

USPS-T-3

BEFORE THE
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268-0001

SIX-DAY TO FIVE- DAY CARRIER DELIVERY
AND RELATED SERVICE CHANGES, 2010

Docket No. N2010-1

**DIRECT TESTIMONY OF
DEAN J. GRANHOLM
ON BEHALF OF THE
UNITED STATES POSTAL SERVICE**

- AUTOBIOGRAPHICAL SKETCH..... 1**
- I. PURPOSE AND SCOPE OF TESTIMONY 2**
- II. ASSOCIATED LIBRARY REFERENCES..... 3**
- III. OVERVIEW 3**
 - A. *Maintain Post Office services on Saturday..... 3*
 - B. *Mail acceptance will remain intact 4*
 - C. *Delivery Infrastructure 4*
 - D. *No Saturday delivery except for Express Mail..... 4*
 - E. *No scheduled mail collections except for Express Mail..... 6*
- IV. IMPACTS..... 6**
 - A. *Saturday Post Office Operations 6*
 - B. *Customer Impacts – Mail Acceptance 7*
 - C. *Saturday Delivery Operations 9*
 - D. *Labor Issues..... 9*
 - E. *Collections Operations 10*
 - F. *Vehicle Use 10*
 - G. *Supervisor Work hours 11*
 - H. *Effect on Delivery Routes 11*
 - I. *Effect on City Delivery Complement..... 12*
 - J. *Effect on Rural Delivery Complement 13*
- V. PREPARING FOR THE CHANGE..... 13**
 - A. *Post Office Operations 13*
 - B. *Mail Acceptance 15*
 - C. *Delivery Operations..... 15*
 - D. *Collection Operations..... 17*

1 **Autobiographical Sketch**

2 My name is Dean J. Granholm. This is my first testimony before the
3 Postal Regulatory Commission.

4 I began working for the Postal Service as a part-time flexible letter carrier
5 in 1982. Presently I serve as the Vice President, Delivery and Post Office
6 Operations, at USPS Headquarters. I have held this position since October
7 2009. In my current position, I develop and coordinate policy and strategies for
8 all Delivery and Customer Services Operations. During the summer of 2008, I
9 was detailed to the Vice President, Network Operations position for a period of
10 three months.

11 Prior to coming to Headquarters and Delivery and Post Office Operations,
12 I worked in the Western Area as a Manager, Operations Support; as District
13 Manager, Colorado/Wyoming District; and as Manager, Delivery Programs
14 Support for the Western Area. As the Manager, Operations Support, I
15 coordinated all activities for operations in Delivery, Mail Processing,
16 Transportation, and Maintenance for the Area Vice President. As District
17 Manager, I led all coordination and implementation processes in Delivery and
18 Customer Service Operations. As Manager, Delivery Programs Support, I
19 provided field support in efforts such as route inspections and evaluations,
20 clerical staffing reviews, and developing leadership training and development
21 programs. While serving in this capacity, I led a development team that created
22 the platform program used for analyzing and reporting national performance
23 versus budgeting and staffing expectations.

1 Prior to working in Western Area Operations and my District Manager
2 assignment, I held two Postmaster assignments; first as Postmaster, Woodland
3 Hills, California from 1992 to 1995, and last as Boulder, Colorado, Postmaster
4 from 1995 until 1999.

5 I received a Business Management Bachelors of Science degree from
6 Regis University in Denver, Colorado. I also have an Associates degree in
7 General Education from Moorpark College in Moorpark, California.

8 **I. Purpose and Scope of Testimony**

9 The purpose of my testimony is to provide operational information in
10 regard to the Postal Service's proposal to eliminate the Saturday delivery and
11 collections operations. This proposal is described in the testimony of witness
12 Pulcrano (USPS-T-1). My testimony describes how this proposal would affect
13 post office operations and delivery operations (both City and Rural). Witnesses
14 Bradley (USPS-T-6) and Colvin (USPS-T-7) will utilize information in my
15 testimony in calculating the financial impacts of the proposal.

16 I will begin my testimony by providing an overview of the proposed
17 changes in post office operations, City delivery, and Rural delivery. I will then
18 describe the impacts of eliminating Saturday delivery and collections operations
19 on post office operations and delivery and collections operations.

1 **II. Associated Library References**

2 I am sponsoring the following Library References which are associated
3 with this testimony.

4

5 USPS-LR-N2010-1/2 MATERIALS RELATING TO POST OFFICE
6 OPERATIONS PORTION OF THE TESTIMONY OF
7 WITNESS GRANHOLM (USPS-T-3)

8

9 USPS-LR-N2010-1/3 MATERIALS RELATING TO CITY DELIVERY
10 CARRIER PORTION OF THE TESTIMONY OF
11 WITNESS GRANHOLM (USPS-T-3)

12

13 USPS-LR-N2010-1/4 MATERIALS RELATING TO RURAL CARRIER
14 PORTION OF THE TESTIMONY OF WITNESS
15 GRANHOLM (USPS-T-3)

16

17 **III. Overview**

18 **A. Maintain Post Office services on Saturday**

19 Current Post Office Box delivery and retail access will remain intact on
20 Saturday for customer convenience. Saturday Retail hours will not be affected
21 by the elimination of Saturday delivery services. All mail (letters, flats, and
22 parcels) will be available and delivered to general delivery and Post Office boxes
23 with current Saturday up times, including customers participating in our caller
24 service program. Based on customer demand by location, additional retail hours
25 may be put in place to accommodate pickup activities due to no carrier redelivery
26 services on Saturday.

1 **B. Mail acceptance will remain intact**

2 The Postal Service will continue to accept customer mail at local Post
3 Offices via the retail window, Automated Postal Center (APC), or a lobby drop
4 box, where there are current Saturday Retail hours. The day on which this mail
5 will start being processed will change, however.

6 Large Mailers who drop ship mail at Post Offices may continue to do so
7 under the proposed operating environment. However, start the clock events may
8 change and windows of operation may be reduced on Saturday. Service
9 standard rules will remain the same.

10 **C. Delivery Infrastructure**

11 Eliminating Saturday delivery will reduce the number of City delivery
12 assignments but not the number of routes, and the effect on the number of Rural
13 routes should be practically zero. It will not reduce the requirements for facility
14 space, vehicles, and casing equipment. The existing routes will use the vehicles
15 and casing equipment, and will occupy their current facility space Monday
16 through Friday. In a similar vein, eliminating Saturday delivery will not require
17 additional vehicles, casing equipment, or facility space to support delivery
18 operations.

19 **D. No Saturday delivery except for Express Mail**

20 Eliminating Saturday street delivery will provide distribution clerk work
21 hour savings. A portion of time servicing the carriers will be eliminated (time to
22 check out and check in accountable items for example). Much of the distribution

1 operation will remain intact to accommodate PO Box delivery on Saturday.
2 However, part of the allied time (set up for carrier route bundle distribution)
3 associated with distribution operations can be saved.¹ Items that mailers want to
4 be in-home by the weekend will shift to Friday. Other mail will be delivered on
5 Monday.

6 Eliminating Saturday delivery will provide City and Rural carrier work hour
7 savings. Saturday street time will be eliminated as will the vehicle operating
8 costs associated with that street time. Non-volume related in-office time (time
9 provided for breaks and personal needs, for example) will also be eliminated for
10 City carriers, who are paid hourly.² As for Rural carriers, who are paid under an
11 evaluated compensation system, non-volume related time and costs (the
12 number of miles on the route, the number of boxes served) will also be reduced
13 by 1/6th³. For Rural delivery, lower costs for delivery will be realized, but the
14 reduction is not expected to be proportional to the work hour reductions, due to
15 the current utilization of Leave Replacement (RCA) employees at a lower wage
16 rate on many 6th days.

17 To manage Monday work hours, delivery supervisors will likely defer non-
18 committed mail for delivery on Tuesday. Increased mail volume on Fridays,
19 Mondays, and Tuesdays are expected to lead to increased productivity on those
20 days, and possibly, increased work hours in the form of overtime and/or auxiliary
21 assistance.

¹ For a description of the allied time savings see, Library Reference USPS-LR-N2010-1/2.

² For a description of the in-office time savings see, Library Reference USPS-LR-N2010-1/3.

³ For a description of the in-office time savings see, Library Reference USPS-LR-N2010-1/4.

1 Current procedures for delivery of Express Mail on Sundays and holidays
2 will be used for Saturday Express Mail operations. While Sunday Express Mail
3 delivery differs by location, based upon the volume and the territory that needs to
4 be covered, in many locations delivery is centralized out of the local processing
5 facility in order to consolidate delivered pieces per employee and enable higher
6 productivity.

7 **E. No scheduled mail collections except for Express Mail.**

8 Eliminating Saturday collections operations (other than Express Mail) will
9 provide work hour savings in City and Rural delivery operations. However, the
10 savings may not equal the full cost of today's Saturday operation. Field
11 managers will need to consider the impact of heavier collection volume on
12 Monday outgoing operations - they may need to advance collection mail arrival at
13 the plant. Carriers delivering Express Mail will perform Saturday Express Mail
14 collections.⁴ Local offices will need to update scheduled collection pickup times.
15

16 **IV. Impacts**

17 **A. Saturday Post Office Operations**

18 The Postal Service sorts the majority of letter and flat mail on automation
19 into carrier walk sequence or to a carrier route level. However, there are still
20 residual volumes that must be manually sorted. Parcel automation equipment

⁴ For an analysis of the impact of five day delivery on collection hours, please see Library Reference USPS-LR-N2010-1/3.

1 only sorts mail pieces to the 5-digit, or ZIP code, level. Each day distribution
2 clerks in Post Offices sort the residual letters and flats, and parcels to the carrier
3 route level manually. Some of this work will remain on Saturdays to support the
4 delivery of mail to PO Boxes.

5 Distribution clerks also perform certain duties daily in support of the
6 carriers that are not volume driven -- for example, clerks document the transfer of
7 responsibility for accountable items (signature required mail pieces, for example)
8 to carriers daily. These duties will no longer be needed on Saturday. Clerks
9 also provide daily delivery of firm holdout mail to customers choosing to pick mail
10 up instead of having it delivered on the street. Holdout mail will no longer be
11 available at the Post Office on Saturdays. However, customers and businesses
12 that require Saturday delivery have the option to rent a PO Box or participate in
13 the caller service program. At the time of this filing there is an approximately 37%
14 PO Box vacancy rate nationally and new customer PO Box requests should be
15 manageable.

16 The retail function of Post Office Operations will remain largely
17 unchanged. Saturday retail hours will remain intact to provide customers access
18 to continue retail transactions on Saturday. Customers who participate in our
19 caller service program will continue to receive mail addressed to their PO Box.

20 **B. Customer Impacts – Mail Acceptance**

21 Perhaps the biggest change for retail customers involves understanding
22 when their mail that was accepted on Saturday will be processed. This includes
23 mail accepted over the window, in a lobby drop box, or at the Automated Postal

1 Center (APC). Today, this mail is processed at the plant on Saturday and begins
2 its journey to its final destination. In the future, this mail will not be processed
3 until Monday. The exception is Express Mail, which will be sent to a plant for
4 processing the same day as acceptance.

5 Large mailers who drop originating or destinating mail may continue to do
6 so; however start the clock events may change. Destination drop-shipped mail
7 will still have a start the clock event on the day it is accepted by the USPS,
8 provided it is entered prior to the local critical entry time. Mailers dropping
9 originating mail requiring acceptance at a Post Office on Saturday will have a
10 start the clock event on Monday. This is due to reduced transportation between
11 plants and Post Offices on Saturday and no Saturday outgoing processing at
12 plants except for Express Mail.

13 Additionally, mailers may see a reduced window of operation for drop ship
14 appointments. Currently, the Post Office is staffed with personnel through the
15 afternoon to support carriers returning from their routes and to prepare mail
16 accepted on Saturday for return to the processing facility. These activities allow
17 mailers to drop mailings at a destination delivery unit morning and afternoon in
18 today's world. In the future, the window of operation for drop shipment
19 acceptance will align with retail hours due to the limited distribution operations on
20 a Saturday. Locally, the Postal Service and mailers will have to work jointly to
21 determine if any appointments need to change and adjust accordingly.

1 **C. Saturday Delivery Operations**

2 With the elimination of Saturday mail delivery, the mail currently delivered
3 on Saturday and some of the in-office time City carriers spend preparing it, will
4 shift to the day that mail will be delivered. However, City carriers will no longer
5 spend the time performing the non-mail preparation tasks they currently perform
6 on Saturday. The in-office time carriers spend on those tasks every Saturday will
7 be eliminated from City delivery costs. Most of the time City Carriers spend
8 delivering mail on the street on Saturday will also be eliminated from City delivery
9 costs. I estimate that no more than ten percent of Saturday delivery time will be
10 needed on the other days of the week under five day delivery. I note that USPS-
11 LR-N2010-1/3, which includes operations data from DOIS, shows that street
12 hours increased by less than ten percent as much as volume did after holidays.

13 Rural Delivery Operations, for the most part, will adjust to the Saturday
14 workload through a combination of territorial adjustments and re-evaluation of the
15 routes to meet daily operational schedules. Rural delivery route classifications
16 will be modified to be able to handle the Saturday volume workload being spread
17 Monday through Friday and to ensure carriers can meet their leaving and
18 returning times. Other work, such as fixed office and street time previously
19 needed on Saturdays, will be eliminated.

20 **D. Labor Issues**

21 The Postal Service will comply with its contractual and other legal
22 obligations in regard to employees affected by the proposed change. In the case
23 of the National Rural Letter Carrier Association (NRLCA) National Agreement,

1 there are requirements to adhere to when there is a change in the number of
2 delivery days. Additionally, time elements in the Rural evaluated compensation
3 system must be discussed and re-evaluated for negotiation.

4 **E. Collections Operations**

5 Eliminating Saturday collections operations will provide work hour savings
6 in City and Rural delivery operations. However, the savings may not equal the
7 full cost of today's Saturday collections. Field managers will need to address
8 collection box capacity issues in some locations. Alternatives include additional
9 boxes, higher capacity boxes, and collecting mail from those boxes prior to the
10 scheduled Monday collections time. Field managers will also need to consider
11 the impact of heavier collection volume on Monday outgoing operations - they
12 may need to advance collection mail arrival at the plant. Advancing collection
13 mail could require additional work hours Mondays.

14 **F. Vehicle Use**

15 Although it will not reduce the number of vehicles necessary to support
16 City or Rural delivery operations, eliminating Saturday delivery and collection
17 operations will reduce vehicle use and costs. The reduction of one day's use of
18 vehicles will reduce both fuel and mileage-related maintenance costs for parts
19 and labor for postal vehicles and reduce the Equipment Maintenance Allowance
20 (EMA) for Rural carriers by 1/6th.

1 **G. Supervisor Work hours**

2 Eliminating Saturday delivery operations will drive reductions in Customer
3 Service supervisory work hours. Customer Service supervisors are generally
4 responsible for both the customer service window operation and the delivery and
5 distribution operation. In larger offices, the supervisory staffing is sufficient to
6 provide replacement of supervisors on their day off. With the elimination of
7 Saturday delivery, some supervisory replacement hours will no longer be
8 necessary.

9 **H. Effect on Delivery Routes**

10 For City and Rural delivery, with the elimination of Saturday as a delivery
11 day, the Saturday mail volume, and some of the time required to prepare it, will
12 shift to another day. However, the shift in delivered mail from Saturday to other
13 weekdays should only have a small effect on a route's average weekly street
14 work hours.

15 City delivery routes are adjusted to average as near to eight hours daily as
16 possible. During 2009, City carriers' daily average per route was less than eight
17 work hours. Even after eliminating Saturday delivery, because of the forecast of
18 a continuing decline in volume and the in-office impact of FSS implementation,
19 work hours on City routes should remain very near eight hours daily. Where
20 route adjustments are necessary, managers can use non-territorial adjustments
21 to limit the creation of new assignments. Adjustments can be completed quickly
22 and cost effectively using the traditional adjustment processes.

1 The Postal Service expects a minimal impact, if any, on the number of
2 Rural delivery routes as a result of the elimination of Saturday delivery. For the
3 most part, Rural Delivery Operations will be able to adjust to the Saturday
4 workload through a combination of territorial adjustments and re-evaluation of
5 routes to meet daily operational schedules. Some “H” routes will need additional
6 territory to be at least 8 hours daily and some “K” routes will need territorial cuts
7 to bring them down to as close to 8 hours daily as possible.

8 **I. Effect on City Delivery Complement**

9 Eliminating Saturday delivery and collections operations will reduce City
10 delivery complement requirements. Two types of full-time assignments support
11 City delivery routes. The first is the regular carrier assigned to the route.
12 Normally, the regular carrier works on the route five days of the week and can
13 have either a fixed or rotating day off during the week. The second type of
14 assignment, usually a Carrier Technician, is one that handles the route on the
15 day when the regular carrier has a day off. The Carrier Technician is assigned to
16 five routes and carries each of those routes in a specific sequence each week on
17 the regular carrier’s day off. The Carrier Technician assignment is necessary
18 today because the Postal Service delivers mail six days per week.

19 With the change to five–day delivery, Carrier Technician assignments will
20 no longer be necessary. The Postal Service expects the existing Carrier
21 Technicians to fill required assignments that become vacant through attrition and
22 the elimination of Transitional Employees. For this reason, I am providing
23 witness Bradley (USPS-T-6) with the proportions of Saturday carrier hours that

1 will be saved and I understand that he will use the full time regular wage for City
2 carriers, instead of the average wage for carrier technicians and other employees
3 who fill in on the sixth day (which is higher).

4 **J. Effect on Rural Delivery Complement**

5 In Rural delivery operations, the elimination of Saturday delivery and
6 collection operations will have a profound effect on complement requirements.
7 With the change to a 5-day workweek, the Postal Service anticipates a possible
8 significant decrease in the Rural relief employee complement through the
9 departure of leave replacements due to the lack of available work hours. The
10 Rural route structure currently provides a relief day either weekly or bi-weekly
11 and a relief employee covers the route on those days and during scheduled and
12 unscheduled leave periods. The Postal Service will work with the NRLCA to
13 modify the language that guarantees regular Rural carriers the right to have a
14 leave replacement assigned to their routes. With a five day delivery work week
15 the need for relief employees would be primarily for leave, auxiliary routes and, in
16 some instances, the delivery of Express Mail on Saturdays

17 **V. Preparing for the Change**

18 **A. Post Office Operations**

19 In planning for 5-day delivery in Post Office Operations, the biggest impact
20 is expected to be in staffing and scheduling the clerk craft in both distribution and
21 retail operations. Distribution operations must be staffed on Saturday to properly

1 accommodate PO Box delivery, parcel distribution, and drop shipment
2 acceptance. Staffing and scheduling for Monday distribution operations must
3 also be considered to ensure any additional workload can be properly handled to
4 avoid any carrier waiting time on Monday morning.

5 Retail operations staffing will continue as normal where Saturday retail
6 hours exist. Management must be prepared for the possibility of increased non-
7 revenue transactions for mail pick up since customers no longer have the
8 opportunity for carrier redelivery of “left notice” mail pieces on Saturday.
9 Customers who present the appropriate documentation (PS Form 3849) at the
10 retail window will receive their mail piece(s) on Saturday if desired. On the other
11 hand, as is the case today, when Saturday delivery is eliminated, recipients
12 anticipating delivery of a mail piece to a street address will have no reasonable
13 expectation that a search of the delivery unit will be conducted on Saturday in
14 order to find the mail piece and effect delivery at the window, if they do not
15 present the corresponding receipt or notice documenting attempted delivery (or a
16 similar pick-up notice). Effective retail staffing will be critical to ensure we
17 achieve our Wait Time in Line goal of 5 minutes or less. Management may
18 consider using their distribution staff to assist with non-revenue pickups.

19 After implementation, local management may need to assess if current
20 retail hours are sufficient to handle any increased retail lobby traffic on Saturday,
21 or the rest of the week. Customer demands in select locations may require
22 expanded retail hours to accommodate non-revenue mail pick up transactions.
23 Hours may be adjusted on an as needed basis.

1 **B. Mail Acceptance**

2 In preparation for 5-day delivery, local Post Offices must review and adjust
3 Saturday drop ship appointments with mailers if necessary. As discussed earlier,
4 there will be a shortened window of operation available to mailers bringing mail to
5 our Post Office facilities on Saturday. The USPS and mailers must communicate
6 in advance of implementation to ensure customer satisfaction remains positive.

7 Retail clerks must be trained to explain the changes to customers. Postal
8 management will need to ensure that customers are made aware of the changes
9 up front to avoid confusion and complaints. Messaging outlining upcoming
10 changes will also be placed in retail lobbies in advance of implementation. All
11 communications must clearly indicate Express Mail will continue to be a 7 day a
12 week delivery and acceptance product.

13 Scheduled collection time labels must be replaced on lobby drop boxes
14 and mail slots, including APC receptacles, so as to not mislead the customer on
15 when their mail will be processed.

16 **C. Delivery Operations**

17 The Postal Service does not anticipate negative service impacts as a
18 result of eliminating Saturday delivery operations. Field managers will continue
19 to manage mail flows and schedule operations to meet service commitments and
20 honor requested in-home dates.

21 The elimination of Saturday delivery will drive a shift in the amount of
22 delivered volume by day of week. Some mail that is currently delivered on
23 Saturdays will be delivered on Mondays. The percentage of mail delivered on

1 Fridays will grow as mailers change mailing patterns to be in-home for the
2 weekend, for example, entering advertising mail and circulars into the mailstream
3 earlier in the week to ensure home delivery before weekend sales and events by
4 local retailers.

5 Because Monday will be such a high-volume day, as an operating
6 strategy, delivery managers will want to clean up every Friday to minimize the
7 amount of mail carried over to Monday. Mondays, and Tuesdays after Monday
8 holidays, are expected to account for around forty percent of the delivered
9 volume for the week. As they do today, City delivery managers will use
10 traditional approaches for dealing with these workload peaks - deferring non-
11 committed mail, scheduling flexible employees to provide assistance, and using
12 overtime. Those tactics are very effective means for absorbing workload
13 variations. When comparing normal Tuesday operations with operations on
14 Tuesdays following Monday holidays during 2008 and 2009, delivered volume
15 increased by more than 63%, however, office and street work hour increases
16 were significantly lower.⁵

17 In addition, other factors beyond delivery unit management will help
18 mitigate workload peaks. Forecasts call for continuing declines in mail volume.
19 Automation will absorb the workload associated with surges in delivered volume
20 on Mondays and the Tuesdays after Monday holidays. Operating plans call for
21 continuing increases in delivery point sequenced letter mail which will mean even
22 fewer letters for carriers to case. Similarly, with the Flats Sequencing System

⁵ See Library Reference, USPS-LR-N2010-1/3.

1 (FSS) deployment nearly complete by 2011, carriers will have significantly less
2 flat-shaped mail to handle in the office.

3 During the holiday season, surges in parcel volumes may require that
4 delivery managers plan for Saturday parcel delivery operations to ensure their
5 ability to meet service commitments and customer expectations.

6 The need to manage workload without impacting service will increase the
7 cooperation on Integrated Operating Plans and load-leveling strategies between
8 processing and Delivery Operations. Delivery anticipates curtailment of non-
9 committed mail at Plants as a way to keep mail in the automation mailstream
10 while reducing late dispatches on heavy days.

11 **D. Collection Operations**

12 Eliminating collections operations on Saturdays will require preplanning by
13 field managers. Although no collections will be scheduled on Saturdays and
14 Sundays, the public will continue to put mail into collection boxes over the
15 weekend. This will create overflow situations in some locations. Prior to the
16 changeover, field managers will need to gather weekend collection volume data
17 to identify boxes with the potential to overflow. They will need to determine
18 whether to place additional or larger-capacity boxes at those locations or whether
19 the appropriate solution is weekend collections.

20 Monday collection operations will be impacted. With the elimination of
21 scheduled collections over the weekend, Monday collections will probably be
22 heavier than usual. Field managers will need to evaluate their Plant's outgoing
23 capacity to determine whether they will need to advance collections on Mondays.

1 Because carriers will likely be returning to the office later than normal on
2 Mondays because of heavy workload, some additional collections may be
3 necessary on Mondays to advance outgoing mail to the Plant.⁶

4 Monday holidays will exacerbate both the overflow and outgoing capacity
5 issues related above. Because of more effective automation and the decline in
6 collection mail volumes, in recent years most field operations have moved away
7 from special holiday collections plans. With the elimination of Saturday collection
8 operations, field managers may need to revisit those holiday plans.

9 After completing the analysis and planning described above, field
10 managers will need to reschedule and re-label collection points and adjust
11 collections assignments as necessary.

12 For Express Mail collections, employees delivering Express Mail on
13 Saturdays and holiday weekends will perform any Express Mail collections that
14 are scheduled.

⁶ For an analysis of the amount of additional collection hours required on Monday, please see Library Reference USPS-LR-N2010-1/3.