

Before the
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268-0001

Mail Processing Network
Rationalization Service Changes, 2012

Docket No. N2012-1

DIRECT TESTIMONY OF
DOMINIC L. BRATTA
ON BEHALF OF
UNITED STATES POSTAL SERVICE
(USPS-T-5)

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1 Autobiographical Sketch

2

3 My name is Dominic L. Bratta. I am the Manager, Maintenance Planning
4 and Support assigned to the Headquarters Maintenance Operations Group
5 (Maintenance Operations). Currently, I am acting as the Manager, Maintenance
6 Operations within the Network Operations unit at United States Postal Service
7 headquarters. I have substantial knowledge and experience regarding the tools
8 used to efficiently run a maintenance organization, including the development of
9 the required maintenance staffing at individual mail processing facilities.

10 I have worked at the United States Postal Service since 1978, and have
11 held a position in management since 1982, with the vast majority of my career
12 spent in various maintenance management positions.

13 I hold both Associate of Science and Bachelor of Science degrees in
14 Business Administration from State University of New York, Empire State
15 College. In 1995, I received a Graduate Certificate in Management from Hofstra
16 University. I completed the Executive Masters in Business Administration
17 program at Hofstra University in 2004.

18

1 I. Purpose of Testimony

2 The purpose of my testimony is to describe, from a maintenance
3 perspective, how the Network Rationalization studies, as proposed by the United
4 States Postal Service, would reduce overall maintenance resources.
5 Specifically, I describe the current maintenance organization, its role, and how
6 the Network Rationalization Plan would reduce maintenance support
7 requirements. My testimony also identifies how current maintenance practices
8 could be altered to increase maintenance efficiency and reduce overall
9 maintenance resources. In particular, I explain how a reduction in facilities and
10 overall mail processing equipment reduces the maintenance resources
11 necessary to run Postal Service operations. My testimony discusses what
12 comprises maintenance within our current Processing and Distribution facilities,
13 and details the individual functions within Maintenance Operations. I also
14 discuss the other associated non-personnel maintenance components required
15 for facility operation. My testimony explains how the planned changes in the
16 utilization of the remaining equipment and facilities would result in an overall
17 increase in maintenance efficiency. I estimate how the staffing will change based
18 on assumptions about equipment and facility space remaining in the rationalized
19 network. My testimony provides the basis for the maintenance cost savings
20 estimates in the Direct Testimony of Marc Smith on Behalf of the United States
21 Postal Service (USPS-T-9).

22 The following library references are associated with my testimony and
23 incorporated herein: USPS-LR-N2012-1/28, USPS-LR-N2012-1/29, USPS-LR-

1 N2012-1/30, USPS-LR-N2012-1/31, USPS-LR-N2012-1/32, and USPS-LR-
2 N2012-1/33.

3

4 II. Current Role of Maintenance Operations in the Postal Service

5 The primary objective of Maintenance Operations is to provide a safe and
6 healthy work environment for Postal Service employees, to maintain all plant and
7 processing equipment in optimum operating condition, and to protect the building
8 and equipment assets of the United States Postal Service. Maintenance
9 Operations ensures that the useful life of buildings and equipment is preserved,
10 while minimizing total cost of ownership throughout the equipment lifespan.

11 Maintenance Operations is responsible for life cycle support for facility and
12 equipment maintenance. Life cycle support refers to the total support provided
13 from acquisition through operation and finally decommissioning. It includes
14 training for both maintenance and operations employees, spare parts support
15 including central repair, and field support for both hardware and software
16 improvements.

17 The Postal Service Maintenance Operations function encompasses five
18 major functional areas, each with specific responsibilities:

- 19 Mail Processing Equipment Maintenance;
- 20 Building Maintenance;
- 21 Building Services (Custodial Maintenance);
- 22 Maintenance Operations Support; and
- 23 Field Maintenance Operations.

1 A. Mail Processing Maintenance Group

2 The Mail Processing Equipment Maintenance function performs
3 preventive, corrective, and operational maintenance on mail processing
4 equipment contained within processing and distribution facilities. This functional
5 area is also responsible for implementing enhancements and modifications to
6 mail processing equipment designed to improve performance and reduce overall
7 life cycle cost.

8 The Mail Processing Maintenance group is staffed with Maintenance
9 Mechanics (level 7), Mail Processing Equipment Mechanics (level 9), and
10 Electronic Technicians (level 10). Staffing is developed at each facility based on
11 the equipment inventory and its utilization. Each type of equipment has a
12 prescribed number of annual workhours allocated for preventive, corrective, and
13 operational maintenance.

14 Preventive maintenance involves performing equipment inspections in
15 conjunction with specific tasks at prescribed intervals of machine utilization or
16 time. The Postal Service is transitioning from calendar-based maintenance to
17 condition-based maintenance. Currently, the United States Postal Service
18 utilizes condition-based maintenance on the majority of its automated mail
19 processing equipment, and calendar-based maintenance is employed on the
20 remainder. Condition-based maintenance is scheduled according to actual
21 equipment utilization, whereas calendar-based maintenance is scheduled at fixed
22 time intervals regardless of utilization.

1 Corrective maintenance is performed when equipment malfunctions or
2 otherwise does not perform at an optimal level, and maintenance intervention is
3 required to return it to an operational state. Examples would include the removal
4 and replacement of hardware or software, and the realignment or adjustment of
5 sub-assemblies and subsystems.

6 Operational maintenance constitutes the technical support provided during
7 mail processing operations. Dedicated operational maintenance workhours are
8 provided to ensure optimal equipment performance. During mail processing
9 operational windows, Maintenance Operations employees monitor equipment
10 performance at real time and are available to address maintenance-related
11 concerns.

12 B. Building Maintenance

13 The responsibilities of the Building Maintenance function include
14 performing preventive and corrective maintenance and operational inspections
15 on key facets of the facility infrastructure, including plumbing; heating, ventilation
16 and air-conditioning (HVAC); electrical; roof; building structure; and grounds.
17 The Building Maintenance function is comprised of Maintenance Mechanics
18 (Level 7) and Building Equipment Mechanics (Level 9). The staffing levels for
19 this function are derived based on results of a building inventory and the
20 associated workload for the identified building equipment. On average, staffing
21 for the Building Equipment Maintenance group is one person for every 35,000
22 square feet of interior space.

1 Preventive activities associated with building maintenance include daily
2 inspections performed according to a checklist, and conducted through
3 observation of building system recordings of current equipment operating
4 conditions such as boiler pressures, water levels, cooling tower chemical
5 balance, and chilled water temperatures. The Building Equipment Maintenance
6 group is responsible for ensuring that building systems provide employee comfort
7 and meet safety and health standards, while operating as efficiently as possible.
8 Corrective maintenance is performed when equipment malfunctions, and
9 maintenance intervention is required to return it to an operational state.
10 Examples include the removal and replacement of hardware or software, and the
11 realignment or adjustment of sub-assemblies or subsystems.

12 C. Building Services

13 The Building Services group is responsible for maintaining the cleanliness
14 of the building, including all occupied areas of the building, and the building
15 exterior and grounds. Functional responsibilities include mopping, waxing, and
16 vacuuming floors both in office spaces and on the mail processing floor; routine
17 cleaning and servicing of restrooms; replacement of defective light bulbs; waste
18 removal; numerous recycling activities; and window cleaning. At some facilities,
19 custodians perform landscape maintenance and snow removal as needed to
20 maintain a safe environment for employees and customers. Custodians also
21 support office moves, and transporting and setting up office furniture and
22 workroom floor equipment as required.

1 The Building Services group is comprised of Laborer Custodians (Level 3
2 or 4), Building Maintenance Custodians (Level 5), and Group Leaders (Level 5).
3 Staffing for this group is generated based upon a building inventory, the
4 associated workload for that inventory, and frequency of cleaning required to
5 maintain facility cleanliness. The Building Services group is staffed based on
6 routine work, inventories, frequencies, and project work. The current national
7 average staffing is one Laborer Custodian per 12,525 square feet of interior
8 space.

9 D. Maintenance Operations Support

10 Our fourth group is called Maintenance Operations Support (MOS). This
11 group performs the administrative duties necessary to support the maintenance
12 function. During the mail processing tours, MOS personnel may coordinate the
13 maintenance response upon receipt of trouble calls for mail processing systems.
14 They create work orders to document maintenance repairs on equipment and
15 buildings, and perform the data input to the computerized maintenance
16 management system called the “electronic Maintenance Activity Reporting
17 Scheduling System” (eMARS) to track the repair resources, including time,
18 personnel, and parts. During preventive maintenance tours, MOS personnel
19 ensure that the preventive and corrective maintenance work orders are ready for
20 designated maintenance craft employees. Craft employees are non-managerial
21 type positions.

22 MOS personnel are also responsible for maintaining the stockroom,
23 including ordering, receiving, storing and issuing parts and supplies. MOS

1 personnel utilize eMARS to manage the inventory control of both facility and
2 centrally warehoused spare parts. This system automates the ordering and
3 replenishment of site stocked items. MOS personnel receive the ordered parts,
4 adjust the on-hand inventory levels, and store each item in its proper storage
5 location. They are responsible for managing the floor space required for parts
6 and supplies storage, and they establish storage systems, including storage bins,
7 cabinets, and shelving.

8 MOS clerks are also responsible for packaging and shipping items where
9 off-site repairs are more economical. MOS site personnel are trained to perform
10 equipment repairs based on the complexity of the system and site capabilities.
11 Some equipment must be sent to authorized repair centers because the Postal
12 Service does not have the expensive equipment and in-depth employee training
13 required to perform repairs on site.

14 MOS staff also identifies sources and orders parts that are not replenished
15 through the Postal Service central warehouse or GSA supply centers. MOS clerk
16 responsibilities range from simple purchases from local supply houses to the
17 development and issuance of detailed competitive specifications.

18 E. Field Maintenance Operations

19 The final maintenance support group is called Field Maintenance
20 Operations (FMO). This group is responsible for supporting the non-
21 maintenance capable offices, including Associate Post Offices, within its area of
22 responsibility, and providing technical assistance to postmasters. FMO

1 employees repair building systems and security equipment, and review
2 maintenance work performed by contractors.

3 Most delivery unit facilities do not have experienced and skilled
4 maintenance employees located at their sites, and these facilities are generally
5 called non-maintenance capable sites. Some of these locations have full or part
6 time custodians that perform cleaning services and minor maintenance activities
7 such as light bulb replacement.

8 FMO supports these sites with skilled maintenance employees dispatched
9 from the FMO host location to the site. FMO schedules maintenance employees
10 to visit sites to perform routine inspections on the building and building systems,
11 and conduct equipment repairs when requested by the postmaster.

12 While on site, FMO employees perform inspections in conjunction with other
13 repairs to maximize maintenance effectiveness and to ensure completion of
14 facility safety checks. They may inspect the roof for heating ventilation and air
15 conditioning (HVAC) repair. FMO employees perform minor repairs to building
16 systems, while deferring larger, more extensive repairs to the facilities
17 organization.

18 The FMO also maintains collection and delivery boxes, which involves
19 removal and replacement of damaged boxes. The FMO maintains delivery unit
20 security systems including locks on doors, safes, collection and Post Office
21 boxes, as well as installation and repair of stamp vending machines.

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1 F. Overall Maintenance Staffing

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3 Maintenance Operations staffing is based on workload developed through

4 an inventory of the facility and equipment. Maintenance Operations

5 management is staffed based on the size and complexity of the facility, and the

6 number of maintenance employees in each group except FMO. The FMO group

7 is staffed based on historical workload.

8 Each type of equipment has a prescribed amount of annual workhours

9 allocated for preventive, corrective, and operational maintenance. As facilities

10 and equipment are reduced, the overall inventory is reduced, resulting in a need

11 for a lower level of maintenance staffing. Library References USPS-LR-N2012-

12 1/28, 29, and 30 provide a more detailed description of the methodology used to

13 determine maintenance workhours.

14

15 III. Non-Personnel Maintenance Resources

16 A. Spare Parts

17 The Postal Service maintains a national inventory of spare parts in

18 Topeka, Kansas. Each individual mail processing facility maintains an inventory

19 of spare parts used to maintain the facility and the equipment in it. Inventory

20 consists of consumable items such as belts, filters, lamps, and small hardware,

21 and more durable items such as motors, spare control computers, electronic

22 components, bearings, and related items. Critical spare parts are considered

23 items that if not stocked would cause significant equipment down time. The

1 range and depth of the items in the stockroom vary based on the equipment set
2 in the facility. Each facility expends resources to stock the shelves with the parts
3 and to use the parts.

4 B. Supplies

5 Each facility also maintains a level of cleaning supplies, paper products,
6 and support equipment, including large industrial floor sweepers, manual buffers,
7 vacuum cleaners, tractors, lawnmowers, and landscaping equipment.

8 C. Service Contracts

9 Each mail processing facility establishes service contracts for activities
10 that are not supported using internal resources. Examples include trash removal,
11 snow removal, water treatment for HVAC, recycling, parking lot sweeping, pest
12 control, and landscape upkeep. Maintenance Operations also establishes
13 technical support contracts for high voltage switch gears, boilers, and large
14 HVAC systems, including chemical water treatment.

15 D. Building Utilities

16 Building utility components include water, sewer, fuel oil, and electricity.
17 Included in the electrical power is a demand factor that is a significant cost
18 contributor. "Demand factor" refers to the peak load placed on the suppliers'
19 power grid when equipment is started. Suppliers charge a premium for the peak
20 load on the grid.

21 E. Permits

22 Each mail processing facility is required to purchase permits, including

1 sanitary sewer permits and storm water permits, and pay appropriate local fees.

2 F. Environmental Compliance

3 Maintenance Operations expends a significant effort managing
4 environmental compliance ranging from the recycling of used oil, lubricants,
5 batteries, lamps, and chemicals used in building and equipment maintenance, to
6 recycling of paper, waste products, cardboard, scrap metals, and used pallets.
7 Maintenance Operations must also ensure proper handling of asbestos-
8 containing building material (ACBM), and compliance with the Emergency
9 Planning and Community Right-to-Know Act (EPCRA).

10 G. Training

11 Employees of each plant require significant annual training to maintain a
12 properly skilled workforce necessary for supporting the 24/7 operation of the
13 Postal Service. Every maintenance employee has varying training requirements
14 each year. Some involve safety talks, work demonstrations, and general on-site
15 training. Others involve specialized training on mail processing equipment and
16 building systems equipment. The latter training is held at the National Center for
17 Employee Development located in Norman, Oklahoma.

18 H. Building Inspections and Repairs

19 The Postal Service Building Systems Group is responsible for routine
20 building systems inspection and minor repairs. Repairs that fall outside the
21 responsibility of the Postal Service Building Systems Group include parking lot
22 pavement repairs and upkeep, structural building repairs, and roof replacement
23 repairs.

1 IV. Impact of Consolidation

2 Consolidation of mail processing operations into fewer facilities would
3 eliminate the need for workhours in all maintenance groups at affected facilities,
4 with the possible exception of Building Equipment Mechanics or Field
5 Maintenance Operations.¹

6 With consolidation of mail processing facilities, significant maintenance
7 personnel would no longer be needed if a mail processing plant is removed from
8 the mail processing network. The mail processing equipment and spare parts
9 support, building equipment support, MOS support, and Building Services
10 (custodian) support would no longer be required. The FMO support would not be
11 significantly affected until such time as the Postal Service-maintained delivery
12 units were consolidated. Some FMO operations may be consolidated, and this
13 may result in a slight reduction in the management staffing of this operation.
14 Library References USPS-LR-N2012-1/31 and 32 provide more detailed
15 information regarding the Network Rationalization Plan's anticipated impact on
16 maintenance workhours.

17 In addition to a reduction in personnel resources, there are significant non-
18 personnel efficiencies to be gained through consolidation.

¹ My testimony is based on the assumption that affected facilities will be completely closed. However, only 95 percent of Labor Distribution Codes 37 and 38 and non-personnel costs will be realized as savings. The balance of the 5 percent is attributed to those functions that are not affected by Network Rationalization. Facilities that require building systems support may be supported by FMO operations or Building Equipment Mechanics until the facility is eliminated from inventory. The estimates in my testimony are based on the "full-up" environment where all closed facilities have been sold or leased. Labor Distribution Codes are explained at page 15 of my testimony.

1 A. Efficiencies Based on Personnel Reduction

2 1. Mail Processing Equipment Support

3 Network Rationalization would result in overall reductions in mail
4 processing equipment support workhours. The current fleet of mail processing
5 equipment is in excess of 10,000 units. Under Network Rationalization, the total
6 number of units could be as low as 5,000 units. Because maintenance costs are
7 directly related to the inventory of equipment being maintained, a reduction in
8 overall equipment results in a reduction in maintenance costs.

9 There would be similar reductions in maintenance workhours across other
10 operations, including material handling conveyors and fork lifts, rolling stock, and
11 other mail transport equipment.

12 2. Building Maintenance Support

13 Maintenance staffing for the building and building systems equipment is
14 based on inventory within the facility. One building equipment mechanic
15 provides maintenance support for approximately 35,000 square feet of floor
16 space. By reducing building systems equipment inventory, the Postal Service
17 will require fewer building equipment mechanic positions.

18 3. Building Services (Custodial Maintenance)

19

20 On the Building Services side of maintenance, we currently staff one
21 custodian to support approximately 12,500 square feet of maintained floor space.

1 Under the Network Rationalization Plan, custodial tasks would be completely
2 eliminated at each vacated facility.

3 4. Maintenance Operations Support

4 Elimination of the maintenance management and skilled craft positions
5 would result in total elimination of the MOS workforce at closed facilities. Under
6 the Network Rationalization Plan, more than 50 percent of plants could close,
7 which is estimated to represent an equal distribution of each size plant in the
8 inventory. Slightly less than 50 percent of the national MOS workforce could be
9 eliminated. This estimate is partially contingent on new staffing criteria based on
10 improvements in work practices.

11 The term "Labor Distribution Code (LDC)" refers to a 2-digit code that
12 identifies major work assignments of employees. The first number identifies the
13 function within an office, and the second number identifies the type of activity
14 being performed. LDC 35 includes managers and supervisors who are tasked
15 with management and administrative oversight of the maintenance function.
16 LDC 35 staffing is directly related to the number of bargaining unit employees in
17 LDCs 36 to 39, which include all of the maintenance employees. As the number
18 of bargaining unit employees in LDCs 36 to 39 decreases, there is a
19 corresponding decrease in LDC 35.

20 Managers and supervisors within the maintenance function provide day-
21 to-day administration and supervision for maintenance employees. They assign
22 employee work; manage administrative issues or tasks, such as time and
23 attendance; develop employee training plans; and provide feedback on employee

1 performance. LDC 35 supervisors also administer safety and environmental
2 compliance programs, including those related to lock out/tag out, asbestos, and
3 lead.

4 As the total number of employees in LDCs 36 to 39 is reduced, the
5 number of supervisors and managers in the maintenance function is also
6 reduced. As the Postal Service consolidates facilities, it realizes economies with
7 respect to LDC 35. One example of this is the Manager, Maintenance position.
8 Currently, each maintenance-capable processing and distribution center is
9 authorized one Manager, Maintenance position. As consolidations proceed and
10 the remaining facilities process larger volumes of mail, the Manager,
11 Maintenance remains at one authorized position. From a maintenance
12 management perspective, an immediate reduction in necessary resources arises
13 from the elimination of a Manager, Maintenance position at each of the closed
14 facilities.

15 5. Field Maintenance Operations

16 As previously mentioned, FMO operations provide maintenance support
17 for customer service, delivery, and retail sites which are not maintenance
18 capable offices. FMO operations currently based at facilities identified for closure
19 could be consolidated, transferring support to remaining FMO managers. This
20 would result in an increased workload at some FMO operational groups due to
21 an increase in the number of customer service, delivery, and retail sites
22 supported by each FMO group as a result of Network Rationalization.

1 Overall, the FMO operation would see a reduced workload as a result of
2 the Network Rationalization Plan based on the reduction in facility inventory.
3 However, in areas where an FMO group assumes responsibility for facilities that
4 are no longer considered maintenance capable, the workload for some FMO
5 groups would increase.

6 B. Efficiencies Based on Non-Personnel Reductions

7 For purposes of my testimony, I assume that non-personnel maintenance
8 costs do not increase at the gaining sites, and are completely eliminated at the
9 closing sites.² My methodology assumes that some of these costs, such as
10 landscaping or snow removal, have minimal or no relationship to the volume of
11 mail processed within a facility, or the hours a facility is utilized. Other expenses,
12 such as electricity, may fluctuate in accordance with a range of factors. The
13 major contributor to electricity is HVAC, which is not planned to change under
14 Network Rationalization.

15 1. Spare Parts

16 Consolidation would result in a reduction in national inventory of spare
17 parts for mail processing equipment located at each mail processing facility.
18 Critical spare parts would be returned to the Material Distribution Center located
19 in Topeka, Kansas to support mail processing equipment at other locations. If
20 sold to other entities, the remaining excess parts would be sold either in bulk or
21 as spare parts kits for excess mail processing equipment. Initially, the excess

² Five percent of the costs are associated with the remaining operations and are not part of the overall savings.

1 spare parts would result in a reduction in expenditures as stocking levels
2 increase above current levels. In future years, the reduction in overall equipment
3 would result in a decrease in spare parts usage. The remaining equipment
4 would increase in utilization and would nominally increase the spare parts usage
5 for that equipment. It is expected that the Postal Service will experience an
6 annual recurring savings of close to \$68 million as a result of Network
7 Rationalization's impact on spare parts. See USPS-LR-N2012-1/33.

8 2. Supplies

9 Building cleaning supplies and equipment resources would be eliminated
10 in a closed plant. Cleaning chemicals and paper products represent a significant
11 annual operating component at each facility. Support equipment, including large
12 industrial floor sweepers, manual floor buffers, and vacuum cleaners, would no
13 longer be needed.

14 3. Service Contracts

15 A reduction in the number of processing facilities would lead to a reduction
16 in the number of service contracts required for Postal Service operations. During
17 facility deactivations, service contracts for activities such as trash removal, snow
18 removal, HVAC water treatment, grounds upkeep, high voltage switch gear
19 maintenance, boiler maintenance, and maintenance of large HVAC systems,
20 including chemical treatment, would be eliminated.

4. Building Utilities

With building closure comes elimination of utility needs such as water, sewer, fuel oil, and electricity.³ The elimination of these categories of utility consumption could result in savings, especially for electrical power where demand factors are a significant contributor to the billing. The term “demand factor” refers to the peak load placed on the supplier’s power grid when equipment is initially started. With consolidation, approximately 50 percent of the demand charges could be eliminated.

Consumption of electricity is measured in kilowatt-hours (KWH), and the total cost for electricity may not be based exclusively on consumption. Total cost of each KWH consumed may vary depending on the time of day, as additional charges apply to peak demand usage. A major component driving electrical consumption in Postal Service processing facilities is the heating, ventilation and air conditioning (HVAC) system. Mail processing equipment accounts for only a small portion of the total utility consumption within a facility. Given that mail processing equipment will still have some energy consumption, unless the equipment is completely powered down and locked out, running the mail processing equipment for longer intervals does not generate a significant increase in total electrical consumption. Some of the processing equipment currently employed will be declared obsolete and removed. One example is the

³ To the extent that some closed facilities have multiple purposes and house operations not impacted by Network Rationalization, maintenance and utility costs might not be eliminated completely. But for these multi-purpose facilities, I anticipate that operations unaffected by Network Rationalization will account for a small percentage of the total building capacity.

1 UFSM 1000, which requires more electricity and compressed air than most other
2 types of mail processing equipment utilized by the Postal Service.

3 Additional electrical power requirements would be reduced by more
4 efficient utilization of the mail processing equipment. The remaining equipment
5 would be more fully loaded during processing, allowing more mail to be
6 processed per kilowatt hour of power. This would reduce idle time when the
7 equipment is not processing to its designed throughput rating.

8 5. Permits

9 Permits and other municipal requirements (sewer permit, storm water
10 permits, air emission, and town fees) would be eliminated for closed facilities.
11 These costs can be in excess of \$100,000 per facility per year, depending on the
12 locality and magnitude.

13 6. Environmental Compliance

14 After facility deactivations and the disposal of remaining oils, lubricants
15 and other hazardous materials, environmental compliance would no longer be
16 necessary at closed facilities.

17 7. Training

18 It is not unusual for 6 percent of the MPE Mechanics and Electronic
19 Technicians (ET) workforce to attend 4-6 weeks of training annually. The
20 currently deployed FSS system requires 6 weeks of training for MPE Mechanics,
21 and 12 weeks of training for ETs. The Combined Input/Output system with
22 Delivery Bar Code Sorters (DBCS) requires 4 weeks of training. The Network

1 Rationalization Plan would likely reduce the size of the maintenance workforce.
2 With fewer employees to train, the total resources necessary to train the
3 workforce will decline.

4 8. Building Inspections and Repairs

5
6 Routine building systems inspection and minor repairs are accomplished
7 by the Postal Service Building Systems group. Under the Network
8 Rationalization Plan, this effort would be reduced substantially or eliminated
9 completely at closed facilities.

10 Additional annual resource reductions would be realized through the
11 elimination of parking lot pavement repairs, building structural repairs, and roof
12 replacements that were within the scope of the on-site maintenance employees.

13

14 V. Conclusion

15 Network Rationalization would eliminate the need for a significant portion
16 of labor and non-labor resources devoted to maintenance. Significant
17 efficiencies would occur based on the elimination of the maintenance
18 management and maintenance craft positions in all groups at affected facilities
19 except Field Maintenance Operations.

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