington (IL) P&DF	Bloomington	IL	P&DF	604	Central Illinois	J	GL	Great Lakes	CHC	Chicago BMC
614	614	Galesburg	615	Peoria (IL) P&DF	Peoria	IL	P&DF	604	Central Illinois	J	GL	Great Lakes	STL	St. Louis BMC
615	615	Peoria	615	Peoria (IL) P&DF	Peoria	IL	P&DF	604	Central Illinois	J	GL	Great Lakes	STL	St. Louis BMC
616	616	Peoria	615	Peoria (IL) P&DF	Peoria	IL	P&DF	604	Central Illinois	J	GL	Great Lakes	STL	St. Louis BMC
617	617	Bloomington	617	Bloomington (IL) P&DF	Bloomington	IL	P&DF	604	Central Illinois	J	GL	Great Lakes	STL	St. Louis BMC
618	618	Champaign	618	Champaign (IL) P&DF	Champaign	IL	P&DF	604	Central Illinois	J	GL	Great Lakes	STL	St. Louis BMC
619	619	Champaign	618	Champaign (IL) P&DF	Champaign	IL	P&DF	604	Central Illinois	J	GL	Great Lakes	STL	St. Louis BMC
620	620	St Louis (IL Offices)	630	Saint Louis (MO) P&DC	Saint Louis	MO	P&DC	630	Gateway	J	GL	Great Lakes	STL	St. Louis BMC
622	622	St Louis (IL Offices)	630	Saint Louis (MO) P&DC	Saint Louis	MO	P&DC	630	Gateway	J	GL	Great Lakes	STL	St. Louis BMC
623	623	Quincy	623	Quincy (IL) AMPC	Quincy	IL	AMPC	630	Gateway	J	GL	Great Lakes	STL	St. Louis BMC
624	624	Effingham	630	Saint Louis (MO) P&DC	Saint Louis	MO	P&DC	630	Gateway	J	GL	Great Lakes	STL	St. Louis BMC
625	625	Springfield	625	Springfield (IL) P&DC	Springfield	IL	P&DC	604	Central Illinois	J	GL	Great Lakes	STL	St. Louis BMC
626	626	Springfield	625	Springfield (IL) P&DC	Springfield	IL	P&DC	604	Central Illinois	J	GL	Great Lakes	STL	St. Louis BMC
627	627	Springfield	625	Springfield (IL) P&DC	Springfield	IL	P&DC	604	Central Illinois	J	GL	Great Lakes	STL	St. Louis BMC
628	628	Centralia	630	Saint Louis (MO) P&DC	Saint Louis	MO	P&DC	630	Gateway	J	GL	Great Lakes	STL	St. Louis BMC
629	629	Carbondale	630	Saint Louis (MO) P&DC	Saint Louis	MO	P&DC	630	Gateway	J	GL	Great Lakes	STL	St. Louis BMC

Cross-walk Table - 3-digit ZIP to Plant, District & Area

Updated: DFebruary 6, 2009

Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant		District		Area		BMC/ASF for Letters / Flats						
630	630	Saint Louis	630 Saint Louis (MO) P&DC	Saint Louis	MO	P&DC	630 Gateway	J	GL	Great Lakes	STL	St. Louis BMC		
631	631	Saint Louis	630 Saint Louis (MO) P&DC	Saint Louis	MO	P&DC	630 Gateway	J	GL	Great Lakes	STL	St. Louis BMC		
633	633	Saint Louis	630 Saint Louis (MO) P&DC	Saint Louis	MO	P&DC	630 Gateway	J	GL	Great Lakes	STL	St. Louis BMC		
634	634	Quincy	623 Quincy (IL) AMPC	Quincy	IL	AMPC	630 Gateway	J	GL	Great Lakes	STL	St. Louis BMC		
635	635	Quincy	623 Quincy (IL) AMPC	Quincy	IL	AMPC	630 Gateway	J	GL	Great Lakes	STL	St. Louis BMC		
636	636	Cape Girardeau	636 Cape Girardeau (MO) P&DF	Cape Girardeau	MO	P&DF	640 Mid-America	E	WE	Western	STL	St. Louis BMC		
637	637	Cape Girardeau	636 Cape Girardeau (MO) P&DF	Cape Girardeau	MO	P&DF	640 Mid-America	E	WE	Western	STL	St. Louis BMC		
638	638	Cape Girardeau	636 Cape Girardeau (MO) P&DF	Cape Girardeau	MO	P&DF	640 Mid-America	E	WE	Western	STL	St. Louis BMC		
639	639	Cape Girardeau	636 Cape Girardeau (MO) P&DF	Cape Girardeau	MO	P&DF	640 Mid-America	E	WE	Western	STL	St. Louis BMC		
640	640	Kansas City	640 Kansas City (MO) P&DC	Kansas City	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
641	641	Kansas City	640 Kansas City (MO) P&DC	Kansas City	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
644	644	Saint Joseph	640 Kansas City (MO) P&DC	Kansas City	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
645	645	Saint Joseph	640 Kansas City (MO) P&DC	Kansas City	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
646	646	Chillicothe	640 Kansas City (MO) P&DC	Kansas City	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
647	647	Harrisonville	640 Kansas City (MO) P&DC	Kansas City	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
648	648	Springfield	656 Springfield (MO) P&DC	Springfield	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
649	649	Kansas City	640 Kansas City (MO) P&DC	Kansas City	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
650	650	Mid-Missouri	650 Mid-Missouri (MO) P&DF	Mid-Missouri	MO	P&DF	630 Gateway	J	GL	Great Lakes	KCY	Kansas City BMC		
651	651	Jefferson City	650 Mid-Missouri (MO) P&DF	Mid-Missouri	MO	P&DF	630 Gateway	J	GL	Great Lakes	KCY	Kansas City BMC		
652	652	Mid-Missouri	650 Mid-Missouri (MO) P&DF	Mid-Missouri	MO	P&DF	630 Gateway	J	GL	Great Lakes	KCY	Kansas City BMC		
653	653	Mid-Missouri	650 Mid-Missouri (MO) P&DF	Mid-Missouri	MO	P&DF	630 Gateway	J	GL	Great Lakes	KCY	Kansas City BMC		
654	654	Springfield	656 Springfield (MO) P&DC	Springfield	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
655	655	Springfield	656 Springfield (MO) P&DC	Springfield	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
656	656	Springfield	656 Springfield (MO) P&DC	Springfield	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
657	657	Springfield	656 Springfield (MO) P&DC	Springfield	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
658	658	Springfield	656 Springfield (MO) P&DC	Springfield	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
660	660	Kansas City	660 Kansas City (KS) P&DF	Kansas City	KS	P&DF	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
661	661	Kansas City	660 Kansas City (KS) P&DF	Kansas City	KS	P&DF	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
662	662	Shawnee Mission	662 Shawnee Mission (KS) PO	Shawnee Mission	KS	MPO	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
664	664	Topeka	666 Topeka (KS) P&DF	Topeka	KS	P&DF	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
665	665	Topeka	666 Topeka (KS) P&DF	Topeka	KS	P&DF	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
666	666	Topeka	666 Topeka (KS) P&DF	Topeka	KS	P&DF	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
667	667	Ft Scott	667 Kansas City (MO) P&DC	Kansas City	MO	P&DC	640 Mid-America	E	WE	Western	KCY	Kansas City BMC		
668	668	Topeka	666 Topeka (KS) P&DF	Topeka	KS	P&DF	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
669	669	Salina	670 Wichita (KS) P&DC	Wichita	KS	P&DC	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
670	670	Wichita	670 Wichita (KS) P&DC	Wichita	KS	P&DC	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
671	671	Wichita	670 Wichita (KS) P&DC	Wichita	KS	P&DC	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
672	672	Wichita	670 Wichita (KS) P&DC	Wichita	KS	P&DC	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
673	673	Independence	670 Wichita (KS) P&DC	Wichita	KS	P&DC	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
674	674	Salina	674 Salina (KS) PO	Salina	KS	MPO	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
675	675	Hutchinson	675 Hutchinson (KS) MPO	Hutchinson	KS	MPO	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
676	676	Hays	670 Wichita (KS) P&DC	Wichita	KS	P&DC	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
677	677	Colby	670 Wichita (KS) P&DC	Wichita	KS	P&DC	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
678	678	Dodge City	670 Wichita (KS) P&DC	Wichita	KS	P&DC	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
679	679	Liberal	670 Wichita (KS) P&DC	Wichita	KS	P&DC	680 Central Plains	E	WE	Western	KCY	Kansas City BMC		
680	680	Omaha	680 Omaha (NE) P&DC	Omaha	NE	P&DC	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
681	681	Omaha	680 Omaha (NE) P&DC	Omaha	NE	P&DC	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
683	683	Lincoln	685 Lincoln (NE) P&DF	Lincoln	NE	P&DF	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
684	684	Lincoln	685 Lincoln (NE) P&DF	Lincoln	NE	P&DF	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
685	685	Lincoln	685 Lincoln (NE) P&DF	Lincoln	NE	P&DF	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
686	686	Columbus	687 Norfolk (NE) P&DF	Norfolk	NE	P&DF	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
687	687	Norfolk	687 Norfolk (NE) P&DF	Norfolk	NE	P&DF	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
688	688	Grand Island	688 Grand Island (NE) P&DF	Grand Island	NE	P&DF	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
689	689	Grand Island	688 Grand Island (NE) P&DF	Grand Island	NE	P&DF	680 Central Plains	E	WE	Western	DSM	Des Moines BMC		
690	690	Mccook	690 Mccook (NE) PO	Mccook	NE	MPO	680 Central Plains	E	WE	Western	DEN	Denver BMC		

Cross-walk Table - 3-digit ZIP to Plant, District & Area

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Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant		District				Area			BMC/ASF for Letters / Flats			
691	691	North Platte	691 North Platte (NE) PO	North Platte	NE	MPO	680 Central Plains	E	WE	Western	DEN	Denver BMC		
692	692	Valentine	692 Valentine (NE) PO	Valentine	NE	MPO	680 Central Plains	E	WE	Western	DEN	Denver BMC		
693	693	Alliance	693 Alliance (NE) PO	Alliance	NE	MPO	680 Central Plains	E	WE	Western	DEN	Denver BMC		
700	700	New Orleans	700 New Orleans (LA) P&DC	New Orleans	LA	P&DC	700 Louisiana	G	SW	Southwest	MEM	Memphis BMC		
701	701	New Orleans	700 New Orleans (LA) P&DC	New Orleans	LA	P&DC	700 Louisiana	G	SW	Southwest	MEM	Memphis BMC		
703	703	Houma	700 New Orleans (LA) P&DC	New Orleans	LA	P&DC	700 Louisiana	G	SW	Southwest	MEM	Memphis BMC		
704	704	Mandeville	700 New Orleans (LA) P&DC	New Orleans	LA	P&DC	700 Louisiana	G	SW	Southwest	MEM	Memphis BMC		
705	705	Lafayette	705 Lafayette (LA) P&DF	Lafayette	LA	P&DF	700 Louisiana	G	SW	Southwest	MEM	Memphis BMC		
706	706	Lake Charles	705 Lafayette (LA) P&DF	Lafayette	LA	P&DF	700 Louisiana	G	SW	Southwest	DAL	Dallas BMC		
707	707	Baton Rouge	707 Baton Rouge (LA) P&DC	Baton Rouge	LA	P&DC	700 Louisiana	G	SW	Southwest	MEM	Memphis BMC		
708	708	Baton Rouge	707 Baton Rouge (LA) P&DC	Baton Rouge	LA	P&DC	700 Louisiana	G	SW	Southwest	MEM	Memphis BMC		
710	710	Shreveport	710 Shreveport (LA) P&DC	Shreveport	LA	P&DC	700 Louisiana	G	SW	Southwest	DAL	Dallas BMC		
711	711	Shreveport	710 Shreveport (LA) P&DC	Shreveport	LA	P&DC	700 Louisiana	G	SW	Southwest	DAL	Dallas BMC		
712	712	Monroe	710 Shreveport (LA) P&DC	Shreveport	LA	P&DC	700 Louisiana	G	SW	Southwest	DAL	Dallas BMC		
713	713	Alexandria	710 Shreveport (LA) P&DC	Shreveport	LA	P&DC	700 Louisiana	G	SW	Southwest	MEM	Memphis BMC		
714	714	Alexandria	710 Shreveport (LA) P&DC	Shreveport	LA	P&DC	700 Louisiana	G	SW	Southwest	MEM	Memphis BMC		
716	716	Pine Bluff	720 Little Rock (AR) P&DC	Little Rock	AR	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
717	717	Camden	720 Little Rock (AR) P&DC	Little Rock	AR	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
718	718	Texarkana (Ar Offices)	755 Texarkana (TX) MPO	Texarkana	TX	MPO	720 Arkansas	G	SW	Southwest	DAL	Dallas BMC		
719	719	Hot Springs National Park	720 Little Rock (AR) P&DC	Little Rock	AR	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
720	720	Little Rock	720 Little Rock (AR) P&DC	Little Rock	AR	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
721	721	Little Rock	720 Little Rock (AR) P&DC	Little Rock	AR	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
722	722	Little Rock	720 Little Rock (AR) P&DC	Little Rock	AR	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
723	723	Memphis (AR Offices)	380 Memphis (TN) P&DC	Memphis	TN	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
724	724	Jonesboro	720 Little Rock (AR) P&DC	Little Rock	AR	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
725	725	Batesville	720 Little Rock (AR) P&DC	Little Rock	AR	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
726	726	Harrison	720 Little Rock (AR) P&DC	Little Rock	AR	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
727	727	Fayetteville	727 Fayetteville (AR) P&DF	Fayetteville	AR	P&DF	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
728	728	Russellville	720 Little Rock (AR) P&DC	Little Rock	AR	P&DC	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
729	729	Fort Smith	729 Fort Smith (AR) MPO	Fort Smith	AR	MPO	720 Arkansas	G	SW	Southwest	MEM	Memphis BMC		
730	730	Oklahoma City	730 Oklahoma City (OK) P&DC	Oklahoma City	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
731	731	Oklahoma City	730 Oklahoma City (OK) P&DC	Oklahoma City	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
733	733	Austin	786 Austin (TX) P&DC	Austin	TX	P&DC	780 Rio Grande	G	SW	Southwest	DAL	Dallas BMC		
734	734	Ardmore	730 Oklahoma City (OK) P&DC	Oklahoma City	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
735	735	Lawton	730 Oklahoma City (OK) P&DC	Oklahoma City	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
736	736	Clinton	730 Oklahoma City (OK) P&DC	Oklahoma City	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
737	737	Enid	730 Oklahoma City (OK) P&DC	Oklahoma City	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
738	738	Woodward	730 Oklahoma City (OK) P&DC	Oklahoma City	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
739	739	Liberal (OK Offices)	670 Wichita (KS) P&DC	Wichita	KS	P&DC	760 Fort Worth	G	SW	Southwest	KCY	Kansas City BMC		
740	740	Tulsa	740 Tulsa (OK) P&DC	Tulsa	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
741	741	Tulsa	740 Tulsa (OK) P&DC	Tulsa	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
743	743	Tulsa	740 Tulsa (OK) P&DC	Tulsa	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
744	744	Muskogee	740 Tulsa (OK) P&DC	Tulsa	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
745	745	Mcalester	740 Tulsa (OK) P&DC	Tulsa	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
746	746	Ponca City	740 Tulsa (OK) P&DC	Tulsa	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
747	747	Durant	740 Tulsa (OK) P&DC	Tulsa	OK	P&DC	730 Oklahoma	G	SW	Southwest	DAL	Dallas BMC		
748	748	Shawnee	730 Oklahoma City (OK) P&DC	Oklahoma City	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
749	749	Poteau	740 Tulsa (OK) P&DC	Tulsa	OK	P&DC	730 Oklahoma	G	SW	Southwest	OKL	Oklahoma ASF		
750	750	North Texas	750 North Texas (TX) P&DC	North Texas	TX	P&DC	752 Dallas	G	SW	Southwest	DAL	Dallas BMC		
751	751	Dallas	752 Dallas (TX) P&DC	Dallas	TX	P&DC	752 Dallas	G	SW	Southwest	DAL	Dallas BMC		
752	752	Dallas	752 Dallas (TX) P&DC	Dallas	TX	P&DC	752 Dallas	G	SW	Southwest	DAL	Dallas BMC		
753	753	Dallas	752 Dallas (TX) P&DC	Dallas	TX	P&DC	752 Dallas	G	SW	Southwest	DAL	Dallas BMC		
754	754	Greenville	750 North Texas (TX) P&DC	North Texas	TX	P&DC	752 Dallas	G	SW	Southwest	DAL	Dallas BMC		
755	755	Texarkana	755 Texarkana (TX) MPO	Texarkana	TX	MPO	752 Dallas	G	SW	Southwest	DAL	Dallas BMC		
756	756	Longview	757 East Texas (TX) P&DC	East Texas	TX	P&DC	752 Dallas	G	SW	Southwest	DAL	Dallas BMC		

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1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant				District			Area			BMC/ASF for Letters / Flats		
757	757	East Texas	757	East Texas (TX) P&DC	East Texas	TX	P&DC	752	Dallas	G	SW	Southwest	DAL	Dallas BMC
758	758	Palestine	757	East Texas (TX) P&DC	East Texas	TX	P&DC	752	Dallas	G	SW	Southwest	DAL	Dallas BMC
759	759	Lufkin	757	East Texas (TX) P&DC	East Texas	TX	P&DC	752	Dallas	G	SW	Southwest	DAL	Dallas BMC
760	760	Fort Worth	760	Fort Worth (TX) P&DC	Fort Worth	TX	P&DC	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
761	761	Fort Worth	760	Fort Worth (TX) P&DC	Fort Worth	TX	P&DC	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
762	762	Fort Worth	760	Fort Worth (TX) P&DC	Fort Worth	TX	P&DC	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
763	763	Wichita Falls	763	Wichita Falls (TX) MP Annex	Wichita Falls	TX	Annex	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
764	764	Fort Worth	760	Fort Worth (TX) P&DC	Fort Worth	TX	P&DC	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
765	765	Waco	766	Waco (TX) P&DF	Waco	TX	P&DF	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
766	766	Waco	766	Waco (TX) P&DF	Waco	TX	P&DF	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
767	767	Waco	766	Waco (TX) P&DF	Waco	TX	P&DF	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
768	768	Abilene	795	Abilene (TX) Distribution Annex	Abilene	TX	Annex	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
769	769	Midland	797	Midland (TX) P&DC	Midland	TX	P&DC	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
770	770	Houston	770	Houston (TX) P&DC	Houston	TX	P&DC	770	Houston	G	SW	Southwest	DAL	Dallas BMC
771	771	Houston	770	Houston (TX) P&DC	Houston	TX	P&DC	770	Houston	G	SW	Southwest	DAL	Dallas BMC
772	772	Houston	770	Houston (TX) P&DC	Houston	TX	P&DC	770	Houston	G	SW	Southwest	DAL	Dallas BMC
773	773	North Houston	773	North Houston (TX) P&DC	North Houston	TX	P&DC	770	Houston	G	SW	Southwest	DAL	Dallas BMC
774	774	North Houston	773	North Houston (TX) P&DC	North Houston	TX	P&DC	770	Houston	G	SW	Southwest	DAL	Dallas BMC
775	775	North Houston	773	North Houston (TX) P&DC	North Houston	TX	P&DC	770	Houston	G	SW	Southwest	DAL	Dallas BMC
776	776	Beaumont	776	Beaumont (TX) P&DC	Beaumont	TX	P&DC	770	Houston	G	SW	Southwest	DAL	Dallas BMC
777	777	Beaumont	776	Beaumont (TX) P&DC	Beaumont	TX	P&DC	770	Houston	G	SW	Southwest	DAL	Dallas BMC
778	778	Bryan	773	North Houston (TX) P&DC	North Houston	TX	P&DC	770	Houston	G	SW	Southwest	DAL	Dallas BMC
779	779	ViCTORIA	783	Corpus Christi (TX) P&DC	Corpus Christi	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
780	780	San Antonio	780	San Antonio (TX) P&DC	San Antonio	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
781	781	San Antonio	780	San Antonio (TX) P&DC	San Antonio	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
782	782	San Antonio	780	San Antonio (TX) P&DC	San Antonio	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
783	783	Corpus Christi	783	Corpus Christi (TX) P&DC	Corpus Christi	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
784	784	Corpus Christi	783	Corpus Christi (TX) P&DC	Corpus Christi	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
785	785	Mcallen	785	Mcallen (TX) P&DF	Mcallen	TX	P&DF	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
786	786	Austin	786	Austin (TX) P&DC	Austin	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
787	787	Austin	786	Austin (TX) P&DC	Austin	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
788	788	San Antonio	780	San Antonio (TX) P&DC	San Antonio	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
789	789	Austin	786	Austin (TX) P&DC	Austin	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
790	790	Amarillo	790	Amarillo (TX) P&DC	Amarillo	TX	P&DC	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
791	791	Amarillo	790	Amarillo (TX) P&DC	Amarillo	TX	P&DC	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
792	792	Childress	790	Amarillo (TX) P&DC	Amarillo	TX	P&DC	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
793	793	Lubbock	793	Lubbock (TX) P&DF	Lubbock	TX	P&DF	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
794	794	Lubbock	793	Lubbock (TX) P&DF	Lubbock	TX	P&DF	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
795	795	Abilene	795	Abilene (TX) Distribution Annex	Abilene	TX	Annex	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
796	796	Abilene	795	Abilene (TX) Distribution Annex	Abilene	TX	Annex	760	Fort Worth	G	SW	Southwest	DAL	Dallas BMC
797	797	Midland	797	Midland (TX) P&DC	Midland	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
798	798	El Paso	799	El Paso (TX) P&DC	El Paso	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
799	799	El Paso	799	El Paso (TX) P&DC	El Paso	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
800	800	Denver	800	Denver (CO) P&DC	Denver	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
801	801	Denver	800	Denver (CO) P&DC	Denver	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
802	802	Denver	800	Denver (CO) P&DC	Denver	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
803	803	Boulder	800	Denver (CO) P&DC	Denver	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
804	804	Denver	800	Denver (CO) P&DC	Denver	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
805	805	Longmont	800	Denver (CO) P&DC	Denver	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
806	806	Brighton	800	Denver (CO) P&DC	Denver	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
807	807	Brighton	800	Denver (CO) P&DC	Denver	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
808	808	Colorado Springs	808	Colorado Springs (CO) P&DC	Colorado Springs	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
809	809	Colorado Springs	808	Colorado Springs (CO) P&DC	Colorado Springs	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
810	810	Pueblo	808	Colorado Springs (CO) P&DC	Colorado Springs	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
811	811	Alamosa	808	Colorado Springs (CO) P&DC	Colorado Springs	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC

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812	812	Salida	808	Colorado Springs (CO) P&DC	Colorado Springs	CO	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
813	813	Durango	814	Grand Junction (CO) MHA	Grand Junction	CO	MHA	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
814	814	Grand JunCTion	814	Grand Junction (CO) MHA	Grand Junction	CO	MHA	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
815	815	Grand JunCTion	814	Grand Junction (CO) MHA	Grand Junction	CO	MHA	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
816	816	Glenwood Springs	814	Grand Junction (CO) MHA	Grand Junction	CO	MHA	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
820	820	Cheyenne	820	Cheyenne (WY) P&DC	Cheyenne	WY	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
821	821	Yellowstone Park (MT Offices)	590	Billings (MT) P&DC	Billings	MT	P&DC	800	Colorado/Wyoming	E	WE	Western	BIL	Billings ASF
822	822	Wheatland	820	Cheyenne (WY) P&DC	Cheyenne	WY	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
823	823	Rawlins	820	Cheyenne (WY) P&DC	Cheyenne	WY	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
824	824	Worland	826	Casper (WY) MPO	Casper	WY	MPO	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
825	825	Riverton	826	Casper (WY) MPO	Casper	WY	MPO	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
826	826	Casper	826	Casper (WY) MPO	Casper	WY	MPO	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
827	827	Gillette	826	Casper (WY) MPO	Casper	WY	MPO	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
828	828	Sheridan	826	Casper (WY) MPO	Casper	WY	MPO	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
829	829	Rock Springs	820	Cheyenne (WY) P&DC	Cheyenne	WY	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
830	830	Rock Springs	820	Cheyenne (WY) P&DC	Cheyenne	WY	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
831	831	Rock Springs	820	Cheyenne (WY) P&DC	Cheyenne	WY	P&DC	800	Colorado/Wyoming	E	WE	Western	DEN	Denver BMC
832	832	Pocatello	832	Pocatello (ID) PO	Pocatello	ID	MPO	990	Spokane	E	WE	Western	SLC	Salt Lake City ASF
833	833	Twin Falls	836	Boise (ID) P&DC	Boise	ID	P&DC	990	Spokane	E	WE	Western	SLC	Salt Lake City ASF
834	834	Pocatello	832	Pocatello (ID) PO	Pocatello	ID	MPO	990	Spokane	E	WE	Western	SLC	Salt Lake City ASF
835	835	Lewiston	992	Spokane (WA) P&DC	Spokane	WA	P&DC	990	Spokane	E	WE	Western	SEA	Seattle BMC
836	836	Boise	836	Boise (ID) P&DC	Boise	ID	P&DC	990	Spokane	E	WE	Western	SLC	Salt Lake City ASF
837	837	Boise	836	Boise (ID) P&DC	Boise	ID	P&DC	990	Spokane	E	WE	Western	SLC	Salt Lake City ASF
838	838	Spokane (ID Offices)	992	Spokane (WA) P&DC	Spokane	WA	P&DC	990	Spokane	E	WE	Western	SEA	Seattle BMC
840	840	Salt Lake City	840	Salt Lake City (UT) P&DC	Salt Lake City	UT	P&DC	840	Salt Lake City	E	WE	Western	SLC	Salt Lake City ASF
841	841	Salt Lake City	840	Salt Lake City (UT) P&DC	Salt Lake City	UT	P&DC	840	Salt Lake City	E	WE	Western	SLC	Salt Lake City ASF
842	842	Salt Lake City	840	Salt Lake City (UT) P&DC	Salt Lake City	UT	P&DC	840	Salt Lake City	E	WE	Western	SLC	Salt Lake City ASF
843	843	Salt Lake City	840	Salt Lake City (UT) P&DC	Salt Lake City	UT	P&DC	840	Salt Lake City	E	WE	Western	SLC	Salt Lake City ASF
844	844	Ogden	840	Salt Lake City (UT) P&DC	Salt Lake City	UT	P&DC	840	Salt Lake City	E	WE	Western	SLC	Salt Lake City ASF
845	845	Provo	845	Provo (UT) P&DF	Provo	UT	P&DF	840	Salt Lake City	E	WE	Western	SLC	Salt Lake City ASF
846	846	Provo	845	Provo (UT) P&DF	Provo	UT	P&DF	840	Salt Lake City	E	WE	Western	SLC	Salt Lake City ASF
847	847	Provo	845	Provo (UT) P&DF	Provo	UT	P&DF	840	Salt Lake City	E	WE	Western	SLC	Salt Lake City ASF
850	850	Phoenix	852	Phoenix (AZ) P&DC	Phoenix	AZ	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
851	851	Phoenix	852	Phoenix (AZ) P&DC	Phoenix	AZ	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
852	852	Phoenix	852	Phoenix (AZ) P&DC	Phoenix	AZ	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
853	853	Phoenix	852	Phoenix (AZ) P&DC	Phoenix	AZ	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
855	855	Globe	852	Phoenix (AZ) P&DC	Phoenix	AZ	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
856	856	Tucson	856	Tucson (AZ) P&DC	Tucson	AZ	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
857	857	Tucson	856	Tucson (AZ) P&DC	Tucson	AZ	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
859	859	Show Low	852	Phoenix (AZ) P&DC	Phoenix	AZ	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
860	860	Flagstaff	852	Phoenix (AZ) P&DC	Phoenix	AZ	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
863	863	Prescott	852	Phoenix (AZ) P&DC	Phoenix	AZ	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
864	864	Kingman	890	Las Vegas (NV) P&DC	Las Vegas	NV	P&DC	852	Arizona	E	WE	Western	PHX	Phoenix ASF
865	865	Gallup (AZ Offices)	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
870	870	Albuquerque	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
871	871	Albuquerque	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
872	872	Albuquerque	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
873	873	Gallup	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
874	874	Farmington	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
875	875	Albuquerque	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
877	877	Las Vegas	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
878	878	Socorro	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
878	878	Truth or Consequences	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
879	879	Las Cruces	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
881	881	Clovis	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF

Cross-walk Table - 3-digit ZIP to Plant, District & Area

Updated: DFebruary 6, 2009

Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant		District		Area		BMC/ASF for Letters / Flats						
882	882	Roswell	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
883	883	Carrizozo	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
884	884	Tucumcari	870	Albuquerque (NM) P&DC	Albuquerque	NM	P&DC	870	Albuquerque	G	SW	Southwest	ALB	Albuquerque ASF
885	885	El Paso	799	El Paso (TX) P&DC	El Paso	TX	P&DC	780	Rio Grande	G	SW	Southwest	DAL	Dallas BMC
889	889	Las Vegas	890	Las Vegas (NV) P&DC	Las Vegas	NV	P&DC	890	Nevada-Sierra	E	WE	Western	LAX	Los Angeles BMC
890	890	Las Vegas	890	Las Vegas (NV) P&DC	Las Vegas	NV	P&DC	890	Nevada-Sierra	E	WE	Western	LAX	Los Angeles BMC
891	891	Las Vegas	890	Las Vegas (NV) P&DC	Las Vegas	NV	P&DC	890	Nevada-Sierra	E	WE	Western	LAX	Los Angeles BMC
893	893	Ely	890	Las Vegas (NV) P&DC	Las Vegas	NV	P&DC	890	Nevada-Sierra	E	WE	Western	LAX	Los Angeles BMC
894	894	Reno	894	Reno (NV) P&DC	Reno	NV	P&DC	890	Nevada-Sierra	E	WE	Western	SFO	San Francisco BMC
895	895	Reno	894	Reno (NV) P&DC	Reno	NV	P&DC	890	Nevada-Sierra	E	WE	Western	SFO	San Francisco BMC
897	897	Carson City	894	Reno (NV) P&DC	Reno	NV	P&DC	890	Nevada-Sierra	E	WE	Western	SFO	San Francisco BMC
898	898	Elko	840	Salt Lake City (UT) P&DC	Salt Lake City	UT	P&DC	890	Nevada-Sierra	E	WE	Western	SLC	Salt Lake City ASF
900	900	Los Angeles	900	Los Angeles (CA) P&DC	Los Angeles	CA	P&DC	900	Los Angeles	F	PA	Pacific	LAX	Los Angeles BMC
901	901	Los Angeles	900	Los Angeles (CA) P&DC	Los Angeles	CA	P&DC	900	Los Angeles	F	PA	Pacific	LAX	Los Angeles BMC
902	902	Inglewood	900	Los Angeles (CA) P&DC	Los Angeles	CA	P&DC	900	Los Angeles	F	PA	Pacific	LAX	Los Angeles BMC
903	903	Inglewood	900	Los Angeles (CA) P&DC	Los Angeles	CA	P&DC	900	Los Angeles	F	PA	Pacific	LAX	Los Angeles BMC
904	904	Santa Monica	900	Los Angeles (CA) P&DC	Los Angeles	CA	P&DC	900	Los Angeles	F	PA	Pacific	LAX	Los Angeles BMC
905	905	Torrance	907	Long Beach (CA) P&DC	Long Beach	CA	P&DC	926	Santa Ana	F	PA	Pacific	LAX	Los Angeles BMC
906	906	Long Beach	907	Long Beach (CA) P&DC	Long Beach	CA	P&DC	926	Santa Ana	F	PA	Pacific	LAX	Los Angeles BMC
907	907	Long Beach	907	Long Beach (CA) P&DC	Long Beach	CA	P&DC	926	Santa Ana	F	PA	Pacific	LAX	Los Angeles BMC
908	908	Long Beach	907	Long Beach (CA) P&DC	Long Beach	CA	P&DC	926	Santa Ana	F	PA	Pacific	LAX	Los Angeles BMC
910	910	Pasadena	910	Pasadena (CA) P&DC	Pasadena	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
911	911	Pasadena	910	Pasadena (CA) P&DC	Pasadena	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
912	912	Glendale	910	Pasadena (CA) P&DC	Pasadena	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
913	913	Van Nuys	913	Santa Clarita (CA) P&DC	Santa Clarita	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
914	914	Van Nuys	913	Santa Clarita (CA) P&DC	Santa Clarita	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
915	915	Burbank	913	Santa Clarita (CA) P&DC	Santa Clarita	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
916	916	North Hollywood	913	Santa Clarita (CA) P&DC	Santa Clarita	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
917	917	Alhambra	917	Industry (CA) P&DC	Industry	CA	P&DC	926	Santa Ana	F	PA	Pacific	LAX	Los Angeles BMC
918	918	Alhambra	917	Industry (CA) P&DC	Industry	CA	P&DC	926	Santa Ana	F	PA	Pacific	LAX	Los Angeles BMC
919	919	San Diego	920	M.L. Sellers (CA) P&DC	M.L. Sellers	CA	P&DC	920	San Diego	F	PA	Pacific	LAX	Los Angeles BMC
920	920	San Diego	920	M.L. Sellers (CA) P&DC	M.L. Sellers	CA	P&DC	920	San Diego	F	PA	Pacific	LAX	Los Angeles BMC
921	921	San Diego	920	M.L. Sellers (CA) P&DC	M.L. Sellers	CA	P&DC	920	San Diego	F	PA	Pacific	LAX	Los Angeles BMC
922	922	Palm Springs	923	San Bernardino (CA) P&DC	San Bernardino	CA	P&DC	920	San Diego	F	PA	Pacific	LAX	Los Angeles BMC
923	923	San Bernardino	923	San Bernardino (CA) P&DC	San Bernardino	CA	P&DC	920	San Diego	F	PA	Pacific	LAX	Los Angeles BMC
924	924	San Bernardino	923	San Bernardino (CA) P&DC	San Bernardino	CA	P&DC	920	San Diego	F	PA	Pacific	LAX	Los Angeles BMC
925	925	San Bernardino	923	San Bernardino (CA) P&DC	San Bernardino	CA	P&DC	920	San Diego	F	PA	Pacific	LAX	Los Angeles BMC
926	926	Santa Ana	926	Santa Ana (CA) P&DC	Santa Ana	CA	P&DC	926	Santa Ana	F	PA	Pacific	LAX	Los Angeles BMC
927	927	Santa Ana	926	Santa Ana (CA) P&DC	Santa Ana	CA	P&DC	926	Santa Ana	F	PA	Pacific	LAX	Los Angeles BMC
928	928	Anaheim	928	Anaheim (CA) P&DF	Anaheim	CA	P&DF	926	Santa Ana	F	PA	Pacific	LAX	Los Angeles BMC
930	930	Oxnard	930	Oxnard (CA) P&DF	Oxnard	CA	P&DF	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
931	931	Santa Barbara	931	Santa Barbara (CA) P&DC	Santa Barbara	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
932	932	Bakersfield	933	Bakersfield (CA) P&DC	Bakersfield	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
933	933	Bakersfield	933	Bakersfield (CA) P&DC	Bakersfield	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
934	934	Santa Barbara	931	Santa Barbara (CA) P&DC	Santa Barbara	CA	P&DC	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
935	935	Mojave	935	Mojave (CA) MPO	Mojave	CA	MPO	913	Sierra Coastal	F	PA	Pacific	LAX	Los Angeles BMC
936	936	Fresno	937	Fresno (CA) P&DC	Fresno	CA	P&DC	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
937	937	Fresno	937	Fresno (CA) P&DC	Fresno	CA	P&DC	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
938	938	Fresno	937	Fresno (CA) P&DC	Fresno	CA	P&DC	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
939	939	Salinas	939	Salinas (CA) P&DF	Salinas	CA	P&DF	945	Bay-Valley	F	PA	Pacific	SFO	San Francisco BMC
940	940	San Francisco	941	San Francisco (CA) P&DC	San Francisco	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
941	941	San Francisco	941	San Francisco (CA) P&DC	San Francisco	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
942	942	Sacramento	956	Sacramento (CA) P&DC	Sacramento	CA	P&DC	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
943	943	Palo Alto	941	San Francisco (CA) P&DC	San Francisco	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
944	944	San Mateo	941	San Francisco (CA) P&DC	San Francisco	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC

Cross-walk Table - 3-digit ZIP to Plant, District & Area

Updated: DFebruary 6, 2009

Appendix 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	14
3-Digit ZIP		Plant				District			Area			BMC/ASF for Letters / Flats		
945	945	Oakland	945	Oakland (CA) P&DC	Oakland	CA	P&DC	945	Bay-Valley	F	PA	Pacific	SFO	San Francisco BMC
946	946	Oakland	945	Oakland (CA) P&DC	Oakland	CA	P&DC	945	Bay-Valley	F	PA	Pacific	SFO	San Francisco BMC
947	947	Berkeley	945	Oakland (CA) P&DC	Oakland	CA	P&DC	945	Bay-Valley	F	PA	Pacific	SFO	San Francisco BMC
948	948	Richmond	945	Oakland (CA) P&DC	Oakland	CA	P&DC	945	Bay-Valley	F	PA	Pacific	SFO	San Francisco BMC
949	949	North Bay	949	North Bay (CA) P&DC	North Bay	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
950	950	San Jose	950	San Jose (CA) P&DC	San Jose	CA	P&DC	945	Bay-Valley	F	PA	Pacific	SFO	San Francisco BMC
951	951	San Jose	950	San Jose (CA) P&DC	San Jose	CA	P&DC	945	Bay-Valley	F	PA	Pacific	SFO	San Francisco BMC
952	952	Stockton	952	Stockton (CA) P&DC	Stockton	CA	P&DC	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
953	953	Stockton	952	Stockton (CA) P&DC	Stockton	CA	P&DC	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
954	954	North Bay	949	North Bay (CA) P&DC	North Bay	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
955	955	Eureka	955	Eureka (CA) MPO	Eureka	CA	MPO	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
956	956	Sacramento	956	Sacramento (CA) P&DC	Sacramento	CA	P&DC	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
957	957	Sacramento	956	Sacramento (CA) P&DC	Sacramento	CA	P&DC	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
958	958	Sacramento	956	Sacramento (CA) P&DC	Sacramento	CA	P&DC	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
959	959	Marysville	959	Marysville (CA) P&DF	Marysville	CA	P&DF	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
960	960	Redding	960	Redding (CA) MPO	Redding	CA	MPO	956	Sacramento	F	PA	Pacific	SFO	San Francisco BMC
961	961	Reno (CA Offices)	894	Reno (NV) P&DC	Reno	NV	P&DC	890	Nevada-Sierra	E	WE	Western	SFO	San Francisco BMC
962	962	Military	941	San Francisco (CA) P&DC	San Francisco	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
963	963	Military	941	San Francisco (CA) P&DC	San Francisco	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
964	964	Military	941	San Francisco (CA) P&DC	San Francisco	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
965	965	Military	941	San Francisco (CA) P&DC	San Francisco	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
966	966	Military	941	San Francisco (CA) P&DC	San Francisco	CA	P&DC	940	San Francisco	F	PA	Pacific	SFO	San Francisco BMC
967	967	Honolulu	967	Honolulu (HI) P&DC	Honolulu	HI	P&DC	967	Honolulu	F	PA	Pacific	LAX	Los Angeles BMC
968	968	Honolulu	967	Honolulu (HI) P&DC	Honolulu	HI	P&DC	967	Honolulu	F	PA	Pacific	LAX	Los Angeles BMC
969	969	Barrigada Guam	967	Honolulu (HI) P&DC	Honolulu	HI	P&DC	967	Honolulu	F	PA	Pacific	LAX	Los Angeles BMC
970	970	Portland	970	Portland (OR) P&DC	Portland	OR	P&DC	970	Portland	E	WE	Western	SEA	Seattle BMC
971	971	Portland	970	Portland (OR) P&DC	Portland	OR	P&DC	970	Portland	E	WE	Western	SEA	Seattle BMC
972	972	Portland	970	Portland (OR) P&DC	Portland	OR	P&DC	970	Portland	E	WE	Western	SEA	Seattle BMC
973	973	Salem	973	Salem (OR) P&DF	Salem	OR	P&DF	970	Portland	E	WE	Western	SEA	Seattle BMC
974	974	Eugene	974	Eugene (OR) P&DF	Eugene	OR	P&DF	970	Portland	E	WE	Western	SEA	Seattle BMC
975	975	Medford	975	Medford (OR) CSNPF	Medford	R)	CSNPF	970	Portland	E	WE	Western	SEA	Seattle BMC
976	976	Klamath Falls	975	Medford (OR) CSNPF	Medford	R)	CSNPF	970	Portland	E	WE	Western	SEA	Seattle BMC
977	977	Bend	977	Bend (OR) PO	Bend	OR	MPO	970	Portland	E	WE	Western	SEA	Seattle BMC
978	978	Pendleton	978	Pendleton (OR) PO	Pendleton	OR	MPO	970	Portland	E	WE	Western	SEA	Seattle BMC
979	979	Boise (OR Offices)	836	Boise (ID) P&DC	Boise	ID	P&DC	970	Portland	E	WE	Western	SLC	Salt Lake City ASF
980	980	Seattle	980	Seattle (WA) P&DC	Seattle	WA	P&DC	980	Seattle	E	WE	Western	SEA	Seattle BMC
981	981	Seattle	980	Seattle (WA) P&DC	Seattle	WA	P&DC	980	Seattle	E	WE	Western	SEA	Seattle BMC
982	982	Everett	982	Everett (WA) P&DF	Everett	WA	P&DF	980	Seattle	E	WE	Western	SEA	Seattle BMC
983	983	Tacoma	984	Tacoma (WA) P&DC	Tacoma	WA	P&DC	980	Seattle	E	WE	Western	SEA	Seattle BMC
984	984	Tacoma	984	Tacoma (WA) P&DC	Tacoma	WA	P&DC	980	Seattle	E	WE	Western	SEA	Seattle BMC
985	985	Olympia	985	Olympia (WA) P&DF	Olympia	WA	P&DF	980	Seattle	E	WE	Western	SEA	Seattle BMC
986	986	Portland (WA Offices)	970	Portland (OR) P&DC	Portland	OR	P&DC	970	Portland	E	WE	Western	SEA	Seattle BMC
988	988	Wenatchee	988	Wenatchee (WA) PO	Wenatchee	WA	MPO	980	Seattle	E	WE	Western	SEA	Seattle BMC
989	989	Yakima	989	Yakima (WA) PO	Yakima	WA	MPO	980	Seattle	E	WE	Western	SEA	Seattle BMC
990	990	Spokane	992	Spokane (WA) P&DC	Spokane	WA	P&DC	990	Spokane	E	WE	Western	SEA	Seattle BMC
991	991	Spokane	992	Spokane (WA) P&DC	Spokane	WA	P&DC	990	Spokane	E	WE	Western	SEA	Seattle BMC
992	992	Spokane	992	Spokane (WA) P&DC	Spokane	WA	P&DC	990	Spokane	E	WE	Western	SEA	Seattle BMC
993	993	Pasco	993	Pasco (WA) P&DF	Pasco	WA	P&DF	990	Spokane	E	WE	Western	SEA	Seattle BMC
994	994	Lewiston (WA Offices)	992	Spokane (WA) P&DC	Spokane	WA	P&DC	990	Spokane	E	WE	Western	SEA	Seattle BMC
995	995	Anchorage	995	Anchorage (AK) P&DC	Anchorage	AK	P&DC	995	Alaska	E	WE	Western	SEA	Seattle BMC
996	996	Anchorage	995	Anchorage (AK) P&DC	Anchorage	AK	P&DC	995	Alaska	E	WE	Western	SEA	Seattle BMC
997	997	Fairbanks	995	Anchorage (AK) P&DC	Anchorage	AK	P&DC	995	Alaska	E	WE	Western	SEA	Seattle BMC
998	998	Juneau	980	Seattle (WA) P&DC	Seattle	WA	P&DC	995	Alaska	E	WE	Western	SEA	Seattle BMC
999	999	Ketchikan	980	Seattle (WA) P&DC	Seattle	WA	P&DC	995	Alaska	E	WE	Western	SEA	Seattle BMC

District Report Template

Appendix 2 - Area / District

Area / District Name								
Total USPS		0	0	0	0	0	0	0
CM	Capital Metro	0	0	0	0	0	0	0
EA	Eastern	0	0	0	0	0	0	0
GL	Great Lakes	0	0	0	0	0	0	0
NE	NorthEast	0	0	0	0	0	0	0
NY	New York Metro	0	0	0	0	0	0	0
PA	Pacific	0	0	0	0	0	0	0
SE	Southeast	0	0	0	0	0	0	0
SW	Southwest	0	0	0	0	0	0	0
WE	Western	0	0	0	0	0	0	0
CM	210 Baltimore							
CM	200 Capital							
CM	290 Greater So Carolina							
CM	270 Greensboro							
CM	280 Mid-Carolinas							
CM	220 Northern Virginia							
CM	230 Richmond							
EA	250 Appalachian							
EA	170 Central Pennsylvania							
EA	450 Cincinnati							
EA	430 Columbus							
EA	164 Erie							
EA	400 Kentuckiana							
EA	440 Northern Ohio							
EA	190 Philadelphia Metro							
EA	150 Pittsburgh							
EA	080 South Jersey							
GL	604 Central Illinois							
GL	606 Chicago							
GL	481 Detroit							
GL	630 Gateway							
GL	460 Greater Indiana							
GL	493 Greater Michigan							
GL	530 Lakeland							
GL	600 Northern Illinois							
GL	480 Southeast Michigan							
NY	006 Caribbean							
NY	088 Central New Jersey							
NY	117 Long Island							
NY	100 New York							
NY	070 Northern New Jersey							
NY	110 Triboro							
NY	105 Westchester							
NE	120 Albany							
NE	020 Boston							
NE	060 Connecticut							
NE	040 Maine							
NE	018 Massachusetts							
NE	030 New Hampshire/Vermont							
NE	028 SE New England							
NE	140 Western New York							

District Report Template

Appendix 2 - Area / District

Area / District Name								
PA	945	Bay-Valley						
PA	967	Honolulu						
PA	900	Los Angeles						
PA	956	Sacramento						
PA	920	San Diego						
PA	940	San Francisco						
PA	926	Santa Ana						
PA	913	Sierra Coastal						
SE	350	Alabama						
SE	300	Atlanta						
SE	327	Central Florida						
SE	390	Mississippi						
SE	320	North Florida						
SE	330	South Florida						
SE	310	South Georgia						
SE	335	Suncoast						
SE	370	Tennessee						
SW	870	Albuquerque						
SW	720	Arkansas						
SW	752	Dallas						
SW	760	Fort Worth						
SW	770	Houston						
SW	700	Louisiana						
SW	730	Oklahoma						
SW	780	Rio Grande						
WE	995	Alaska						
WE	852	Arizona						
WE	590	Big Sky						
WE	680	Central Plains						
WE	800	Colorado/Wyoming						
WE	570	Dakotas						
WE	500	Hawkeye						
WE	640	Mid-America						
WE	890	Nevada-Sierra						
WE	553	Northland						
WE	970	Portland						
WE	840	Salt Lake City						
WE	980	Seattle						
WE	990	Spokane						

BMC / ASF Report Template

Appendix 3 - BMC/ASF

Area	BMC	BMC / ASF Name							
Total USPS			0	0	0	0	0	0	0
CM	GSO	Greensboro BMC							
CM	WDC	Washington DC BMC							
EA	CIN	Cincinnati BMC							
EA	PHL	Philadelphia BMC							
EA	PBG	Pittsburgh BMC							
GL	CHC	Chicago BMC							
GL	DET	Detroit BMC							
GL	STL	St. Louis BMC							
NY	NJI	New Jersey BMC							
NE	SPG	Springfield BMC							
NE	BUF	Buffalo ASF							
PA	LAX	Los Angeles BMC							
PA	SFO	San Francisco BMC							
SE	ATL	Atlanta BMC							
SE	JAX	Jacksonville BMC							
SE	MEM	Memphis BMC							
SW	DAL	Dallas BMC							
SW	ALB	Albuquerque ASF							
SW	OKL	Oklahoma ASF							
WE	DEN	Denver BMC							
WE	DSM	Des Moines BMC							
WE	BIL	Billings ASF							
WE	KCY	Kansas City BMC							
WE	MSP	Minneapolis BMC							
WE	SEA	Seattle BMC							
WE	FAR	Fargo ASF							
WE	PHX	Phoenix ASF							
WE	SLC	Salt Lake City ASF							
WE	SIO	Sioux Falls ASF							