

NANCY R. KAY

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Ms. Kay joined Foster Associates in 1993, specializing in cost modeling, data reduction and analysis. She has developed models to measure the incremental cost for a multi-product firm, and re-engineered the U.S. Postal Service's models for calculating product costs and forecasting future year costs. Ms. Kay has participated in numerous studies on postal product costs, particularly in the areas of city and rural delivery. Ms. Kay's models have been used by the postal service to analyze facility space utilization, to evaluate carrier performance, and to develop product costs for city and rural delivery. Ms. Kay has appeared as an expert witness for the USPS, testifying at rate proceedings in the areas of incremental cost and city and rural delivery cost. Ms. Kay holds an M.S. in computer science from The Johns Hopkins University.