

USPS-T-30

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

POSTAL RATE AND FEE CHANGES
PURSUANT TO PUBLIC LAW 108-18

Docket No. R2005-1

TESTIMONY OF
JEFFERY W. LEWIS
ON BEHALF OF
UNITED STATES POSTAL SERVICE

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Direct Testimony

1

Of

2

Jeffery W. Lewis

3

4

Autobiographical Sketch

5

My name is Jeffery W. Lewis. I provided testimony before the Postal Rate

6

Commission twice previously, in conjunction with the Postal Rate and Fee

7

Changes case, Docket No. R97-1, and the Classification Reform I case, Docket

8

No. MC95-1.

9

10

I began working for the Postal Service as a part-time flexible letter carrier in

11

1974. Presently I serve as an Operations Specialist at USPS Headquarters in

12

Delivery Operations. I have held in this position since 2002. I previously served

13

in the same office and position from 1992 to 1999. As an Operations Specialist,

14

in addition to program management assignments, I coordinate the development

15

of national policies, develop guidelines and procedures, and provide technical

16

support to other Headquarters and field organizations. While working in Delivery,

17

I was a functional lead during the implementation of Delivery Point Sequencing

18

and Delivery Confirmation. I chaired a joint Postal-Industry revision of the USPS

19

Standard governing wall mounted centralized mail receptacles.

20

1 Prior to coming to Delivery, I was a program manager for Delivery automation in
2 the Automation Implementation Management Department from 1990 to 1992. In
3 that assignment I provided field support for the letter mail automation program.

4

5 Before working in Operations, I served in the Special Projects Department from
6 1988 to 1990. There, among other assignments, I participated in the Joint
7 Industry-Postal Worksharing Project. From 1982 to 1988, I held positions in the
8 Finance Department at Postal Service Headquarters.

9

10 I have also served twice in field assignments as Manager, Operations Programs
11 Support. I was Manager, Operations Programs Support in the Capital District
12 from 1999 to 2002. I was Manager, Operations Programs Support in Chicago
13 District for seven months during 2004 and 2005.

14

15 I received a Master of Business Administration degree from The George
16 Washington University. I also have a Bachelor of Science degree in Public
17 Administration from George Mason University.

1 The Postal Service has also implemented policies that have brought significant
2 benefits. As described below, some of these changes have brought benefits to
3 in-office work processes but have had negative impacts on the street functions.
4 Other changes have impacted primarily only street functions. The Postal Service
5 also implemented improved management processes that have enabled changes
6 in Delivery operations.

7

8 2.1. Automated Mail Processing – Delivery Point Sequencing (DPS)

9

10 In 1993, the Postal Service introduced delivery point sequencing (DPS) of letter
11 shaped mail on automated mail processing equipment. The DPS program
12 substantially reduced carriers' in-office workload because today, carriers
13 generally case only a small portion of the letter mail they deliver. However, DPS
14 processing also affected carrier street work methods. Previously, carriers cased
15 all, or nearly all, of their letter and flat-shaped mail and took it to the street in
16 separate letter and flat bundles. The implementation of DPS created a new
17 letter-shaped bundle that carriers took directly to the street.

18

19 2.2. Bundle Handling

20

21 The advent of DPS processing for letter-shaped mail and the growth of mailer-
22 sequenced letter and flat mailings led to greater focus on the number of separate

1 bundles carriers work from while on the street making deliveries. Work rules
2 stipulate that the Postal Service not require carriers serving foot routes and park
3 and loop deliveries to work from more than three bundles on the street. The
4 Postal Service introduced vertical-flats cases to enable carriers to combine into
5 one bundle the non-DPS letters and flats that require in-office manual
6 sequencing by the carrier. This in-office work method improvement allows
7 carriers to take more mailer-sequenced mail directly to the street without in-office
8 preparation. When delivering to curblines, centralized, cluster box unit (CBU), and
9 dismount stops, carriers on motorized routes have no restriction on the number
10 of bundles they can take directly to the street.

11

12 The additional bundles carriers take to the street save a considerable amount of
13 in-office time. However, adding bundles results in carriers retrieving mail from
14 more sources when delivering mail on the street. For example, carriers must
15 check and withdraw mail from the bundle of DPS letters, from the bundle of
16 cased mail, and from each of the additional bundles taken directly to the street.

17

18 2.3. Changing Delivery Modes

19

20 In 1978, the Postal Service changed the policy for creating new deliveries that
21 were not “in-fill”.¹ With some exceptions, the Postal Service established curblines,
22 sidewalk, or central delivery as the only options for all new residential delivery

¹ New homes or businesses built within an existing section of residential or business deliveries.

1 except apartment houses, transient mobile or trailer homes, schools, hotels and
2 institutions. This change has driven an increase in curblines, cluster boxes (CBU),
3 and centralized deliveries and virtually stopped the growth of door delivery. Over
4 time, as these modes of delivery have grown as a percentage of total deliveries,
5 this change has fueled an increase in carrier street productivity.

6

7 2.4. Motorization

8

9 Driven by a number of forces, the motorization of city carrier routes increased
10 dramatically since the late 80s. Deliveries grew rapidly in suburban and exurban
11 areas, where the Postal Service has few alternatives to motorization. The
12 majority of these new deliveries are curblines and CBU deliveries that are most
13 efficiently served by motorized routes. Because automation reduced carrier in-
14 office time, routes serve increasing numbers of deliveries and cover more
15 delivery territory. With increasing deliveries per route, carriers must transport
16 and deliver more mail during the course of the day. Additionally, today's mail is
17 bulkier than before, because customers receive more flat and package-shaped
18 mail than they did in the 1980s.

19

20 Over this same period, the number of delivery facilities did not grow as fast as
21 the delivery network. Where possible, the Postal Service absorbed growth and
22 continued delivery operation consolidation efforts thereby increasing the amount
23 of delivery territory serviced by individual facilities. In many locations, the Postal

1 Service separated retail and delivery functions, located Carrier Annexes in areas
2 where they could realize real estate savings, and the carriers drove to their
3 delivery territories. Route motorization enabled the Postal Service to realize
4 efficiencies in facility costs.

5

6 2.5. Scanning

7

8 In the late 1990s, the Postal Service introduced Mobile Data Collection Device
9 (MDCD) scanners for use in carrier operations². Although carriers initially used
10 the scanners to provide Delivery Confirmation information to Priority Mail
11 customers, MDCD applications quickly expanded. Operationally, carriers now
12 use MDCDs to capture data on vehicle use (the Automated Vehicle Utilization
13 System, AVUS), to track the consistency of delivery on routes (the Managed
14 Service Point system, MSP), and to manage collections programs (the Collection
15 Point Management System, CPMS). Carriers also use MDCDs to provide
16 customers with information for a variety of USPS products and services including
17 Delivery Confirmation, Signature Confirmation, Express Mail, and accountables.
18 MDCD applications have proliferated because carriers are very proficient with
19 scanning and quickly adapt to new scanning applications.

20

21

² The Postal Service will replace the current MDCD scanner with an Intelligent Mail Device (IMD) scanner during 2005 and 2006.

1 2.6. Automated Management Support Systems

2

3 In the late 1990s, the Postal Service implemented two management systems, the
4 Piece Count Recording System (PCRS) and the Delivery Operations Information
5 System (DOIS). These management systems facilitated noteworthy
6 improvements in the management of delivery operations. The PCRS integrated
7 mail counting procedures with the automated mail processing equipment and
8 changed the basis for measuring mail from foot based-estimates to piece counts.
9 PCRS increases the accuracy of volume recording and reduces the amount of
10 time required to count mail. The PCRS also improved and standardized
11 procedures for measuring and converting mail handled outside the automated
12 mailstream. Converting the unit of measurement to pieces better integrates with
13 delivery performance-management processes.

14

15 The DOIS system replaced and integrated the Delivery Service Information
16 System (DSIS) and the Route Examination System (RES). DOIS provides a
17 network interface with the PCRS, the Address Management System (AMS), and
18 the Time and Attendance Control System (TACS). DOIS also includes the
19 Managed Service Point (MSP) system. The Postal Service deployed the MSP
20 system in 2002 to improve the consistency of the time of delivery to our
21 customers. The MSP system also allows supervisors to track whether carriers
22 follow authorized lines of travel and to track whether carriers complete route
23 segments within expected timeframes while the carriers are performing street

1 functions. DSIS and RES were stovepipe applications³ from the 1980s that
2 required manual and redundant data entry and did not share data with other
3 systems. DSIS was designed to assist in managing productivity and resources in
4 addition to performing some general administrative functions. RES was
5 designed to facilitate the route inspection and adjustment process.

6

7 The DOIS system interfaces increase the timeliness, accuracy, and consistency
8 of the information delivery managers can use to manage their operations. DOIS
9 provides delivery managers with a database of current and historical operational
10 data for their unit. The data is organized by assignment and by carrier. DOIS
11 provides work schedules, hours worked, volume workload, route and carrier
12 performance statistics, and detailed data supporting the current evaluation of
13 each carrier assignment in the unit. The application also includes a Route
14 Pivoting feature that enables Delivery managers to minimize carriers' travel time
15 and assists in maintaining consistency in the time of delivery when providing
16 assistance to carriers or managing the undertime⁴ on assignments. This pivoting
17 feature, the MSP application, and reports that compare evaluated and actual
18 street performance, provide much more sophisticated analysis of carrier street
19 activity than has been available before and have led to increasing efficiencies in
20 those carrier functions.

21

22

³ Not linked to or integrated with other applications.

⁴ Undertime occurs when the workload on a full-time assignment is less than eight hours.

1 **3. Description of the Carrier Activities Associated with Street Delivery**

2

3 3.1. Delivery Prep – Loading Time

4

5 Prior to beginning street activities, carriers sequence their flat shaped mail and
6 residual (non-DPS) letter-shaped mail together in casing equipment. When they
7 complete casing their mail, they pull it down based upon the order of delivery.

8 Carriers handle sequenced mail differently depending upon the type of delivery.

9 Carriers take sequenced mail for addresses with curblines and centralized
10 deliveries, including cluster box unit (CBU) deliveries, directly to the street.

11 Carriers on foot routes and carriers with park and loop deliveries can take one
12 sequenced mailing directly to the street. Additional sequenced pieces are either
13 collated or cased.

14

15 Carriers on foot routes strap out their mail into relays. After strapping out their
16 relays, carriers generally mark them and prepare a sack for each relay location.
17 They put their first relay into their cart or satchel. They place the remaining relay
18 mail in the appropriate sack along with any additional bundles of sequenced mail
19 and parcels they will deliver. The carrier labels each sack with the relay location
20 and leaves it for the Relay or Combination Route driver. Carriers on Relay or
21 Combination routes take the relay sacks out to the street and place them in
22 relay boxes located along the line of travel of the foot route.

23

1 Carriers with motorized routes (routes with vehicles) generally pull down and
2 place their mail into trays. Carriers bundle the mail for park and loop deliveries
3 by loop before placing the mail into trays. Carriers do not bundle mail for curblin
4 deliveries before placing it into trays. Carriers with park and loop deliveries place
5 their first park and loop bundle into their satchel.

6

7 Carriers on motorized routes take all of the mail for delivery to the vehicle at the
8 same time using a hamper or other assigned conveyance. When loading the
9 vehicle, they put the first trays of mail on the tray next to the driver's seat in the
10 front of their vehicle and load the remaining trays in the rear of the vehicle. While
11 loading the vehicle, carriers sequence the trays in the order of delivery and
12 match the mail they have sequenced in the office with the trays of delivery point
13 sequenced (DPS) letters, bundles of sequenced mail taken directly to the street,
14 and parcels so that each type of mail for each section of the route is located
15 together in the vehicle.

16

17 Upon returning to the office, carriers unload their vehicle making one trip back
18 into the office. Carriers place the outgoing collection mail they picked up while
19 on the street in the appropriate container in office's designated dispatch area
20 then clock back onto 'Office' time after which they perform their normal P.M.
21 office duties.

22

23

1 3.2. Travel To/From the Route and Travel Within the Route

2

3 Carriers follow an authorized line of travel from the office to their first delivery or
4 park point and from their last delivery or park point back to the office. The line of
5 travel also includes travel between relays, park points, and delivery stops within
6 the route, as well as authorized lunch locations, break locations, refueling
7 locations, and collection boxes. On foot routes that use private vehicles or public
8 transportation for travel to and from the route or for travel within the route, the
9 authorized line of travel also includes those movements.

10

11 3.3. Relays

12

13 When mail for a non-motorized carrier assignment exceeds thirty-five pounds or
14 the capacity of a delivery cart, managers use Relay or Combination routes to
15 take the mail to the street. Drivers on Relay Routes or Combination Routes pick
16 up sacks of relays the delivery carriers have prepared and drive those sacks to
17 the appropriate relay locations. Examples of relay locations can include relay
18 boxes, offices, and apartment and office building mailrooms, and other places
19 where the Postal Service can securely leave mail for a delivery carrier to pick up.
20 The relay driver drops mail at these relay locations following a schedule that is
21 coordinated with the delivery carrier's street schedule.

22

1 3.4. Collection of Mail from Private Receptacles

2

3 Carriers accept outgoing mail customers give to them or leave for them while the
4 carrier is on the street. Customers often leave notes on or near the mailbox to
5 alert their carriers that they have outgoing mail for the carrier. Even without a
6 notice, carriers must collect mail customers place adjacent to, in, or on private
7 mail receptacles while effecting delivery to that delivery point. Whether or not
8 they have mail for a particular delivery stop, carriers must always collect mail
9 from boxes they pass on their routes when the customer has raised the signal
10 flag or when the customer has left a telephone or computer notification at the
11 delivery unit.

12

13 3.5. General and Express Mail Collection

14

15 Where delivery carriers tap (collect mail from) collection boxes or mail chutes on
16 their route, the carrier must not empty the collection box before the scheduled
17 pick up time posted on the box. In most instances, collection boxes contain flat
18 tubs that hold the mail customers drop into the collection box. In tapping the
19 collection box, carriers open the collection box, remove the flat tub, check for
20 remaining mail pieces, scan the Collection Program Management System bar
21 code within the collection box, and place an empty flat tub inside the collection
22 box before closing and relocking the door. The process is similar when picking
23 mail up from a mail chute except that they are generally too small to house a tub,

1 so the carrier must bring a tub to and from the chute. While on the route, carriers
2 segregate the outgoing collection mail from the mail that they took out for
3 delivery.

4

5 3.6. Parcel Post and Accountables Delivery

6

7 Letter carriers deliver many parcels and accountables at the same time they
8 deliver other mail. Carriers can generally deliver or leave a notice that they have
9 attempted to deliver accountables at the same time that they are delivering other
10 mail to an address. On foot routes and park and loop sections of routes, carriers
11 will carry parcels and accountables in their satchel or cart and deliver those
12 parcels along with the rest of the mail when they get to the delivery point.

13

14 For parcels or accountables that are too large or too heavy to carry in a cart or
15 satchel, the delivery procedure will vary depending on whether or not the route is
16 motorized. On foot routes, Parcel Post or Combination routes deliver parcels
17 and accountables that are too large or too heavy to carry in the satchel or cart.

18

19 On Motorized routes with large/heavy parcel and accountable pieces, delivery
20 procedures vary by the type of delivery. Carriers with park and loop deliveries
21 will generally use one of two techniques, depending on their knowledge of
22 whether the customer is usually at home and whether they can leave a parcel in
23 a secured place. If the carrier knows that the customer is usually home or that

1 there is a secure place to leave a parcel, the carrier will begin the loop at the
2 point of the parcel/accountable delivery rather than the normal park point.
3 Alternatively, the carrier will bypass the stop until the loop is complete and then
4 drive to the delivery point with both the mail and the parcel. In cases where the
5 carrier does not know whether the customer is available or whether there is a
6 secure place to leave a parcel (or when the parcel requires a signed receipt), the
7 carrier will determine if someone is home when delivering the mail. If someone is
8 available to receive the parcel or accountable piece, the carrier will drive to the
9 stop to effect delivery after completing the loop.

10

11 When delivering parcel post or accountable mail, carriers must determine if
12 someone is available at the address by ringing the doorbell or knocking on the
13 door. While waiting for the customer to respond, the carrier must determine
14 whether:

- 15 * delivery is restricted
- 16 * a receipt is required,
- 17 * they must collect postage due or other charges,
- 18 * the mailing customer requested a return receipt,
- 19 * the piece requires a delivery or signature confirmation scan
- 20 * the mailer has included a carrier release endorsement

21 If a receipt is required, the carrier prepares the receipt (PS Form 3849, Delivery
22 Notice/Reminder/Receipt) while waiting for the customer to respond.

23

1 3.6.1. Parcel Post Delivery

2

3 When the customer is available to receive a parcel, the carrier completes the
4 delivery by collecting, if required, any signatures or fees and performing
5 necessary scans confirming delivery. If the customer is not available and the
6 carrier is able to leave the parcel, the carrier will collect any necessary scans and
7 leave the parcel. If the customer is not available and the carrier is unable to
8 leave the parcel, the carrier will complete and leave a notice of attempted
9 delivery (PS Form 3849, Delivery Notice/Reminder/Receipt) and perform any
10 necessary scans. The carrier will also endorse the parcel with the reason for
11 non-delivery, the route number, the date, and the carrier's initials, and return the
12 parcel to the office.

13

14 3.6.2. Accountable Delivery

15

16 When the customer is available to receive an accountable mail piece, the carrier
17 completes the delivery by collecting, if required, any signatures or fees and
18 performing necessary scans confirming delivery. If the customer is not available,
19 the carrier will complete and leave a notice of attempted delivery (PS Form 3849,
20 Delivery Notice/Reminder/Receipt) and perform any necessary scans. When
21 delivering more than six accountable pieces to an addressee, carriers often use a
22 PS Form 3883, Firm Delivery Receipt for Accountable Mail and Bulk Delivery
23 Mail rather than multiple PS Forms 3849. Accountable mail requiring payment of

1 customs duty requires the use of US Customs Form 3419 in addition to the PS
2 Form 3849 or 3883. The carrier will also endorse undeliverable accountable mail
3 with the reason for non-delivery, the route number, the date, and the carrier's
4 initials, and return the article to the office.

5

6 3.7. Non-Delivery Activities

7

8 Carriers are allowed two ten-minute break periods daily. Depending upon the
9 terms of the Local Memorandum of Understanding (LMOU), carriers have either
10 one or two ten-minute breaks during the course of their street duties. The PS
11 Form 1564-A associated with each route identifies break locations for the regular
12 and replacement carrier on the route.

13

14 3.8. Off Clock

15

16 Carriers are authorized to take a thirty minute lunch period that includes travel
17 between the route and the authorized lunch location. Each route's PS Form
18 1564-A lists authorized lunch locations for the regular on the route and the
19 replacement carrier.

20

21 4. Route Sections – Street Work methods on Types of Route Sections

22

1 4.1. Foot Routes and Park and Loop deliveries

2

3 The work methods for foot routes and park and loop sections of motorized routes
4 are similar. In either case, the carrier places the first delivery section into the
5 satchel or cart when removing mail from their case. On the street, the carrier
6 carries up to three bundles, one of which is DPS letters they carry in their hand.
7 One of the other two bundles consists of the residual letters and flats the carrier
8 cases in the office. The last bundle is sequenced letter or flat mail that the carrier
9 takes directly to the street without having to prepare in the office. Carriers
10 normally carry non-DPS bundles either in the crooks of their arms or in their
11 satchels.

12

13 Carriers identify mail for the next delivery stop by fingering the mail in the
14 bundles and separating the mail for the next stop from each bundle as they walk
15 between delivery stops. When they reach the delivery stop, they complete the
16 process of identifying mail for the stop, check for parcels and then deliver the
17 mail.

18

19 When the carrier has a Detached Address Label (DAL) mailing that includes a
20 merchandise sample, the carrier will load the appropriate number of samples in
21 the satchel before beginning the relay. If the DAL mailing includes a flat-shaped
22 piece, the carrier usually carries that flat piece as the third bundle. When the
23 carrier sees the letter-sized piece as he or she fingers the mail for delivery, the

1 piece signals the carrier to also pull the flat or merchandise sample associated
2 with the DAL mailing.

3

4 Foot routes and park and loop sections of motorized routes are set up so that
5 carriers reach the relay location or vehicle as they complete delivering the mail in
6 their satchel or cart. At the relay point, the carrier identifies the mail for the next
7 section of delivery and places that mail in the satchel or cart. When delivering
8 mail in park and loop sections, carriers return to their vehicle for the next loop of
9 mail. Park and loop sections of routes are established to minimize the number of
10 vehicle moves and park points.

11

12 The primary characteristic of foot route and park and loop delivery territories is
13 that carriers walk between delivery stops. Both types of territories include
14 business and residential deliveries. The delivery stops include instances where
15 carriers deliver to mail receptacles or door slots and instances where carriers
16 hand the mail directly to customers in offices.

17

18 4.2. Curblin deliveries

19

20 On a curblin delivery route, the carrier drives between delivery points and
21 serves the mailbox without leaving the vehicle except to collect postage dues,
22 obtain payment or signature for special services mail, to deliver parcels that are
23 too large for the box, or to serve a box that is temporarily blocked. Carriers will

1 also leave the vehicle to collect outgoing mail that is too large to fit in the
2 mailbox. Curblin delivery territories are predominately residential although
3 curblin territories can include business deliveries.

4

5 Carriers load mail for delivery on the tray next to the driver's seat. They pull to a
6 curblin box, finger the mail from each source on the tray (DPS letters, cased
7 mail, bundles taken directly to the street, packages, small parcels, merchandise
8 samples, etc.) to gather all the mail for the stop. When the carrier exhausts the
9 mail on the tray, the carrier must park the vehicle and retrieve additional mail
10 from the back of the vehicle.

11

12 When the carrier has a DAL mailing that includes a merchandise sample, the
13 carrier will load the appropriate number of samples onto the tray. If the DAL
14 mailing includes a flat-shaped piece, the carrier takes the flat shaped piece
15 directly to the street. When the carrier sees the letter-sized piece as he fingers
16 the mail for delivery, the piece signals the carrier to also pull the flat or
17 merchandise sample associated with the DAL mailing.

18

19 4.3 Dismount deliveries

20

21 The carrier work methods for dismount deliveries are similar to curblin deliveries
22 except that the carrier leaves the vehicle to deliver mail to the customer or to the
23 customer's mail receptacle. Carriers generally deliver only one or a couple of

1 deliveries with each dismount. Vehicle loading and moving mail to the working
2 tray within the vehicle are the same for dismount and curblin deliveries.
3 Dismount delivery territory can include both business and residential delivery
4 points.

5

6 4.4. Centralized deliveries

7

8 Centralized or apartment deliveries involve wall-mounted multiple-receptacle
9 delivery environments having a number of individual locked receptacles at a
10 single delivery point. Large centralized delivery applications can have multiple
11 sets of individual locked receptacle systems. Centralized delivery systems can
12 also have additional shared receptacles for mail items that are too large to fit in
13 the individual-customer receptacles.

14

15 Centralized delivery systems are most often used in multi-floor buildings. Both
16 residential and business customers receive mail through centralized delivery.

17

18 Depending upon the type of mailbox, the carrier may deliver mail into the
19 customer's receptacle either from the front, the rear, or the top. The carrier
20 normally first places the flat-shaped pieces in the receptacle, then the letter
21 shaped pieces, and then any parcel or small parcel shaped pieces that will fit into
22 the box or available parcel locker. Carriers must follow the normal parcel and
23 accountable delivery procedures described elsewhere in my testimony except in

1 instances where a building manager, door attendant, or concierge will accept
2 parcels for residents. When delivering merchandise samples that are too large
3 for the customer receptacle, the carrier may leave those samples in a rack
4 underneath the receptacle, on a nearby table, or at another location provided by
5 the building management.

6

7 Both foot and motorized carriers can serve centralized deliveries. Motorized
8 carriers bring the mail with them in the vehicle. Where foot-route carriers serve
9 centralized deliveries, relay routes usually bring the mail and deposit it in a
10 secure location for the delivering carrier.

11

12 Carriers are expected to use their knowledge of a route to effect delivery of mail
13 having an incomplete address. When they receive mail with an incomplete
14 address, carriers refer to the building directory to complete delivery of mail
15 without apartment or suite numbers.

16

17 4.5. Cluster Box deliveries (CBUs and NDCBUs)

18

19 Cluster box delivery procedures are similar to those of centralized delivery except
20 that the carrier delivers into a cluster box system. There are two types of cluster
21 box systems, Neighborhood Delivery and Collection Box Units (NDCBUs) and
22 Cluster Box Units (CBUs). NDCBUs are the original CBU-type equipment the
23 Postal Service deployed. NDCBUs, though still in use, have become outdated

1 equipment since 2000. NDCBUs come in four models that provide between eight
2 customer receptacles and eighteen customer receptacles. Some NDCBUs also
3 have a receptacle where customers can leave outgoing mail.

4 The more up-to-date CBUs come in four models that range from eight to sixteen
5 customer receptacles. CBUs also include integrated shared large receptacles
6 (informally referred to as parcel lockers) for mail that will not fit in the regular
7 customer receptacle and receptacles where customers can leave outgoing mail.

8

9 For NDCBU delivery, carriers deliver mail into the customer receptacles through
10 rear doors that open to all receptacles. For CBUs, the carrier and the customer
11 both access the mail receptacle through the front of the equipment. The carrier
12 opens a single door that provides access to all the receptacles.

13

14 Carriers serving cluster box units must follow all the normal procedures for
15 delivering accountable mail and parcels except when the CBU has an available
16 parcel locker. If there is an available parcel locker, the carrier can leave the
17 parcel in the parcel locker rather than attempt delivery at the customer's
18 residence.

19

20 Both foot and motorized routes can have cluster box deliveries. Both business
21 and residential customers receive mail through cluster box delivery systems.

22 Cluster box systems can be used in most environments but are most often found
23 in townhouse, garden apartment, and small industrial park settings. Because of

1 the CBU's customer-friendly features and low cost, developers are increasingly
2 using CBUs for mail delivery in new single-family home developments.

3

4 4.6. Vertical Improved Mail (VIM) deliveries

5

6 The Postal Service uses VIM delivery in some high-rise, multi-tenant office
7 buildings. A VIM delivery operation is generally a mailroom within the office
8 building where customers get their mail at either a call-window or a lock-box.
9 Mail is usually delivered unworked to the VIM room. The carrier serving VIM
10 deliveries separates the mail by customer using some type of casing equipment
11 or by sorting into rear-loading lock-boxes. In lock-box systems, customers
12 retrieve their mail from the lock-box similar to PO Box delivery. In caller-window
13 systems, customers come to a window or door in the mailroom, identify
14 themselves, and the carrier passes them their mail.

15

16 **5. Route Evaluation and Adjustment Procedures**

17

18 When a delivery manager observes that a delivery unit is regularly exceeding its
19 daily authorized carrier hours, the manager conducts an operational review to
20 ensure that the unit eliminates or minimizes all unnecessary time-consuming
21 practices. This operational review includes, among other things, an examination
22 of employee and assignment schedules, the layout of the work floor, the

1 mailflows into and within the unit, in-office equipment and work methods, use of
2 vehicles and on-street equipment, route street times, minimization of park points,
3 and, where applicable, relay schedules and the use of public conveyances.

4 Once the manager determines that operational improvements alone will not
5 sufficiently reduce workhours, the manager should consider adjusting carrier
6 routes.

7

8 Under Postal Service policy, city carrier routes must provide as near to eight
9 hours of work as possible. Routes that consistently use overtime or auxiliary
10 assistance, routes that consistently curtail mail or consistently must start early in
11 order to meet scheduled leaving times, and routes that consistently are either
12 early or late in leaving or returning to the office are candidates for adjustment.

13 Other reasons to consider route adjustments include significant changes in cased
14 volume or possible deliveries (PDs), building construction or demolition, and
15 changes in authorized lines of travel.

16

17 Managers must maintain city carrier routes in reasonable adjustment throughout
18 the year. There are two procedures for adjusting city carrier assignments: the
19 Minor Adjustment Process, and, a Mail Count and Route Inspection Procedure.

20 Managers following the Minor Adjustment Process can use current management
21 records and operational information to evaluate the unit workload and the
22 workload on each carrier assignment. The unit workload will determine the need
23 to create or eliminate assignments within the unit, which can lead to adjustments

1 of many of the unit's assignments. Even without the need to create or eliminate
2 assignments though, in many cases, the need to adjust a particular route will
3 create a domino effect that will drive adjustments to many routes across the unit
4 in order to balance changes in workload within the unit.

5

6 The Mail Count and Route Inspection procedure is a six-day data collection
7 process for developing a detailed evaluation of carrier assignments. It includes
8 counting all the mail and creating a detailed record of all carrier in-office work
9 activities each day. On one or more days of the Mail Count and Route Inspection
10 procedure, a route examiner also accompanies the carrier to the street and
11 creates a detailed record of the carrier's street work activities. After summarizing
12 the six days of collected data, managers compare those results to current
13 management records and operational information to develop an evaluation for
14 each assignment within the unit and to develop an overall workload/workhour
15 requirement for the unit. The unit workload will determine the need to create or
16 eliminate assignments within the unit, which can lead to adjustments of many of
17 the unit's assignments. Even without the need to create or eliminate
18 assignments though, in many cases, the need to adjust a particular route will
19 create a domino effect that will drive adjustments to many routes across the unit
20 in order to balance changes in workload within the unit.