## UNITED STATES



April 19, 2011

Mr. Cliff Guffey
Certified Mail Tracking Number
President 70993400000905153672
American Postal Workers
Union (APWU), AFL-CIO
1300 L Street, NW
Washington, DC 20005-4128

## Dear Cliff:

As information, enclosed is a copy of the Final Post Implementation Review (PIR) for the Cape Cod, Massachusetts Processing and Distribution Facility (P\&DF) area mail processing study.

If you have any questions, please contact Barry Carpenter at (202) 268-6892
Sincerely,


John W. Dockins
Manager
Contract Administration (APWU)
Enclosure


Type of Distribution Consolidated: Originating
Facility Name \& Type: Cape Cod MA P\&DF
Street Address: 25 Tobey Rd
City: Wareham
State: MA
5D Facility ZIP Code: 02571
District: Southeast Now England
Area: Northeast
Finance Number:
Current 3D ZIP Code(s): 025, 026
Miles to Gaining Facility: 29.4
EXFC office: Yes
Plant Manager: Amold Williams
Senlor Plant Manager: Mike Haggerty
District Manager: Mike Powers


Facillty Name \& Type; Brockton MA P\&DC
Street Address: 225 Liberty St
City: Brockton
State: MA
5D Facillity ZIP Code: 02301
District: Southeast New England
Area: Northeast
Finance Number:
3D ZIP Code(s): 020,023
EXFC office: Yes
A/Plant Manager: Michael Rakes
Senior Plant Manager: Mike Haggenty
Diatrict Manager: Mike Powers


Approval Date: September 24, 2009
Implementation Date: Jan-01-2010
PIR Type: 1st PIR
Date Range of Data:
Jan-01-2010: Jun-30-2010
Processing Days per Year: 310
Bargaining Unit Hours per Year: 1,750
EAS Hours per Year: 1,825
Date of HQ memo, DAR Factors/Cost of Borrowing/ New Facillty Start-up Costs Update

| Novamber 28, 2008 |
| :---: |
| $4 / 1 / 20118: 17$ |

Date \& Time this workbook was last saved:
ner 20, 2000


Area Vice President: Steven J. Forte
Vice President, Network Operations: David E. Williams
Area AMP Coordinator: Georgo Fusaro
NAI Contact: Jug S. Bedi
3x-mav/azops.


ACKNOWL EDGEMENT OF ACCOLNTABILTY - I acknowledge that 1 am accountable for respecting and supporting the integrty of all official postal repcrung syshems. including financtal reports and those relating to compliance with contracting, complement of simitor efforts invaluigy the investment and expenditire of
funds, af well as ail symems to service to our customerg. LOSME EACHITK:


Senior Plant Manager:


## President Network Operations

 David E. Williams Pented Name

| Losing Facility Name and Type: | Cape Cod MA P\&DF |
| :---: | :---: |
| Street Address: | 25 Tobey Rd |
| City: | Wareham |
| State: | MA |
| Current SCF ZIP Code(s): | 025, 026 |
| Type of Distribution Consolldated: | Originating |
| Gaining Facllity Name and Type: | Brockton MA P\&DC |
| Street Address: | 225 Liberty St |
| Clity: | Brockton |
| State: | MA |
| Current SCF ZIP Code(s): | 020,023 |

## Summary of Worksheets

## Savings/Costs

|  | Actual Change PIR vs Pre-AMP | Proposed Change PIR vs Proposed |  |
| :---: | :---: | :---: | :---: |
| Function 1 Workhour Savings | \$9,002,909 | \$8,138,172 |  |
| Non--Processmg Cran Workhour Sawnos (esss Mainu/Trans) | (\$657,671) | (\$722,118) |  |
| PCES/EAS Workhour Savings | \$1,129,026 | \$451,724 |  |
| Transportation Savings | (\$144,798) | (\$135,470) |  |
| Maintenance Savings | \$2,901,838 | \$2,556,572 |  |
| Space Savings | \$0 | \$0 |  |
| Total Annual Savings | \$12,231,304 | \$10,288,881 |  |
| Total One-Time Costs | \$0 | \$0 |  |
| Total First Year Savings | \$12,231,304 | \$10,288,881 |  |
| Craf Position Loss | 30 | 14 | trom Stating-Cran |
| PCES/EAS Position Loss | 14 | 8 | _rom Statino-PCESVAS |
|  |  |  |  |
| Service | Losing Current Qtr | Gaining Current Qtr |  |
| First-Class Mail $\quad$ Performance (EXFC O/N) | 94.31\% | $97.07 \%$ | trom Senice Pertormance \& CSW |
| First-Class Mail Service Periormance (EXFC 2 Day) | 95.09\% | 94.97\% | from Sence Pafromance \& CSM |
| First-Class Mail Service Performance (EXFC 3 Day) | 92.05\% | 92.64\% | from Senice Performance \& CSM |
| Customer Satisfaction Measurement Residential at PFC level |  |  | trom Senice Perlomance \& CSM |
| Customer Satisfaction Measurement Business/Preforred at PFC level |  |  | from Sevice Perrormance \& CSM |

 on References

| sing and Gaining Facillty Data: | $\frac{\text { Pre - AMP }}{29.699 .481}$ | Proposed-AMP <br> 28,834,744 |  |
| :---: | :---: | :---: | :---: |
| an wornour cosst, teess unanutrans) | $(440,042)$ | $(504,489)$ | 217,629 |
| PCES/EAS Workhour Costs | 4,195,055 | 3,517,753 | 3,066,029 |
| Transportation Costs | 828,428 | 837,756 | 973,226 |
| Maintenance Costs | 10,337,700 | 9,992,434 | 7,435,862 |
| Space Costs | \$0 | \$0 |  |
| Total Annual Costs | \$44,620,622 | \$42,678,199 | \$32,389,318 |
| Total One-Time Costs | \$0 | \$0 | \$0 |
| Total First Year Costs | \$44,620,622 | \$42,678,199 | \$32,389,318 |
| Staffing Craft Position Total | 486 | 470 | 456 |
| PCESSEAS Position Total | 43 | 37 | 29 |

## - max

|  | $\begin{array}{cc} \text { 1st PIR vs } \\ \text { AMP } & \text { Pre } \\ \hline \end{array}$ | 1st PIR vs Proposed (Approved) | Approved AMP |
| :---: | :---: | :---: | :---: |
| Function 1 Workhour Savings | \$9,002,909 | \$8,138,172 | 864,737 |
|  | (\$657,671) | (\$722,118) | 64,447 |
| PCES/EAS Workhour Savings | \$1,129,026 | \$451,724 | 677,302 |
| Transportation Savings | (\$144,798) | (\$135,470) | $(9,328)$ |
| Maintenanco Savings | \$2,901,838 | \$2,556,572 | \$345,265 |
| Space Savings | \$0 | \$0 | \$0 |
| Total Annual Savings | \$12,231,304 | \$10,288,881 | \$1,942,423 |
| Total One-Time Costs | \$0 | \$0 | \$0 |
| Total First Year Savings | \$12,231,304 | \$10,288,881 | \$1,942,423 |
| Staffing <br> Craft Position Loss | 30 | 14 | 16 |
| PCES/EAS Position Loss | 14 | 8 | 6 |

## Summary Narrative <br> Last Saved: April 1, 2011

## Losing Facility Name and Type: Cape Cod MA P\&DF Current SCF ZIP Code(s): 025, 026 <br> Type of Distribution Consolidated: Originating <br> Gaining Faclity Name and Type: Brockton MA P\&DC <br> Current SCF ZIP Code(s): 020, 023

## Background

The Southeast New England Performance cluster and the Northeast Area office have completed the first Post Implementation review (PIR) of the Area mail Processing (AMP) proposal that consolidated originating mail from the Cape Cod, MA P\&DF to the Brockton, MA P\&DC. This first PIR used data for the first six months following implementation, then annualized savings to determine if the Postal Service increased efficiency by consolidating originating mail processing operations. The AMP was approved September 24, 2009 and implementation was completed by January 1, 2010.

The AMP affected mail from Cape Cod, MA zip codes 025-026. Originating mail was cancelled on 2 advanced facer canceller systems (AFCSs) in Cape Cod prior to the AMP implementation. The remaining AFCSs remain deactivated at the Cape Cod facility. Collection mail from Cape Cod is cancelled by AFCS in Brockton, MA with the postmark, "Brockton, MA 023". There were no other equipment relocations with implementation of the AMP.

Financial Summary:

Total Annual Savings:

| $1^{\text {st }}$ PIR vs Pre AMP | $1^{\text {st }}$ PIR vs proposed |
| :---: | :---: |
| \$12,231,304 | \$10,288,881 |
| \$12,231,304 | \$10,288,281 |

## Customer Service Consideratlons:

The consolidation shifted an approximate average daily volume of 104,064 originating first handling pieces from the Cape Cod, MA P\&DF to the Brockton, MA P\&DC. There were 8 upgrades for First Class and Priority mail, and no downgrades.

The AMP proposal identified overnight service commitment improvements as noted in the evaluation. For Quarter 2 2010, the overnight percentage was $96.3 \%$ for Cape Cod, MA and $96.07 \%$ for Brockton, MA. The Cape Cod, MA P\&DF EXFC First Class mail service performance from TTMS for the AMP impacted zip codes is shown below:



## Transportation Changes:

Transportation costs total $\$ 144,798$ against a projected cost of $\$ 9,328$. Additional trips and mileage were incurred for HCR 025L61.

## Staffing Impacts

Based upon the first two full quarters of data following the AMP implementation, the annualized craft personnel changes are summarized from the staffing comparison for complement as of the end of Quarter 3 of 2010 versus the AMP. Due to the conversion of the Cape Cod P\&DF to a Function 4 facility soon after the implementation of the AMP, the complement comparison was completed including the function 4 craft employees, both for the pre-AMP period and after implementation in order to provide a sound comparison. The analysis shows a decrease in craft employees of 30 compared to the AMP proposal of 16. EAS employees were reduced by 14 versus the proposed 6 in the AMP proposal.


|  | Pre-AMP |  | PIR |  |
| :---: | :---: | :---: | :---: | :---: |
| Management to Craft 2 Ratios | SDOs to Craft ${ }_{1}$ <br> (1:25 target) | MDOs+SDOs to Craft ${ }_{1}$ <br> (1:22 target) | SDOs to Craft ${ }_{1}$ <br> (1:25 target) | MDOs+SDOs to Craft 1 (1:22 target) |
| Cape Cod | 1:20 | 1:16 | 1:32 | 1:32 |
| Brockton | 1:25 | 1:21 | 1:28 | 1:24 |

[^0]
## Maintenance impacts

Maintenance savings were significantly higher versus the AMP proposed. Savings amount to $\$ 2,901,838$ against a proposed savings of 345,265 . Savings accrued across all categories at Cape Cod and in building services, and stockroom/supplies at Brockton. Savings were slightly offset by higher costs at Brockton for mail processing and building equipment.

## Space impacts and one-Time facillity costs

There were no costs projected in the AMP proposal for removal of any AFCS and related equipment to Brockton, and there were no funds expended for any equipment removals or space modifications.

## Conclusion

The AMP proposal to move originating Cape Cod P\&DF volumes to the Brockton, MA P\&DC projected a potential first year savings of $\$ 1,942,423$. The first Post implementation review after implementation annualized savings is $\$ 12,231,304$. Overall results reflect greater than expected workhour savings and maintenance cost savings to process the Cape Cod volume.

The significantly higher savings for this PIR are mainly contributed to other local initiatives involving staffing/scheduling study impacts and the retirement incentives in the fall of 2009, which contributed to the larger than expected, complement reduction.

## Service Performance and Customer Satisfaction Measurement

Last Saved: April 1, 2011
PIR Type: 1st PIR
Implementation Date: $01 / 01 / 10$
mg Facility: Cape Cod MA P\&DF
District: Southeast New England

mg Facility: Brockton MA P\&DC
District: Southeast New England

(13) Notes: $\qquad$

Satisfaction Measurement (CSM) became Customer Experience Measurement in 2010. Data reflects most recently completed quarter :atisfaction (Overall Experience)
on with Receiving (Experience with receiving)
on with Sending (Experience with sending)
on with most frequently visited PO (Experience with most frequently visited PO ) on with most recent contact with USPS (Experience with most recent contact with USPS)
recommend the USPS




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(2) NOTES:

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|  | \% ${ }^{\text {d }}$ | - ${ }^{\text {a }}$ |  | \% |  |  | 13+4xas ${ }^{\text {a }}$ |  |  |  | $\underline{-1.4004}$ |  | - |  |  |
|  | Weixp | 4, m |  | 54\% |  |  |  | 9 |  |  | $\cdots$ |  | 23x |  |  |
|  | - ${ }^{2}$ |  |  | Shry |  |  | 9 ${ }^{\text {a }}$ | $\bigcirc$ |  |  |  |  | 24034083 |  |  |
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|  | 4, 4.4.4. |  |  | 1083mat |  |  |  |  |  | 1040484 | $\xrightarrow{\text { Nocect }}$ |  | 2asam |  |  |
|  | - $434+8$ |  |  |  |  |  |  |  |  | mathent | mocaic |  | 40 |  |  |
|  | 4504 |  |  |  |  |  |  |  |  | H4, | $\mathrm{No}^{\mathrm{Ho} \mathrm{CH}_{4}}$ |  | - 3 - 4 ata |  |  |
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(27) HOTES: $\qquad$


| Other Workhour Move Antalysis |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| PIR Other Losing Craft Workhours |  |  |  | Workhours |  |  | PIR Other Gaining Craft Workhours |  |  |  |  |  |  |  |
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| 75 |  |  |  |  |  |  | 739 |  |  |  |  |  |  |  |
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| ， | 0 |  |  | $\underline{40}$ |  |  | $\underline{0}$ |  |  |  |  | ${ }^{50}$ | 号 |  |
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| ${ }^{700}$ |  |  |  |  |  |  |  |  |  |  |  | Dul2 | Pmorn | ［1233， 21972 |
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| 7 |  |  |  |  |  |  | ${ }_{\text {\％}}^{\text {P9 }}$ |  |  |  |  | ． 11332 | ［164， 212 | 408．180．16 |
| \％ |  |  |  |  |  | 83 | 教 |  |  |  |  |  | ${ }_{5}^{503}$ |  |
| $\bigcirc$ |  |  |  | 0 | \％ | Hom | $\xrightarrow{7 x}$ |  |  |  |  | $\operatorname{lin}^{2} \mathbf{3}$ | －875970 | $\xrightarrow{31011 / 7541}$ |
| ${ }^{3}$ |  |  |  |  |  | ${ }^{\text {pod }}$ | 927 |  |  |  |  |  |  |  |
| $\stackrel{1}{0}$ | $\bigcirc$ |  |  | 0 |  | ＋000 | －${ }^{23}$ |  |  |  |  | ${ }_{\text {filta }}$ |  | ${ }_{\text {c }}$ |
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| －${ }^{\text {S }}$ |  |  |  |  |  | 1000 | 0 |  |  |  |  |  |  | － 8 |
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| 0 |  |  |  | － 3 |  | \％000 | $\square$ |  |  |  |  | 40 | \％ |  |
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| Totalis | 18.023 | manis | 1.06 | sameas | 150235 | $\xrightarrow{14,007}$ | Fotals | E6， 102 | ${ }_{\infty} 0130$ | 58.24 |  | 32，235，00 | \＄2953．4．4 | 20．000．0880 |




Gaining Facility: Brockton MA P\&DC

Staffing－Craft
Last Saved：April 1， 2011
suoupsod fe」う
Losing Facility：Cape Cod MA P\＆DF

| Craft Positions |  | （2） |  | （4） |  | $(6$ | W | （8） | （9） |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Casual On－Rolls |  | Part Time On－Rolls |  | Full Time On－Rolls |  | Total On－Rolls |  |  |
|  |  | 1st PIR |  | 1st PIR |  | 1st PIR | Why | Proposed | 1st PIR |
| Function 1 －Clerk | W3．${ }^{\text {atma }}$ | 0 |  | 0 |  | 0 |  | 0 | 0 |
| Function 4 －Clerk | H2x ${ }^{\text {a }}$ | 0 |  | 0 | 84x $x^{3} 6$ | 37 | 3 | 39 | 37 |
| Function 1 －Mail Handler | 3 | 0 |  | 0 | W304322 | 1 |  | 0 | 1 |
| Function 4 －Mail Handler | Wamak | 1 | Whatande | 1 | WWxT0 | 24 |  | 26 | 26 |
| Function 3A－Vehicle Service | 4xty | 0 | Whushat | 0 |  | 0 | 130 | 0 | 0 |
| Function 3B－Maintenance | （1） | 0 |  | 0 | WW Whatw | 21 | 75 | 18 | 21 |
| Functions 67－69－Lmtd／Rehab／MKC |  |  | $4 x^{2}$ | 0 | 42xat | 0 | 等－5x | 1 | 0 |
| Other Functions | HPaxater | 0 |  | 0 | 34344040 | 1 |  | 1 | 1 |
| Total |  | 1 |  | 1. | W紜W991 | 84 |  | 85 | 86 |

Data Extraction Date：10／10／09
 6andsw


 | Percent | $-\mathbf{3 . 9 \%}$ | $-3.9 \%$ |
| :---: | :---: | :---: |

Transportation - PVS
Losing Facility: Cape Cod MA Pad
Finance Number:

| Losing Facility: | - |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | (2) <br> Proposed | $\begin{aligned} & \hline(3) \\ & \text { PIR } \end{aligned}$ |  |  |
| PVS Owned Equipment |  |  |  |  |  |
| Seven Ton Tucks | 4136 8id | 0 |  |  |  |
| Eleven Ton Trucks |  | 0 |  |  |  |
| Single Axle Tractors | Whema | 0 |  |  |  |
| Tandem Axle Tractors |  | 0 |  |  |  |
| Spotters |  | 0 |  |  |  |
| PVS Transportation | (uywnuex |  |  |  |  |
| Number of Schedules | 9 | 0 |  |  |  |
| Total Annual Mileage | 4 $\times 2 \times 3$ | 0 |  |  |  |
| Total Mileage Costs | 4 $4 \times 4$ | \$0 |  | \$0 | 50 |
|  | 䐗 |  |  |  |  |
| PVS Leases | - ${ }^{11}$ |  |  |  |  |
| Total Vehicles Leased |  | 0 |  |  |  |
| Total Lease Costs | (4x) 50 | so. | so | 50 | 50 |
|  | 3 $3^{4}$ |  |  |  |  |
| PVS Workhour Costs |  |  |  |  |  |
| LDC 31( $617,679,764$ ) |  | 50 | \$0 |  |  |
| LDC 34 (765, 786) | Mardiseo | so | so |  |  |
| Total Workhour Costs | W4, | \% 80 | so | so | 50 |
|  |  |  |  |  |  |

(This number added to the Executive Summary
Transportation - HCR Losing Facility: Cape Cod MA P\&DF Last Saved: April 1, 2011
PIR Type: $\quad$ 1st PIR
CT for Outbound Dock:


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|  | $\$ 311,747$ | \$444, 173 |  |
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| Vari | es Total Annual |  |  |
| Change Analysis | (11) <br> 1st PIR vs <br> Pre AMP | (12) <br> 1st PIR vs <br> Proposed |  |
| Dollars | \$141,754 | \$132,426 |  |
| Percent | 46.9\% | 42.5\% |  |


LEGEND
Transportation - HCR Losing Facility: Cape Cod MA P\&DF Last Saved: April 1, 2011
Type of Distribution Consolidated: Originating




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| Totals | 464. | 172,101 | 225,120 | Whathex | \$311,747 | \$444,173 | 40 | \$1.81 | \$1.97 |
|  |  |  |  |  | ? |  |  |  |  |
| LEGEND |  |  |  | Variances Total Annual Costs |  |  |  |  |  |
|  |  |  |  | Change Analysis | (11) <br> 1st PIR vs Pre AMP | (12) 1st PIR vs Proposed |  |  |  |
|  |  |  |  | Dollars | \$141,764 | \$132,426 |  |  |  |
|  |  |  |  | Percent | 46.9\% | 42.5\% |  |  |  |


Distribution Changes
Last Saved: April 1, 2011


## (4) Drop Shipments for Destination Entry Discounts

| Month | Losing/Gaining Facllity | $\begin{aligned} & \hline \text { NASS } \\ & \text { code } \end{aligned}$ | Facility Name | $\begin{aligned} & \text { Total } \\ & \text { Schd } \end{aligned}$ | No-Show |  | Late Arrival |  | Open |  | Closed |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  | Count | \% | Count | \% | Count | \% | Count | \% |  |
| Mar_09 | Losing Facility | 025 | Cape Cod | 180 | 23 | 13\% | 42 | 23\% | 0 | 0\% | 157 | 87\% | 1 |
| Feb_09 | Losing Facility | 025 | Cape Cod | 153 | 19 | 12\% | 40 | 26\% | 0 | 0\% | 134 | 88\% | 0 |
| Mar_09 | Gaining Facility | 023 | Brockton | 426 | 68 | 16\% | 148 | 35\% | 0 | 0\% | 358 | 84\% | 11 |
| Feb_09 | Gaining Facility | 023 | Brackton | 376 | 76 | 20\% | 130 | 35\% | 0 | 0\% | 300 | 80\% | 4 |

(5) Notes:
MPE Inventory
Last Saved：April 1， 2011
Jun－30－2010

|  | 吅 | 品 | 9 | 9 | 2 | 0 | 0 | $\bigcirc$ | \％ | \％ | \％ | 0 | \％ | 矿 | （2） | \％ | 앙 | 号 | 난 | 2 |  |  | $\stackrel{0}{6}$ | 8 | 8 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | \％ |  |
|  | 8 | 号 | 0 | 8 | 8 | 8 | 8 | \％ | 8 | 앙 | 9 | \％ | 8 | 为 | \％ | 号 | 品 | 5 | 9 | 9 |  | 0 | 8 | 9 | \％ |  |

PIR MPE Inventory
$\underset{\text { Last Saved. Appil 1, } 2011}{\text { Custor }}$


4. Delivery Performance Report



7. Can customers obtain a local postmark in accordance with applicable policiest in the Postal Operations Manual?
8. Notes: The main post office is located at 248 Main 51 in Wareham ME with window service available trom 8:30 AM until $5: 00$ PM Monday-Friday and $8: 30$ AM unty moon on Saturday.
BROCKTON MA 023
Date and TIme
Distribution Changes Losing Facility : Cape Cod MA P\&DF Last Saved: April 1. 2011

(4) Drop Shipments for Destination Entry Discounts

| Month | Losing / Gaining Facility | $\begin{aligned} & \hline \text { NASS } \\ & \text { Code } \\ & \hline \end{aligned}$ | Facility Name | $\begin{aligned} & \hline \text { Total } \\ & \text { Schd } \end{aligned}$ | No-Show |  | Late Arrival |  | Open |  | Closed |  | Unschid Count |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  | Count | \% | Count | \% | Count | \% | Count | \% |  |
| Mar_09 | Losing Facility | 025 | Cape Cod | 180 | 23 | 13\% | 42 | 23\% | 0 | 0\% | 157 | 87\% | 1 |
| Feb_09 | Losing Facility | 025 | Cape Cod | 153 | 19 | 12\% | 40 | 26\% | 0 | 0\% | 134 | 88\% | 0 |
| Mar_09 | Gaining Facillty | 023 | Brockton | 426 | 68 | 16\% | 148 | 35\% | 0 | 0\% | 358 | 84\% | 11 |
| Feb_09 | Gaining Facility | 023 | Brockton | 376 | 76 | 20\% | 130 | 35\% | 0 | 0\% | 300 | 80\% | 4 |




[^0]:    ${ }^{\top}$ Craft $=$ FTR + PTR + PTF + Casuals
    ${ }^{2}$ Craft $=\mathrm{F} 1+\mathrm{F} 4$ at Losing: F 1 only at Gaining

