

EMA Foundation's
Institute of Postal Studies Presents:

EMA's 2019 U.S. MAILING INDUSTRY ECONOMIC JOB STUDY

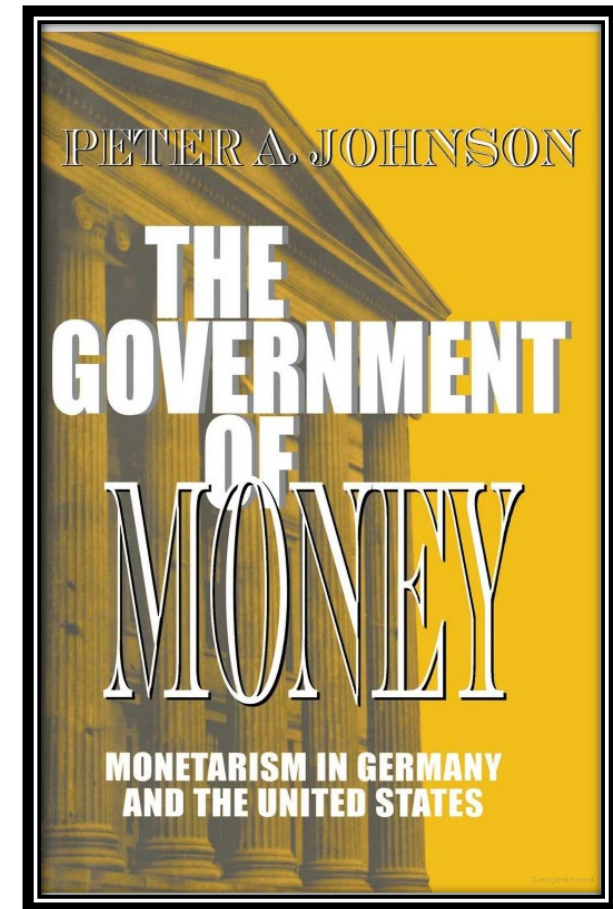
Prepared by
Cheryl Chapman, Director of IPS for EMA Foundation
and
Peter Johnson, PhD, Principal, *emergentMeasures*
Research

Relevance of Study

- **Continues to be our benchmark effort for postal reform legislation.**
 - **Estimates the number of jobs and revenue due to the mailing industry**
- **Recipients include:**
 - **Legislators**
 - **USPS and Postmaster General, USPS Board of Governors, and Postal Regulatory Commission**
 - **OIG (Office of Inspector General)**
 - **Heads of Foreign Posts**
 - **Associations, such as:**
 - Coalition for a 21st Century Postal Service (C21), Coalition for Paper Options, Association for Postal Commerce (PostCom), Two-Sides, MTAC, GCA, PIA, AF&PA, and Others
 - **General Public & Media**

Co-Author and Economist - Peter Johnson, PhD, Principal, *emergentMeasures* Research

- Received his PhD from Cornell University
- Taught public policy at Columbia University
- Wrote “The Government of Money”
- Other Past Roles
 - Vice President of Market Intelligence and Strategy for the Mobile Marketing Association
 - Vice President of Research at the Direct Marketing Association
- Currently Principal of *emergentMeasures* Research



Economic Changes During the Last Four Years

▪ Economic Changes

▪ Mail (Paper) Demand Promoting

- Economic Recovery: sustained GDP growth
- High levels of job growth and low unemployment
- High stock valuations

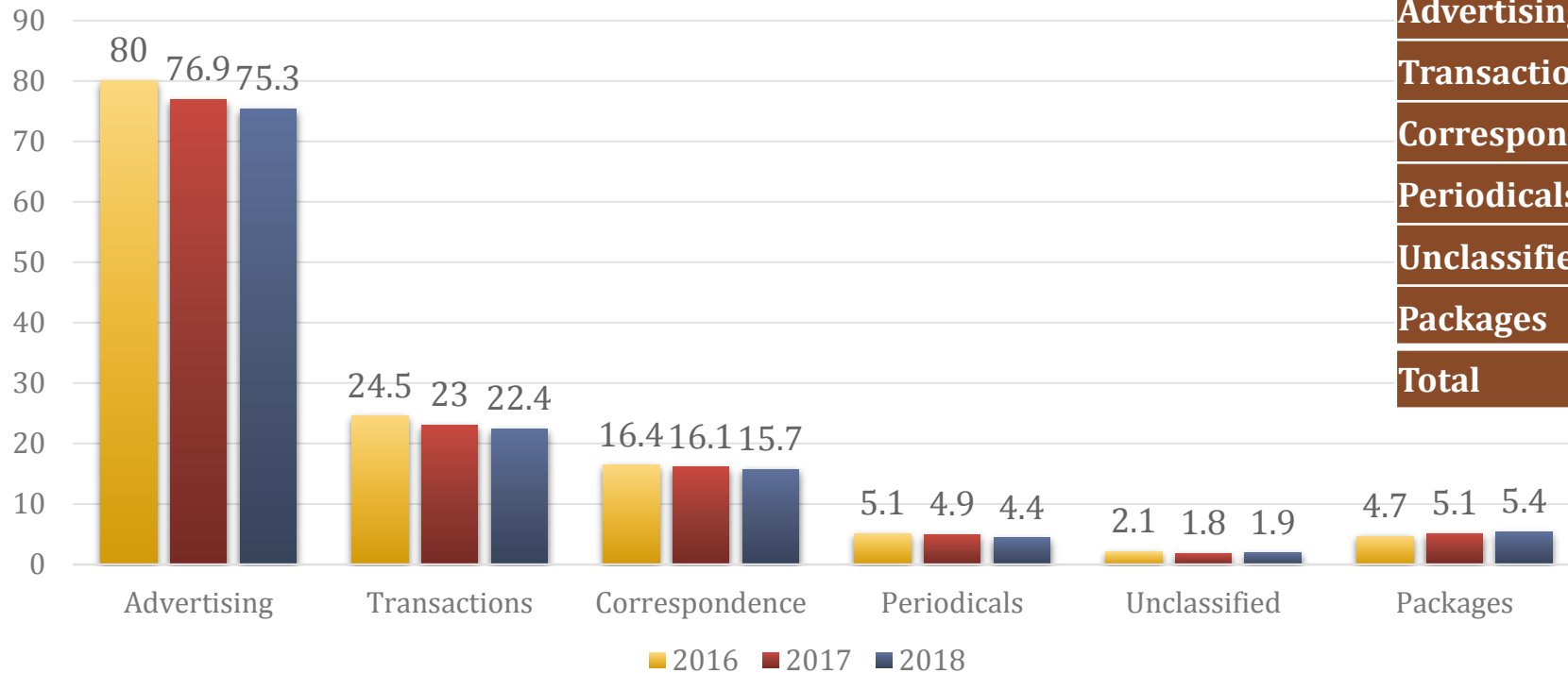
▪ Mail (Paper) Demand Restricting

- Increased threats to international trade
- Continued digital adoption
- Continued digital diversion of paper communications



Recent Trends in USPS Household Mail Streams

Household Mail Volume Received and Sent by Market Served (Billions of Pieces)



Billions of Pieces	2016	2017	2018
Advertising	80	76.9	75.3
Transactions	24.5	23	22.4
Correspondence	16.4	16.1	15.7
Periodicals	5.1	4.9	4.4
Unclassified	2.1	1.8	1.9
Packages	4.7	5.1	5.4
Total	128.4	123.8	121.0

Prepared by Cheryl Chapman, Director of IPS of EMA Foundation and Peter Johnson, PhD, Principal, emergentMeasures

Source: HDS Diary Sample, FY 2016, 2017, and 2018

Job Study Sources

- **Sources included:**

- **Employment**

- U.S. Bureau of Labor's Statistics
 - USPS and Private Courier Publications
 - Zip Code to Congressional District Database

- **Revenues**

- U.S. Census Bureau & U.S. Economic Census
 - U.S. Annual Survey of Manufacturing and its Quarterly Financial Reports

OVERALL RESULTS

Mailing Industry Provides Significant U.S. Jobs

- **The U.S. mailing industry consists of:**
 - **7.3 million mailing industry jobs**
- **The U.S. mailing industry provides:**
 - **4.6% of the nation's 156 million jobs**



Picture from <https://about.usps.com/careers/>

Mailing Industry is Critical to the Economy

- **The U.S. mailing industry contributes to the economy with:**
 - **\$1.58 Trillion in Sales Revenue**
- **The U.S. mailing industry provides:**
 - **4.3% of U.S. Total Output**



Picture from <https://about.usps.com/careers/>



Mailing Industry's Size is Significant

- The U.S. mailing industry is significant in size to other key industries:

	Employment	\$ Value
Mailing Industry	7.3 million	\$1.58 Trillion
US Auto	7.25 million	\$953 Billion
Airline Industry	10.2 million	\$846 Billion
Oil and Natural Gas Industry	10.3 million	\$1.3 Trillion

Mailing Industry Depends on the USPS

- **Policies that have a dramatic influence on the USPS impact many workers**
 - **Over 5.8 million jobs or over 80% of mail industry jobs depend on the delivery infrastructure at which the USPS is the center.**
 - **In other words, every single job involved in delivering the mail stream supports 4.25 other jobs.**
 - **In addition, USPS represents almost 46% of the delivery sector's employment.**

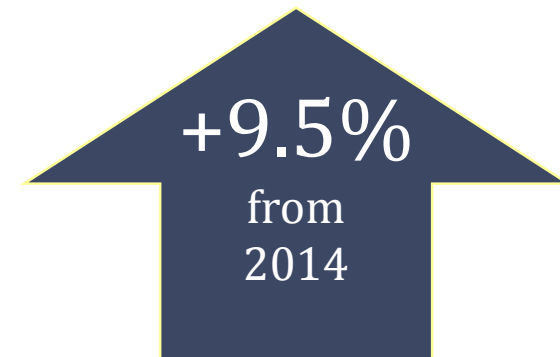
2018 vs. 2014 Comparison Shows Decline in Jobs with a Growth in Sales Revenue

- **The mailing industry provided:**
 - **7.5 million jobs in 2014 vs. 7.3 million jobs in 2018**
 - **\$1.4 trillion in sales revenue in 2014 vs. \$1.58 trillion in sales revenue 2018**

209,288 Jobs Loss



\$123.4 Billion Revenue Gain



Decline and Growth in Jobs

- **Decline in Jobs**

- **Paper, Printing, Printing Industry Suppliers, and Direct Mail Design**
- **Mail Management in all Industries**
- **Traditional Direct Mail, Catalog, and Magazine**
- **Brick and Mortar Retailers Fulfilling Sales through the Mail Stream**

- **Growth in Jobs**

- **Postal Service**
- **Private Sector Delivery Services (e.g. Fed-ex, UPS)**
- **Delivery Suppliers**
- **Electronic Shopping and Mail Order Houses (e.g. Amazon)**

JOB CATEGORIES

Job Categories – Types of Jobs

Manufacturing – Mail Production, Distribution and Handling

- Paper, Printing, Printing Industry Suppliers, Direct Mail Design
- Postal Service
- FedEx, UPS and other Postal Service Suppliers
- Private Sector Delivery (FedEx, UPS, Amazon)

Management of Mail in all Industries

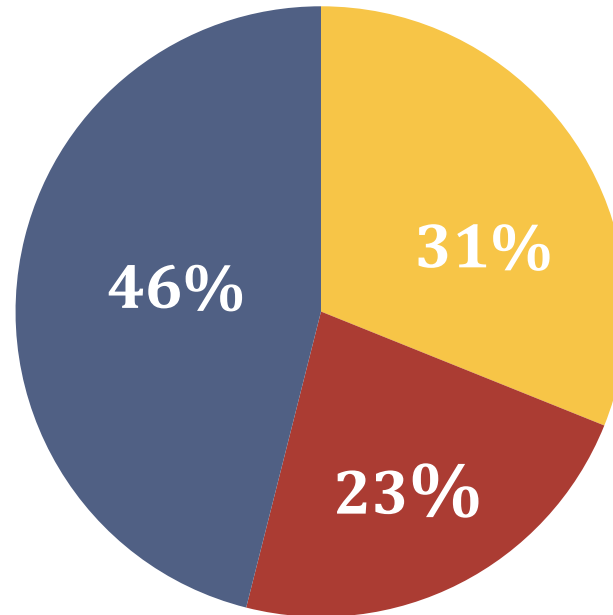
- Mail Management in all Industries
- Self Employed Mail Intensive

Mail Advertised and Delivered Products and Services

- Non-Catalogue Generated Sales
- Catalogue direct mail generated sales
- Direct Response Magazine Ad Sales
- Insert Advertising Sales
- Publishing of Periodicals/Books, Greeting Cards/Directories
- Electronic Shopping and Mail Order Houses
- Retail Sales at Retailers with Stores Delivered by the Mailing

Job Categories - % of Jobs

- **Group A - Mail Production and Distribution at 31.1%**
- **Group B - Management of Mail in all Industries at 22.8%**
- **Group C - Mail Advertised and Delivered Goods and Services at 46.1%**



MAILING INDUSTRY JOBS

Group A - Jobs

Mail Distribution Jobs Grew 20%

- Mail production jobs dropped by 3.8% due to less traditional mail being produced & mailed.
- Distribution jobs grew 20% with an addition of 275,000 jobs.

Group A - Mail Production and Distribution	# Jobs (2014)	# Jobs (2018)	% Change	Diff. # of Jobs
Mail Production				
Paper, Printing, Suppliers, and Design	605,864	582,865	-3.8%	-22,999
Mail and Package Distribution				
Postal Service	617,254	634,447	2.8%	17,193
Private Sector Delivery (FedEx, UPS)	605,376	751,530	24.1%	146,153
Delivery Suppliers	181,382	292,630	61.3%	111,248
Group A Total	2,009,877	2,261,472	12.5%	251,595

Note: A red arrow points to the -3.8% change in Mail Production. A green bracket groups the 2.8%, 24.1%, and 61.3% changes, with a label '20%' and a green bracket indicating a total difference of 275,000 jobs.

Sources: USPS Website, Bureau of Labor Statistics, Occupational Employment Statistics Program, and USPS Cost Segment and Components Report

USPS

- USPS employment grew by 2.8% with the addition of 17,193 jobs.

USPS Employment	2014 # Jobs	2018 # Jobs	% of Total	% Change	Diff. # of Jobs
Career Employees	486,822	497,157	78.4%	2.1%	10,335
Non-Career	130,432	137,290	21.6%	5.3%	6,858
Total	617,254	634,447		2.8%	17,193



Group B – Jobs

Strong Decline Reflects Private Sector e-Payment Trends

- **Management of Mail dropped over 20% with a 420,000 job loss.**
 - As businesses have moved to email interaction, there are fewer jobs associated with handling the mailing of letters and packages.
 - Also, of remaining jobs, less time is used for traditional handling of the mail.

Group B - Management of Mail in all Industries	# Jobs (2014)	# Jobs (2018)	% Change	Diff. # of Jobs
Mail Management in all Industries	1,834,916	1,413,376	-22.97%	-421,540
Self Employed Mail Intensive	247,065	249,005	0.79%	1,941
Group B Total	2,081,980	1,662,381	-20.15%	-419,599



Group C – Jobs - Mail Advertised Jobs Declined 3.9% due to E-commerce

- Mail Advertised Jobs dropped 3.9% with a 123,000 job loss.

Description of Employment	2014 # Jobs	2018 # Jobs	% Change (2018 vs 2014)	# Change of Jobs
Jobs Generated By Catalogue Sales	447,906	433,204	-3.28%	-14,701
Jobs Generated by Non-catalogue Direct Mail Sales	2,192,452	2,144,038	-2.21%	-48,414
Jobs Generated by Direct Response Magazine Ad Sales	278,080	243,554	-12.42%	-34,527
Jobs Generated by Insert Advertising Sales	102,973	94,311	-8.41%	-8,661
Jobs From Mail-Related Publishing (Periodicals /Books, Greeting Cards /Directories, etc.)	105,173	88,742	-15.62%	-16,431
Total Jobs Due to Sales of Products and Services	3,126,584	3,003,850	-3.93%	-122,734



Sources: DMA's Power of Direct Marketing and Economic Census & BLS Survey

Group C – Jobs – Electronic Shopping Jobs grew 51%

- Substantial positive growth at 51% continues in electronic shopping and mail order houses with declines in brick and mortar retailers.

Group C – Brick & Motor & Electronic Shopping Jobs	2014 # Jobs	2018 # Jobs	% Change	# Change of Jobs
Jobs From Electronic Shopping and Mail Order Houses	208,820	314,398	50.56%	105,578
Jobs From Brick and Mortar Retailers	56,641	32,513	-42.60%	-24,128
Total Jobs Due to Sales of Products and Services	265,461	346,911	30.68%	81,450

Jobs Summary

- Overall, mailing industry jobs dropped by 2.8% with a 209,288 job loss from 2014 to 2018.

	# Jobs (2014)	# Jobs (2018)	% Change	# of Jobs
Group A - Mail Production and Distribution and Handling				
1) Paper, Printing, Printing Industry Suppliers, Direct Mail Design	605,864	582,865	-3.8%	-22,999
2) Postal Service	617,254	634,447	2.8%	17,193
3) Private Sector Delivery (FedEx, UPS, etc.)	605,376	751,530	24.1%	146,153
4) Delivery Suppliers	181,382	292,630	61.3%	111,248
Total	2,009,877	2,261,472	12.5%	251,595
Group B - Management of Mail in all Industries				
Mail Management in all Industries	1,834,916	1,413,376	-22.97%	-421,540
Self Employed Mail Intensive	247,065	249,005	0.79%	1,941
Total	2,081,980	1,662,381	-20.15%	-419,599
Group C - Jobs Due to Products Delivered by the Mailing Industry				
Jobs Generated By Catalogue Sales	447,906	433,204	-3.28%	-14,701
Jobs Generated by Non-catalogue Direct Mail Sales	2,192,452	2,144,038	-2.21%	-48,414
Jobs Generated by Direct Response Magazine Ad Sales	278,080	243,554	-12.42%	-34,527
Jobs Generated by Insert Advertising Sales	102,973	94,311	-8.41%	-8,661
Jobs From Mail-Related Publishing	105,173	88,742	-15.62%	-16,431
Jobs From Electronic Shopping and Mail Order Houses	208,820	314,398	50.56%	105,578
Jobs From Brick and Mortar Retailers	56,641	32,513	-42.60%	-24,128
Total	3,392,044	3,350,760	-1.22%	-41,284
TOTAL JOBS	7,483,901	7,274,613	-2.80%	-209,288



MAILING INDUSTRY SALES REVENUE

Group A

Mixed Results in Revenue in Mail Production and Distribution

- **Mail Production and Distribution**
 - **Producing the Mail had a sales revenue decrease of 14% or \$18.8 B due to less mail pieces being made.**
 - **Delivering the Mail had a sales revenue gain of 6% or \$9.6 B which may be attributed to higher mailing costs.**

Groupings	Description	2014 Sales (\$ Billions)	2018 Sales (\$ Billions)	% Change	Sales (\$ Billions)
Mail Production and Distribution (Group A)	Producing	\$135.43	\$116.63	-14%	-\$18.80
	Delivering	\$156.54	\$166.16	6%	\$9.62



Group C Revenue: Strong Growth



- Overall Sales Revenue grew 9.5% totally \$123.43 billion.
 - Mail Advertised and Delivered Goods & Services had an overall sales revenue increase of 10% totally \$102.6 billion due to Ecommerce Growth.

Groupings	Description	2014 Sales (\$ Billions)	2018 Sales (\$ Billions)	% Change	Sales (\$ Billions)
Mail Production and Distribution (Group A)	Producing	\$135.43	\$116.63	-14%	-\$18.80
	Delivering	\$156.54	\$166.16	6%	\$9.62
Mail Advertised and Delivered Goods and Services (Group C)		\$1,134.59	\$1,300.74	10%	\$102.63
Total		\$1,428.86	\$1,583.53	9.5%	\$123.43



Sources: RIMS II Model, DMA's "Power of Direct Marketing", Bureau of Labor Statistics, U.S. Census Monthly Retail Trade Report, Annual Services Report, and USPS "Revenue, Piece, and Weight Report"

SUMMARY

Key Findings for 2018

- **The U.S. mailing industry total of 7.3 million jobs represents 4.4% of the nation's total civilian labor force.**
- **The U.S. mailing industry's contribution of \$1.58 trillion in sales revenue to the U.S. economy in 2018 accounted for 4.3% of U.S. total output of \$37.1 trillion.**
- **Mailing industry revenue growth combined with declining employment points to growing industry productivity.**



Key Findings for 2018

- **Of total industry jobs, the United States Postal Service (USPS) accounts for only 8.7%.**
- **Policies**
 - **impact the core of the mailing industry - USPS**
 - **impact large numbers of workers and revenues, beyond the USPS**





MAILING INDUSTRY JOBS AND REVENUE BY STATE

Mailing Industry - Jobs and Revenue By State

	STATE	JOBS	REVENUE (\$ BILLIONS)
1	Alabama	80,021	\$17.4
2	Alaska	21,824	\$4.8
3	Arizona	123,668	\$26.9
4	Arkansas	43,648	\$9.5
5	California	1,054,819	\$229.6
6	Colorado	130,943	\$28.5
7	Connecticut	94,570	\$20.6
8	Delaware	29,098	\$6.3
9	District of Columbia	50,922	\$11.1
10	Florida	371,005	\$80.8
11	Georgia	210,964	\$45.9
12	Hawaii	29,098	\$6.3
13	Idaho	29,098	\$6.3
14	Illinois	305,534	\$66.5
15	Indiana	130,943	\$28.5

	STATE	JOBS	REVENUE (\$ BILLIONS)
16	Iowa	65,472	\$14.3
17	Kansas	58,197	\$12.7
18	Kentucky	72,746	\$15.8
19	Louisiana	87,295	\$19.0
20	Maine	21,824	\$4.8
21	Maryland	145,492	\$31.7
22	Massachusetts	203,689	\$44.3
23	Michigan	189,140	\$41.2
24	Minnesota	130,943	\$28.5
25	Mississippi	43,648	\$9.5
26	Missouri	109,119	\$23.8
27	Montana	14,549	\$3.2
28	Nebraska	43,648	\$9.5
29	Nevada	58,197	\$12.7
30	New Hampshire	29,098	\$6.3

Mailing Industry - Jobs and Revenue By State

	STATE	JOBS	REVENUE (\$ BILLIONS)
31	New Jersey	218,238	\$47.5
32	New Mexico	36,373	\$7.9
33	New York	596,518	\$129.8
34	North Carolina	203,689	\$44.3
35	North Dakota	21,824	\$4.8
36	Ohio	240,062	\$52.3
37	Oklahoma	72,746	\$15.8
38	Oregon	87,295	\$19.0
39	Pennsylvania	276,435	\$60.2
40	Rhode Island	21,824	\$4.8
41	South Carolina	80,021	\$17.4
42	South Dakota	21,824	\$4.8
43	Tennessee	130,943	\$28.5
44	Texas	632,891	\$137.8
45	Utah	65,472	\$14.3

	STATE	JOBS	REVENUE (\$ BILLIONS)
46	Vermont	14,549	\$3.2
47	Virginia	189,140	\$41.2
48	Washington	203,689	\$44.3
49	West Virginia	29,098	\$6.3
50	Wisconsin	116,394	\$25.3
51	Wyoming	14,549	\$3.2



MAILING INDUSTRY JOBS AND REVENUE BY CONGRESSIONAL DISTRICT

Mailing Industry - Jobs and Revenue By Congressional District (AK through AZ)

	STATE	CD	JOB	REVENUE (\$ BILLIONS)
1	AK	00	21,824	\$4.8
2	AL	1	10,943	\$2.4
3	AL	2	11,235	\$2.4
4	AL	3	8,548	\$1.9
5	AL	4	9,021	\$2.0
6	AL	5	12,656	\$2.8
7	AL	6	11,656	\$2.5
8	AL	7	15,961	\$3.5
9	AR	1	8,965	\$2.0
10	AR	2	13,593	\$3.0
11	AR	3	12,250	\$2.7
12	AR	4	8,839	\$1.9

	STATE	CD	JOB	REVENUE (\$ BILLIONS)
13	AZ	1	8,876	\$1.9
14	AZ	2	13,837	\$3.0
15	AZ	3	10,250	\$2.2
16	AZ	4	10,050	\$2.2
17	AZ	5	10,812	\$2.4
18	AZ	6	19,597	\$4.3
19	AZ	7	17,932	\$3.9
20	AZ	8	10,197	\$2.2
21	AZ	9	22,117	\$4.8

Mailing Industry - Jobs and Revenue By Congressional District (CA)

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
22	CA	1	16,425	\$3.6
23	CA	2	21,451	\$4.7
24	CA	3	14,200	\$3.1
25	CA	4	15,550	\$3.4
26	CA	5	18,366	\$4.0
27	CA	6	23,581	\$5.1
28	CA	7	16,652	\$3.6
29	CA	8	9,580	\$2.1
30	CA	9	13,914	\$3.0
31	CA	10	16,344	\$3.6
32	CA	11	21,015	\$4.6
33	CA	12	38,857	\$8.5
34	CA	13	21,423	\$4.7
35	CA	14	49,992	\$10.9
36	CA	15	21,746	\$4.7
37	CA	16	14,867	\$3.2
38	CA	17	29,191	\$6.4
39	CA	18	23,823	\$5.2

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
40	CA	19	13,141	\$2.9
41	CA	20	17,196	\$3.7
42	CA	21	7,998	\$1.7
43	CA	22	16,197	\$3.5
44	CA	23	12,409	\$2.7
45	CA	24	19,903	\$4.3
46	CA	25	14,857	\$3.2
47	CA	26	21,833	\$4.8
48	CA	27	16,880	\$3.7
49	CA	28	23,854	\$5.2
50	CA	29	14,000	\$3.0
51	CA	30	25,192	\$5.5
52	CA	31	14,872	\$3.2
53	CA	32	19,816	\$4.3
54	CA	33	34,381	\$7.5
55	CA	34	25,553	\$5.6
56	CA	35	17,680	\$3.8
57	CA	36	14,508	\$3.2

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
58	CA	37	20,723	\$4.5
59	CA	38	24,025	\$5.2
60	CA	39	20,664	\$4.5
61	CA	40	17,436	\$3.8
62	CA	41	13,614	\$3.0
63	CA	42	12,581	\$2.7
64	CA	43	24,597	\$5.4
65	CA	44	13,259	\$2.9
66	CA	45	25,878	\$5.6
67	CA	46	21,169	\$4.6
68	CA	47	17,775	\$3.9
69	CA	48	25,489	\$5.5
70	CA	49	19,367	\$4.2
71	CA	50	15,545	\$3.4
72	CA	51	15,892	\$3.5
73	CA	52	33,920	\$7.4
74	CA	53	15,641	\$3.4

Mailing Industry - Jobs and Revenue By Congressional District (CO through FL)

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
75	CO	1	24,620	\$5.4
76	CO	2	22,711	\$4.9
77	CO	3	16,059	\$3.5
78	CO	4	14,652	\$3.2
79	CO	5	18,277	\$4.0
80	CO	6	17,099	\$3.7
81	CO	7	17,526	\$3.8
82	CT	1	20,276	\$4.4
83	CT	2	15,081	\$3.3
84	CT	3	17,996	\$3.9
85	CT	4	22,929	\$5.0
86	CT	5	18,288	\$4.0
87	DC	00	50,922	\$11.1
88	DE	00	29,098	\$6.3

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
89	FL	1	14,426	\$3.1
90	FL	2	12,183	\$2.7
91	FL	3	8,439	\$1.8
92	FL	4	27,661	\$6.0
93	FL	5	14,125	\$3.1
94	FL	6	10,729	\$2.3
95	FL	7	12,663	\$2.8
96	FL	8	11,857	\$2.6
97	FL	9	10,189	\$2.2
98	FL	10	13,903	\$3.0
99	FL	11	9,172	\$2.0
100	FL	12	9,148	\$2.0
101	FL	13	16,848	\$3.7
102	FL	14	22,501	\$4.9

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
103	FL	15	10,974	\$2.4
104	FL	16	13,308	\$2.9
105	FL	17	7,656	\$1.7
106	FL	18	11,671	\$2.5
107	FL	19	16,252	\$3.5
108	FL	20	11,539	\$2.5
109	FL	21	9,989	\$2.2
110	FL	22	26,809	\$5.8
111	FL	23	16,006	\$3.5
112	FL	24	12,056	\$2.6
113	FL	25	17,215	\$3.7
114	FL	26	8,882	\$1.9
115	FL	27	14,807	\$3.2

Mailing Industry - Jobs and Revenue By Congressional District (GA through IL)

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
116	GA	1	12,347	\$2.7
117	GA	2	11,298	\$2.5
118	GA	3	12,456	\$2.7
119	GA	4	10,265	\$2.2
120	GA	5	30,379	\$6.6
121	GA	6	32,032	\$7.0
122	GA	7	21,702	\$4.7
123	GA	8	10,177	\$2.2
124	GA	9	11,462	\$2.5
125	GA	10	8,019	\$1.7
126	GA	11	16,914	\$3.7
127	GA	12	13,311	\$2.9
128	GA	13	10,995	\$2.4
129	GA	14	9,608	\$2.1

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
130	HI	1	18,712	\$4.1
131	HI	2	10,387	\$2.3
132	IA	1	16,064	\$3.5
133	IA	2	17,368	\$3.8
134	IA	3	16,887	\$3.7
135	IA	4	15,153	\$3.3
136	ID	1	13,473	\$2.9
137	ID	2	15,625	\$3.4
138	IL	1	10,217	\$2.2
139	IL	2	9,938	\$2.2
140	IL	3	12,093	\$2.6
141	IL	4	8,296	\$1.8
142	IL	5	20,545	\$4.5
143	IL	6	20,235	\$4.4

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
144	IL	7	39,957	\$8.7
145	IL	8	28,300	\$6.2
146	IL	9	13,860	\$3.0
147	IL	10	24,386	\$5.3
148	IL	11	15,985	\$3.5
149	IL	12	13,980	\$3.0
150	IL	13	16,216	\$3.5
151	IL	14	13,186	\$2.9
152	IL	15	13,211	\$2.9
153	IL	16	15,633	\$3.4
154	IL	17	13,498	\$2.9
155	IL	18	15,999	\$3.5

Mailing Industry - Jobs and Revenue By Congressional District (IN through ME)

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
156	IN	1	13,066	\$2.8
157	IN	2	14,123	\$3.1
158	IN	3	17,400	\$3.8
159	IN	4	13,539	\$2.9
160	IN	5	18,179	\$4.0
161	IN	6	12,082	\$2.6
162	IN	7	15,319	\$3.3
163	IN	8	13,307	\$2.9
164	IN	9	13,930	\$3.0
165	KS	1	12,299	\$2.7
166	KS	2	13,609	\$3.0
167	KS	3	19,182	\$4.2
168	KS	4	13,106	\$2.9
169	KY	1	8,501	\$1.9
170	KY	2	9,532	\$2.1
171	KY	3	30,442	\$6.6

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
172	KY	4	8,832	\$1.9
173	KY	5	5,742	\$1.2
174	KY	6	9,696	\$2.1
175	LA	1	16,667	\$3.6
176	LA	2	16,567	\$3.6
177	LA	3	14,004	\$3.0
178	LA	4	12,265	\$2.7
179	LA	5	11,816	\$2.6
180	LA	6	15,976	\$3.5
181	MA	1	19,143	\$4.2
182	MA	2	19,291	\$4.2
183	MA	3	18,661	\$4.1
184	MA	4	25,056	\$5.5
185	MA	5	25,810	\$5.6
186	MA	6	25,941	\$5.6
187	MA	7	22,237	\$4.8

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
188	MA	8	29,705	\$6.5
189	MA	9	17,845	\$3.9
190	MD	1	15,312	\$3.3
191	MD	2	23,284	\$5.1
192	MD	3	19,981	\$4.3
193	MD	4	13,134	\$2.9
194	MD	5	15,567	\$3.4
195	MD	6	26,955	\$5.9
196	MD	7	14,811	\$3.2
197	MD	8	16,448	\$3.6
198	ME	1	13,053	\$2.8
199	ME	2	8,770	\$1.9

Mailing Industry - Jobs and Revenue By Congressional District (MI through NC)

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
200	MI	1	13,342	\$2.9
201	MI	2	17,353	\$3.8
202	MI	3	12,091	\$2.6
203	MI	4	11,929	\$2.6
204	MI	5	12,973	\$2.8
205	MI	6	11,595	\$2.5
206	MI	7	10,595	\$2.3
207	MI	8	11,816	\$2.6
208	MI	9	13,660	\$3.0
209	MI	10	11,527	\$2.5
210	MI	11	22,951	\$5.0
211	MI	12	18,028	\$3.9
212	MI	13	7,905	\$1.7
213	MI	14	13,376	\$2.9
214	MN	1	14,995	\$3.3
215	MN	2	16,834	\$3.7

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
216	MN	3	23,711	\$5.2
217	MN	4	16,042	\$3.5
218	MN	5	25,288	\$5.5
219	MN	6	10,533	\$2.3
220	MN	7	12,498	\$2.7
221	MN	8	11,041	\$2.4
222	MO	1	19,539	\$4.3
223	MO	2	18,567	\$4.0
224	MO	3	10,424	\$2.3
225	MO	4	9,957	\$2.2
226	MO	5	15,225	\$3.3
227	MO	6	10,725	\$2.3
228	MO	7	14,808	\$3.2
229	MO	8	9,874	\$2.1
230	MS	1	11,003	\$2.4
231	MS	2	9,207	\$2.0

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
232	MS	3	12,414	\$2.7
233	MS	4	11,024	\$2.4
234	MT	00	14,549	\$3.2
235	NC	1	13,984	\$3.0
236	NC	2	12,444	\$2.7
237	NC	3	12,407	\$2.7
238	NC	4	23,110	\$5.0
239	NC	5	14,718	\$3.2
240	NC	6	16,968	\$3.7
241	NC	7	10,633	\$2.3
242	NC	8	10,807	\$2.4
243	NC	9	17,328	\$3.8
244	NC	10	17,845	\$3.9
245	NC	11	13,052	\$2.8
246	NC	12	26,266	\$5.7
247	NC	13	14,128	\$3.1

Prepared by
Cheryl Chapman,
Director of IPS of
EMA Foundation and
Peter Johnson, PhD,
Principal,
emergentMeasures

Mailing Industry - Jobs and Revenue By Congressional District (ND through NY)

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
248	ND	00	21,824	\$4.8
249	NE	1	10,765	\$2.3
250	NE	2	17,707	\$3.9
251	NE	3	15,176	\$3.3
252	NH	1	14,561	\$3.2
253	NH	2	14,538	\$3.2
254	NJ	1	12,713	\$2.8
255	NJ	2	13,350	\$2.9
256	NJ	3	15,415	\$3.4
257	NJ	4	15,471	\$3.4
258	NJ	5	17,792	\$3.9
259	NJ	6	28,520	\$6.2
260	NJ	7	16,219	\$3.5
261	NJ	8	16,326	\$3.6
262	NJ	9	21,858	\$4.8
263	NJ	10	9,385	\$2.0
264	NJ	11	35,767	\$7.8
265	NJ	12	15,422	\$3.4

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
266	NM	1	15,261	\$3.3
267	NM	2	8,907	\$1.9
268	NM	3	12,205	\$2.7
269	NV	1	14,219	\$3.1
270	NV	2	19,125	\$4.2
271	NV	3	16,220	\$3.5
272	NV	4	8,634	\$1.9
273	NY	1	18,479	\$4.0
274	NY	2	23,967	\$5.2
275	NY	3	28,787	\$6.3
276	NY	4	24,498	\$5.3
277	NY	5	10,411	\$2.3
278	NY	6	9,663	\$2.1
279	NY	7	10,572	\$2.3
280	NY	8	15,443	\$3.4
281	NY	9	6,797	\$1.5
282	NY	10	57,480	\$12.5
283	NY	11	10,083	\$2.2

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
284	NY	12	121,460	\$26.4
285	NY	13	6,539	\$1.4
286	NY	14	8,452	\$1.8
287	NY	15	7,673	\$1.7
288	NY	16	12,861	\$2.8
289	NY	17	33,134	\$7.2
290	NY	18	17,329	\$3.8
291	NY	19	12,388	\$2.7
292	NY	20	26,770	\$5.8
293	NY	21	16,158	\$3.5
294	NY	22	16,726	\$3.6
295	NY	23	19,139	\$4.2
296	NY	24	18,827	\$4.1
297	NY	25	20,321	\$4.4
298	NY	26	24,850	\$5.4
299	NY	27	17,711	\$3.9

Prepared by
Cheryl Chapman,
Director of IPS of
EMA Foundation and
Peter Johnson, PhD,
Principal,
emergentMeasures

Mailing Industry - Jobs and Revenue By Congressional District (OH through RI)

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
300	OH	1	16,399	\$3.6
301	OH	2	13,372	\$2.9
302	OH	3	24,228	\$5.3
303	OH	4	9,952	\$2.2
304	OH	5	24,442	\$5.3
305	OH	6	7,867	\$1.7
306	OH	7	10,369	\$2.3
307	OH	8	14,076	\$3.1
308	OH	9	11,423	\$2.5
309	OH	10	17,612	\$3.8
310	OH	11	15,594	\$3.4
311	OH	12	14,553	\$3.2
312	OH	13	11,578	\$2.5
313	OH	14	16,189	\$3.5
314	OH	15	17,273	\$3.8
315	OH	16	15,136	\$3.3

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
316	OK	1	20,700	\$4.5
317	OK	2	8,788	\$1.9
318	OK	3	11,006	\$2.4
319	OK	4	12,576	\$2.7
320	OK	5	19,678	\$4.3
321	OR	1	21,337	\$4.6
322	OR	2	14,779	\$3.2
323	OR	3	19,648	\$4.3
324	OR	4	16,745	\$3.6
325	OR	5	14,786	\$3.2
326	PA	1	12,321	\$2.7
327	PA	2	13,104	\$2.9
328	PA	3	11,573	\$2.5
329	PA	4	16,476	\$3.6
330	PA	5	13,813	\$3.0
331	PA	6	22,427	\$4.9

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
332	PA	7	13,417	\$2.9
333	PA	8	16,253	\$3.5
334	PA	9	11,907	\$2.6
335	PA	10	10,817	\$2.4
336	PA	11	14,240	\$3.1
337	PA	12	14,049	\$3.1
338	PA	13	21,078	\$4.6
339	PA	14	19,789	\$4.3
340	PA	15	14,985	\$3.3
341	PA	16	15,377	\$3.3
342	PA	17	15,035	\$3.3
343	PA	18	19,773	\$4.3
344	RI	1	10,165	\$2.2
345	RI	2	11,659	\$2.5

Mailing Industry - Jobs and Revenue By Congressional District (SC through TX)

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
346	SC	1	11,626	\$2.5
347	SC	2	11,921	\$2.6
348	SC	3	8,748	\$1.9
349	SC	4	15,950	\$3.5
350	SC	5	7,983	\$1.7
351	SC	6	11,568	\$2.5
352	SC	7	12,223	\$2.7
353	SD	00	21,824	\$4.8
354	TN	1	11,804	\$2.6
355	TN	2	14,130	\$3.1
356	TN	3	12,747	\$2.8
357	TN	4	10,481	\$2.3
358	TN	5	19,779	\$4.3
359	TN	6	9,816	\$2.1
360	TN	7	10,926	\$2.4
361	TN	8	18,589	\$4.0
362	TN	9	22,671	\$4.9

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
363	TX	1	17,558	\$3.8
364	TX	2	21,872	\$4.8
365	TX	3	28,912	\$6.3
366	TX	4	15,462	\$3.4
367	TX	5	13,653	\$3.0
368	TX	6	16,592	\$3.6
369	TX	7	28,605	\$6.2
370	TX	8	12,807	\$2.8
371	TX	9	19,910	\$4.3
372	TX	10	19,713	\$4.3
373	TX	11	14,193	\$3.1
374	TX	12	21,375	\$4.7
375	TX	13	13,255	\$2.9
376	TX	14	15,423	\$3.4
377	TX	15	11,065	\$2.4
378	TX	16	19,195	\$4.2
379	TX	17	15,861	\$3.5

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
380	TX	18	21,628	\$4.7
381	TX	19	15,882	\$3.5
382	TX	20	15,343	\$3.3
383	TX	21	19,588	\$4.3
384	TX	22	14,994	\$3.3
385	TX	23	9,145	\$2.0
386	TX	24	47,506	\$10.3
387	TX	25	12,766	\$2.8
388	TX	26	14,627	\$3.2
389	TX	27	13,694	\$3.0
390	TX	28	12,543	\$2.7
391	TX	29	16,514	\$3.6
392	TX	30	23,246	\$5.1
393	TX	31	13,386	\$2.9
394	TX	32	21,616	\$4.7
395	TX	33	16,110	\$3.5
396	TX	34	9,839	\$2.1
397	TX	35	16,633	\$3.6
398	TX	36	12,380	\$2.7

Mailing Industry - Jobs and Revenue By Congressional District (UT through WY)

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
399	UT	1	13,966	\$3.0
400	UT	2	20,938	\$4.6
401	UT	3	14,596	\$3.2
402	UT	4	15,971	\$3.5
403	VA	1	13,088	\$2.8
404	VA	2	17,435	\$3.8
405	VA	3	15,402	\$3.4
406	VA	4	15,435	\$3.4
407	VA	5	11,617	\$2.5
408	VA	6	20,678	\$4.5
409	VA	7	19,449	\$4.2
410	VA	8	22,113	\$4.8
411	VA	9	12,963	\$2.8
412	VA	10	20,635	\$4.5
413	VA	11	20,324	\$4.4

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
414	VT	00	14,549	\$3.2
415	WA	1	17,513	\$3.8
416	WA	2	18,182	\$4.0
417	WA	3	15,016	\$3.3
418	WA	4	12,541	\$2.7
419	WA	5	19,022	\$4.1
420	WA	6	16,490	\$3.6
421	WA	7	38,532	\$8.4
422	WA	8	24,115	\$5.2
423	WA	9	26,917	\$5.9
424	WA	10	15,362	\$3.3
425	WI	1	12,515	\$2.7
426	WI	2	15,507	\$3.4
427	WI	3	16,313	\$3.6
428	WI	4	10,339	\$2.3

	STATE	CD	JOBS	REVENUE (\$ BILLIONS)
429	WI	5	19,364	\$4.2
430	WI	6	15,049	\$3.3
429	WI	5	19,364	\$4.2
430	WI	6	15,049	\$3.3
431	WI	7	12,142	\$2.6
432	WI	8	15,165	\$3.3
433	WV	1	11,176	\$2.4
434	WV	2	10,519	\$2.3
435	WV	3	7,403	\$1.6
436	WY	00	14,549	\$3.2

Thank You for Your Interest!

