



OFFICE OF  
**INSPECTOR  
GENERAL**  
UNITED STATES POSTAL SERVICE

## **HIGHLIGHTS**

September 27, 2012

**City Delivery Operations —  
Brick Main Post Office**

Report Number DR-MA-12-004

### **BACKGROUND:**

Delivery operations has the highest fixed cost in the U.S. Postal Service, making up more than 30 percent of the Postal Service operating expenses. City carriers used more than 349.5 million total office and street workhours in fiscal year (FY) 2011. The Flats Sequencing System is a critical component of the Postal Service's strategy to contain costs through automation of the flat mail stream. Mail sorted in walk sequence order from this system usually results in earlier departures by the carrier and reduced office time due to the reduced mail volume the carrier needs to sort.

The Brick Main Post Office is in the South Jersey District, Eastern Area, and has 66 delivery routes. The delivery unit expended about 182,960 total office and street workhours in FY 2011. In response to a request from the vice president, Eastern Area Operations, our objective was to assess the effectiveness of city delivery operations at the Brick Main Post Office.

### **WHAT THE OIG FOUND:**

The Brick Main Post Office has opportunities to enhance city letter

efficiency and reduce 7,744 workhours annually. Management did not always reinforce Postal Service policies and procedures for supervising city delivery operations and ensure carriers used efficient office and street practices. Also, management did not have automated vehicle tracking technology to assist in more effective street supervision. Enhanced city delivery practices could result in annualized workhour cost savings of \$333,764.

### **WHAT THE OIG RECOMMENDED:**

We recommended the vice president, Eastern Area Operations, reduce workhours by 7,744 in FYs 2013 and 2014. We also recommended management reinforce Postal Service policies and procedures for city delivery street operations and promote effective office supervision where supervisor establish a consistent dialogue with carriers to help build rapport and increase efficiency. Further, we recommended management pursue available vehicle tracking technologies to assist in monitoring delivery street performance.