

DOCUMENT RESUME

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[Recent Postal Service Mail Processing Changes in Eastern Connecticut]. GGD-78-34; B-114874. December 22, 1977. 3 pp. + 2 enclosures (15 pp.).

Report to Rep. Christopher J. Dodd; by Victor L. Lowe, Director, General Government Div.

Contact: General Government Div.

Budget Function: Commerce and Transportation: Postal Service (402).

Organization Concerned: Postal Service.

Congressional Relevance: Rep. Christopher J. Dodd.

Recent Postal Service mail processing changes in eastern Connecticut were evaluated to determine how each change affected or will affect the cost of providing mail service, level of service to postal patrons, and employees at the locations involved. The Postal Service processes for planning such changes were examined to determine whether they were reasonable. Findings/Conclusions: In February 1977, the Williamantic Sectional Center Facility's outgoing mail processing was transferred to the New London Sectional Center Facility. This move was intended to be temporary prior to permanent relocation. Williamantic's mail delivery performance levels did not change during the consolidation period in New London, and the Postal Service will realize savings of about \$58,000 or 60% of the amount it expected to save. The impact of the consolidation on Williamantic's employees was minimal. On November 5, 1977, Williamantic's outgoing mail processing was relocated to Hartford, and New London's outgoing mail processing was transferred to New Haven. Relocating Williamantic's processing to Hartford should result in additional annual savings of about \$33,400 and should not result in any deterioration in mail service. The consolidation from New London to New Haven also appears to be economically justified and should result in savings of about \$254,000 annually. Some New London employees will be adversely affected, but they are being treated according to national labor agreement terms. Analysis for the two consolidations by local postal officials was in accordance with Postal Service guidelines and long term goals. (Author/SW)



UNITED STATES GENERAL ACCOUNTING OFFICE

WASHINGTON, D.C. 20548

Released 12/27/77

04588

GENERAL GOVERNMENT
DIVISION

B-114874

82 DEC 1977

The Honorable Christopher J. Dodd
House of Representatives

Dear Mr. Dodd:

In response to your July 1, 1977, request we evaluated recent U.S. Postal Service mail processing changes in eastern Connecticut to determine how each change affected or will affect the

- cost of providing mail service,
- level of service to postal patrons, and
- employees at the locations involved.

We also examined the Postal Service processes for planning such changes to determine whether they were reasonable.

The following summarizes our findings on the mail processing changes. A more detailed discussion is contained in enclosure I.

The first change occurred in February 1977, with the transfer of the Willimantic Sectional Center Facility's outgoing mail processing to the New London Sectional Center Facility. This move was intended by the Service to be temporary, covering a 9-month period, prior to permanently relocating Willimantic's outgoing mail processing to the Hartford Sectional Center Facility. Willimantic's mail delivery performance levels did not change during the consolidation period in New London and we estimate the Service will realize savings of about \$58,000 or 60 percent of the amount it expected to save. The impact of the consolidation on Willimantic's employees was minimal.

On November 5, 1977, the second change took place. Willimantic's outgoing mail processing was relocated to Hartford, and New London's outgoing mail processing was transferred to New Haven. Relocating Willimantic's processing to Hartford should result in additional annual savings of about \$33,400 and should not result in any deterioration in mail service.

GGD-78-34
(22305)

The consolidation from New London to New Haven also appears to be economically justified and should result in savings of about \$254,000 annually. No deterioration in mail service quality should result, but this will depend, to some extent, on how the Service manages critical transportation factors. Although the transfer of Willimantic and New London outgoing mail processing may adversely affect a number of New London employees, the Service is treating them in accordance with the terms of the national labor agreement.

The planning and economic analysis for the two consolidations by local postal officials was in accordance with Postal Service guidelines and long-term goals. The cost study for the consolidation of New London mail in New Haven was done in considerable detail, and we believe that the net savings estimate was reasonable.

The cost studies for the movement of Willimantic's mail to New London and from New London to Hartford were sketchy. However, we were able to reconstruct the details supporting the Service's studies and found the savings estimates to be reasonably accurate.

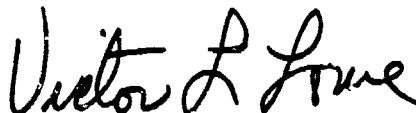
Our evaluation of mail processing consolidations in Connecticut was conducted primarily at the district office in Wethersfield and at the New London, Waterbury and New Haven Sectional Center Facilities. We also obtained information from Northeast Region Headquarters in New York and visited post offices at Willimantic and other eastern Connecticut locations. We examined applicable regulations and pertinent documents and held discussions with postal officials and employees. We interviewed officials of the American Postal Workers Union and of a bank in Norwich that had complained about mail service.

As agreed with your office, we did not obtain written agency comments on the matters discussed in this report and unless you publicly announce its contents earlier, no further distribution will be made until 5 days from the date of the report.

B-114874

We will be pleased to meet with you or your staff to discuss this matter further if you so desire.

Sincerely yours,

A handwritten signature in cursive script that reads "Victor L. Lowe". The signature is written in dark ink and is positioned above the typed name and title.

Victor L. Lowe
Director

Enclosure

EVALUATION OF MAIL PROCESSING
CONSOLIDATIONS IN CONNECTICUT

INTRODUCTION

Connecticut is part of the Postal Service's Northeast Region which includes the six New England States and parts of New York and New Jersey. The Service's District Office in Wethersfield, Connecticut, administers 6 sectional center facilities ¹/ _{and about 380 post offices in Connecticut and western Massachusetts.}

Before February 1977, mail service in eastern Connecticut was provided by 2 sectional center facilities--New London and Willimantic--and 80 post offices which, in total, employed about 780 persons. In February 1977, Willimantic mail processing of outgoing mail was transferred to the New London Sectional Center Facility.

The consolidation was temporary, with knowledge that on November 5, 1977, processing of Willimantic and New London outgoing mail was to be transferred to the Hartford and New Haven Sectional Center Facilities, respectively.

The November consolidations were part of the Service's nationwide Area Mail Processing Program begun in 1971 to achieve cost savings through mechanization and increased productivity. Under the program, all mail originating and destinating at post offices within an area is consolidated at a sectional center facility where it can be mechanically cancelled and sorted. An exception to this procedure is local mail--mail posted for delivery within an area served by a post office--that is deposited in mail boxes marked for local delivery.

Before a consolidation is made it must be shown that it will not adversely affect the quality of mail service. In addition, because the national labor agreement between the Postal Service and four labor unions provides for job security to all career postal employees, the impact on personnel must be considered.

¹/_{A large mail handling facility for processing incoming and outgoing mail for peripheral local post offices in a designated service area.}

The Service measures the quality of mail service largely in terms of its success in meeting mail delivery standards shown below for first-class mail.

- 1-day (overnight) delivery within designated service areas (generally within sectional center areas and between adjoining sectional center areas);
- 2-day delivery to areas where mail arrives at the destination state distribution center 1/ by noon on the day after mailing. This may include areas as far away from Connecticut as West Virginia and Michigan; and
- 3 days to all remaining areas.

These standards apply only to mail which has the proper address and ZIP Code and is mailed by about 5 p.m. The Service's goal is to meet these delivery standards 95 percent of the time.

The Service's Origin-Destination Information System collects and analyzes statistics showing whether the Service is achieving its goals. Under this system, delivery time is measured from the date mail is postmarked to the date it reaches the last delivery unit before being placed in the addressee's mailbox. Delays which would not be recognized by the system can occur before postmarking and in delivery.

The consolidations affecting eastern Connecticut were initiated by the district office in Wethersfield. This procedure is in accordance with Postal Service guidelines and general plans for consolidating individual facilities. Required approval of the consolidations in eastern Connecticut had been given by Northeast Region Headquarters in New York City. Postal Service Headquarters in Washington, D.C., does not become involved in the detailed review process for each consolidation. It receives notification of proposed consolidations prior to implementation as well as quarterly status reports on the progress of consolidations.

1/A sectional center facility designated to receive and distribute mail destined for specified ZIP Code areas.

CONSOLIDATION OF WILLIMANTIC
MAIL PROCESSING TO NEW LONDON
WAS JUSTIFIED

The temporary consolidation of Willimantic mail processing to New London was economically justified, but the Service's total projected savings will not be realized. Mail delivery performance levels have not changed as a result of the consolidation in New London, although in some cases, performance has not met Service goals of 95 percent ontime delivery. Our analysis of consumer complaints showed no problems associated with the consolidation, which was accomplished with minimal impact on personnel at the Willimantic post office.

Savings have been realized

The Service's feasibility study for the consolidation projected annual savings of about \$143,000 as shown below.

Cost savings

Personnel reductions at Willimantic and 25 associate post offices	\$327,840
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Additional costs

Personnel at New London	\$149,435
Transportation (contractor routes)	15,000
Transportation (Postal Service vehicles)	3,500
Contingency allowance	<u>17,000</u>
Total additional costs	<u>\$184,935</u>

Net Savings	<u>\$142,905</u>
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Since the consolidation would be in effect for only about 9 months before the move to Hartford, the total projected savings were about \$99,000. The actual savings resulting from the consolidation through September 9, 1977, when our review was underway amounted to about \$45,000. We estimated that net savings of about \$58,000 or 60 percent of the Service's projected net savings will result over the full 9-month consolidation period.

The full cost savings projected from personnel reductions at Willimantic were not achieved, and personnel costs at New London were slightly greater than projected. However, the additional transportation costs have not materialized and, in

fact, were reduced by about \$7,000. A District official stated that a consolidation requires a "shakedown" period to achieve forecast savings and that this consolidation will end almost as soon as the shakedown period does.

The Service's feasibility study was somewhat sketchy in that it did not show how the projected savings were computed. However, district officials were able to provide us with supporting documentation to lead us to believe their estimate was reasonable. District officials told us that in deriving the cost estimate for the feasibility study, actual mail volume statistics for a 3-day period in late May 1976 were used. According to district officials, this was a typical period for Willimantic. Postal officials at Willimantic, and Storrs, Connecticut, which serve Eastern Connecticut State College and the University of Connecticut, respectively, told us that mail volumes do not change much in the summer because of the uniform volume of business mail and summer school.

Quality of mail service is unchanged

Postal Service mail delivery performance statistics, consumer complaint data, and our own test mailings show that mail service quality in the Willimantic area has not deteriorated since the consolidation. While mail service in Willimantic does not meet Service goals for ontime delivery in some areas, this condition existed prior to the consolidation.

The Service's Origin-Destination Information System statistics for the period June 19, 1976, to June 17, 1977, show that, excluding the Christmas quarter, mail destined for overnight delivery in the Willimantic sectional center area was generally at or near the Service's goal of 95 percent ontime delivery and had not decreased since the consolidation. Delivery performance for Willimantic was slightly better than that of the District and the Northeast Region, but below nationwide delivery performance (see appendix I).

Overnight mail delivery performance percentages for the Willimantic sectional center area are a composite (weighted average) of performance percentages for 15 offices within that area. While the average overnight delivery performance may depict good mail service, this may not be true for some mail that must travel great distances but still be delivered overnight.

For example, for the 3-month period ending June 17, 1977, ontime overnight delivery performance of mail originating in the Willimantic area averaged 94 percent. Within the area,

however, the performance statistics ranged from a high of 100 percent ontime delivery for local Willimantic mail to a low of 48 percent for mail destined for Worcester, Massachusetts. Because the mail volume is small for areas such as Worcester, where delivery performance was low, the larger volumes to areas such as Willimantic, where delivery performance was 100 percent, resulted in a combined performance of 94 percent.

Our examination of mail delivery performance was generally confined to mail earmarked for overnight delivery either to or from eastern Connecticut. We did, however, discuss 2- and 3-day area delivery performance with regional and district officials. As shown in appendix I, 2-day delivery performance for Willimantic remained poor during the 1-year period examined and was below Service goals for the district as a whole. Three-day mail originating in Willimantic has generally been above Service goals, and 3-day mail destined for Willimantic has shown a significant performance increase.

District officials stated that most problems with 2- and 3-day area mail delivery are due to transportation, especially inadequate airline connections with the midwest from Bradley International Airport just outside Hartford, Connecticut. The New Haven Sectional Center Facility is scheduled to begin receiving some mail destined for Connecticut through Kennedy International Airport, which has better airline connections.

To pinpoint areas in which mail delivery difficulties may be occurring, we mailed 420 test letters to various overnight delivery areas. Because of the small number of letters mailed, our test is not a statistically reliable measure of delivery performance and should not be compared to Service performance statistics. Locations involved in our test mailings follow.

<u>Location mailed to</u>		<u>Location mailed from</u>	
Hartford area	320	Willimantic area	205
Norwich	60	Norwich area	175
New London	20	East Hartford	20
Marlboro, MA	20	New London	20
Total	<u>420</u>	Total	<u>420</u>

Of 205 letters mailed from the Willimantic area, 186--91 percent--were delivered on time. The greatest delays were experienced with letters mailed from the Norwich area. Of these, only 141 of 175--81 percent--arrived on time. More

importantly, 15 of the 34 late letters had not arrived as of October 20, 1977, about 2 months after we mailed them. All 15 missing letters had been mailed in the same mailbox at the same time.

Because district officials were unable to locate the missing letters, we requested an investigation by the Postal Inspection Service. District officials and the postal inspectors agreed that these letters were most likely in a mail pouch placed in storage at the Hartford Sectional Center Facility. The postal inspector looked for the letters there but could not find them.

The Postal Inspection Service subsequently conducted 40 identical test mailings to pinpoint the reason for our lost letters. All of their letters were received, and the inspectors were unable to determine why our letters were not delivered. They informed us that our losses would be used in analyzing future loss trends involving the same areas.

Our analysis of consumer complaints showed no major mail service problems associated with the consolidation. Formal written complaints are filed on a two-part consumer service card; one part is sent to the local office and the other to Service headquarters. Upon receipt of the complaint, the local postmaster has the responsibility for corrective actions and a reply to the consumer. When the problem has been resolved, Postal Service Headquarters is informed. Summary data is maintained by the Service on the number and nature of such complaints.

Summary consumer complaint data for Willimantic, New London, and the Connecticut District for the period January 31, 1976, through July 15, 1977, showed that the level of consumer complaints had not increased significantly since the consolidation to New London (see appendix II). The small number of formal complaints recorded for Willimantic--an average of 18 for each 12-week period--makes it difficult to draw any conclusions concerning specific problems with mail services. Virtually all of the consumer complaints on file at Willimantic and three other post offices pertained to local delivery problems unrelated to the postal consolidation.

We discussed mail service problems with an official of a Norwich bank. The bank had received numerous complaints from depositors concerning slow delivery of mail deposits. No records were kept of such complaints; however, the official believes they have not increased since the postal consolidation.

Affected personnel have been treated fairly

The feasibility study for the Willimantic to New London consolidation projected that seven full-time regular employees would be excessed in Willimantic as a result of the consolidation. It was expected, however, that four of the seven employees would fill other positions recently vacated due to attrition or by reducing flexible clerk hours to equal that number of positions. Thus, only three full-time clerks would be formally excessed. In addition to the reductions at Willimantic, flexible clerk hours were to be reduced at 25 surrounding post offices, but no employees would be excessed.

Once effective the consolidation actually resulted in excessing eight career employees, but all of these employees filled positions previously vacated through attrition. Some were offered positions at the Willimantic post office and some were offered positions in other offices in the local area.

The consolidation also terminated nine non-career casual employees. However, these employees are only employed for a maximum of 90 days at one time and are not covered by the union contract.

At the 25 post offices associated with Willimantic, a daily reduction in flexible clerk hours of from 1 to 5 hours was budgeted, or about 2.4 hours an office. When postal officials realized that flexible clerk hours could not be saved at 6 of the 25 offices, the estimate was revised to a savings of about 2.4 hours at 19 offices. As of September 1977, however, an average reduction of only 1.6 hours had been achieved at the 19 offices. No positions were eliminated by these reductions.

CONSOLIDATION OF WILLIMANTIC MAIL
PROCESSING TO HARTFORD SEEMS REASONABLE

The consolidation of Willimantic mail processing from New London to Hartford effective November 5, 1977, appears to be economically justified and should not result in any deterioration in mail service.

Consolidation economically justified

While the Service planned for many years to transfer the processing of Willimantic's outgoing mail to the Hartford Sectional Center Facility, the economic analysis used to justify the consolidation was performed in July 1977. This, of course, was after Willimantic mail processing had

been temporarily moved to New London. The Service's savings estimate of \$33,415 annually, therefore, only considered the savings from transferring Willimantic mail processing from New London to Hartford. The Service could also have considered the estimated savings to be derived from the consolidation of Willimantic mail processing functions to New London (\$143,000).

The estimated \$33,415 savings were to be realized from personnel savings as a result of mechanization. The Service estimated that 55 staff hours per day were required to process Willimantic mail in New London where the mail was hand sorted. It also estimated that 45 staff hours per day would be required to sort Willimantic mail in Hartford with the aid of mechanical sorting machines. The difference of 10 staff hours per day resulted in estimated annual savings of \$33,415.

In evaluating this estimate, we considered whether other costs, such as for additional sorting machines and transportation would be incurred at Hartford to process Willimantic mail. We concluded that none should be incurred and that the \$33,415 annual savings was reasonable and justified the move.

Quality of mail service should not change

A district official predicted that Willimantic's delivery performance will be increased to 95 percent ontime delivery following the transfer of Willimantic mail processing to Hartford. We could not evaluate delivery performance because this consolidation had not taken place at the time of our review. Nevertheless, we believe that service can be maintained or improved because the distances over which Willimantic mail must be transported for processing will be no greater to Hartford than it was to New London. A transportation network has been in existence for many years between Willimantic and Hartford, and no substantial changes to transportation schedules will occur as a result of this consolidation.

Effect on personnel

Employment at the New London postal facility increased slightly when processing of Willimantic mail began there in February 1977. According to the Director of Mail Processing at New London, several part-time clerks were converted to full-time and additional part-time clerks were hired.

Because all mail processing was being transferred from New London to either Hartford or New Haven on November 5, 1977,

the specific impact on personnel for each transfer could not be determined. A detailed discussion of the impact of both transfers on employees is included in the following section.

CONSOLIDATION OF MAIL PROCESSING
TO NEW HAVEN APPEARS JUSTIFIED

The consolidation of New London mail processing to New Haven, effective November 5, 1977, appears to be economically justified. It should not cause a deterioration in the quality of mail service, but this will depend, to some extent, on how the Service manages critical transportation factors. Although this consolidation will affect a number of employees at New London, the Service is treating them within the terms of their employment.

Projected savings seems reasonable

According to the Service's feasibility study, the consolidation of mail processing of outgoing mail from New London to New Haven should produce net savings of about \$261,000 annually. The study was done in considerable detail and showed the savings and offsetting costs for machine sorting the mail at New Haven instead of manually sorting it at New London. The bulk of the savings will result from a reduction of an estimated 15,600 clerk hours annually at New London plus additional savings from reduced supervision and cleaning and maintenance costs.

We believe the Service's savings estimates are reasonable. However, the feasibility study did not include the \$7,000 annual cost of one additional truck round trip daily between the two points which will reduce estimated annual savings to about \$254,000. The Postal Service agrees that the annual savings should be about \$254,000.

In estimating labor savings, the Postal Service used mail volume data for a 7-day period in June 1977, adjusted by data for the period April 23, 1977, through May 20, 1977. According to Postal officials, this latter period includes the impact of most variables, such as college and university mail which would increase normal volume.

Quality of mail service should not deteriorate

Because this consolidation had not taken place at the time of our field work, we could not observe its effect on the quality of mail service. We believe, however, that the mail service in the New London area will be maintained because

the Postal Service has adequately considered those factors which could cause mail service deterioration.

Much of the success of this consolidation will depend on smoothly functioning highway transportation between New London and New Haven. The Postal Service recognized this and provided for an additional route and for adjustments to a Boston-New London-New Haven-New York route to insure adequate coverage on weekends. District officials agreed that transportation would be a key element in maintaining service and plan to monitor these changes closely.

Effect on employees at New London is significant

The Service originally estimated that 35 full-time and 8 part-time regular employees would be excessed at New London by this move. In addition, about 15 part-time flexible schedule employees would have their hours reduced and all 7 casual (temporary) employees would be terminated. The following sections show how each category of employees was to be affected by the consolidation when our review was made in September 1977, and the status of those employees immediately after the consolidations.

Full-time regular employees

These employees work regular 40-hour weeks on specified shifts. The consolidation was to excess 35 employees, but 17 were going to fill other positions previously vacated due to attrition. The remaining 18 excess employees had several options open to them including:

- applying for vacancies in other postal crafts and/or facilities,
- accepting a downgrading to flexible clerks working a minimum of 4 hours biweekly and remaining at New London, or
- as a last resort, accepting an involuntary transfer to New Haven. Such employees have the right to return to New London, based on seniority, if a vacancy occurs and would receive relocation assistance if they did return.

After the consolidation occurred on November 5, 1977, district officials told us that 18 employees had been excessed. Of those 18 employees excessed

- 8 transferred to positions in associate offices within 35 miles of New London,

- 4 transferred to New Haven (1 voluntarily and 3 involuntarily),
- 4 stayed in New London to fill vacancies in postal crafts not affected by the consolidations,
- 1 transferred to a position in Rhode Island, and
- 1 took a downgrade to a part-time flexible position.

Part-time regular employees

Part-time regular employees work 20 hours per week on specified shifts, and the position is usually a second job for them. The consolidation was to affect eight part-time regular positions at New London but their continued employment is guaranteed by the national labor agreement.

After the consolidation occurred on November 5, 1977, district officials told us that eight part-time regulars were excessed. Of the eight employees, five took part-time regular positions in New Haven, two resigned, and one reverted to a part-time flexible employee to remain in New London.

Part-time flexible employees

The consolidations were to affect 15 part-time flexible employees by reducing their work hours to the minimum 4 hours per 2-week period. These employees had been averaging 39.5 hours per week during the period January 29, 1977, to September 9, 1977.

Part-time flexible employees have the option of bidding on available part-time vacancies at other locations. However, as of September 30, 1977, no vacancies had been made available to these employees. District officials said that excessed part-time flexibles have been offered training on letter sorting machines to enhance their opportunities for part-time work.

Union officials maintained that reducing work hours for flexible clerks would cause hardships since these employees were working full-time in their jobs before the consolidation. However, the Service may, under the terms of the national agreement, unilaterally reduce the hours of work for flexible clerks and the agreement guarantees these employees only 4 hours per 2-week period.

After the consolidation on November 5, 1977, Postal officials said that all part-time flexible hours had been cut but not to the minimum because of the Christmas rush. We were also told that training on letter sorting equipment will begin after the Christmas rush in New Haven or Hartford if the part-time flexibles desire such training.

Casual employees

Casual employees are hired for a maximum of 90 days and have reappointment rights for a second 90-day period. Unlike the other three categories of employees, they are not considered career postal workers. Although they are guaranteed only 4 hours per 2-week period, they worked almost full-time at New London when the Willimantic mail was transferred there for processing. These employees are not covered by the union agreement and the November 5, 1977, consolidation called for these employees to be terminated as of the date of the consolidation.

After the consolidation on November 5, 1977, postal officials said that the employment of all casual employees had been terminated.

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District postal officials and American Postal Workers Union officials said that personnel actions resulting from consolidations are often continued for some period after the consolidation. For example, union officials told us that the Service often will excess too many employees and will increase flexible clerk hours rather than call back excessed regular employees. (The flexible clerks are generally cut back to 4 hours every 2 weeks before any full-time or part-time regular positions are excessed.)

The District Director of Employee and Labor Relations acknowledged that individual flexible clerks will often have their hours increased after a consolidation but stated this was not because too many regulars were excessed. He stated that flexible clerk hours naturally have a tendency to increase because managers will attempt to give these employees as much work as possible. He believes that individual managers must be held accountable for any changes which would alter the way in which part-time flexible employees are used.

A union official also stated that if too many regular employees are excessed, the Service will allow flexible clerk schedules to creep back to full-time positions. The District Director of Mail Processing stated that the actual number

of employees excessed would be carefully controlled so that little possibility exists that employees transferred involuntarily would have to move twice, thereby adversely affecting the projected savings. He stated it is possible for employees to move twice because of the "retreat rights" clause in the union contract which is expressly for the convenience of excessed employees who choose to move back to a facility if a vacancy occurs in the future. Although employees can choose to move twice, they would never be forced to do so.

It must be emphasized that the final number of employees to be affected by this consolidation will not be known until the transition period and the Christmas rush are over. However, it seems that those actions taken thus far and plans for future actions are within the terms of the national labor agreement.

COMPARISON OF ONTIME DELIVERY PERFORMANCE

New
Willimantic London District Region Nation

Percentage of Originating
 Mail Delivered to Overnight Areas

6-19-76 to 10-08-76	94	96	95	93	95
10-09-76 to 12-31-76	87	91	88	87	92
1-01-77 to 3-25-77	95	96	93	93	95
3-26-77 to 6-17-77	94	96	93	93	96

Percentage of Mail Destined to be
 Delivered From Overnight Areas

6-19-76 to 10-08-76	91	95	95	93	95
10-09-76 to 12-31-76	91	90	87	87	92
1-01-77 to 3-25-77	95	94	94	91	95
3-26-77 to 6-17-77	97	95	93	93	96

Percentage of Mail Delivered to
 2-Day Standard Areas

6-19-76 to 10-08-76	84	92	92	91	92
10-09-76 to 12-31-76	77	79	84	84	87
1-01-77 to 3-25-77	88	88	91	90	91
3-26-77 to 6-17-77	91	93	92	93	93

Percentage of Mail Delivered from
 2-Day Standard Areas

6-19-76 to 10-08-76	87	85	88	89	92
10-09-76 to 12-31-76	88	72	75	83	87
1-01-77 to 3-25-77	78	83	82	89	91
3-26-77 to 6-17-77	88	87	83	91	93

Percentage of Mail Delivered to
 3-Day Standard Area

6-19-76 to 10-08-76	97	96	94	93	92
10-09-76 to 12-31-76	93	90	87	88	88
1-01-77 to 3-25-77	93	92	90	92	92
3-26-77 to 6-17-77	99	96	95	94	93

Percentage of Mail Delivered from
 3-Day Standard Areas

6-19-76 to 10-08-76	84	88	88	89	92
10-09-76 to 12-31-76	89	73	76	84	88
1-01-77 to 3-25-77	85	74	83	91	92
3-26-77 to 6-17-77	96	83	74	90	93

COMPARISON OF CONSUMER COMPLAINT SERVICE CARDSCONNECTICUT DISTRICT(January 31, 1976 - July 15, 1977)

<u>Period (each 12 weeks)</u>	<u>Number of Complaints</u>		
	<u>Willimantic</u>	<u>New London</u>	<u>District</u>
1-31-76 to 4-23-76	27	90	1,917
4-24-76 to 7-16-76	13	63	1,285
7-17-76 to 10-08-76	22	55	1,228
10-09-76 to 12-31-76	10	44	1,143
1-01-77 to 4-22-77 <u>a/</u>	18	52	1,361
4-23-77 to 7-15-77	20	74	1,225

a/Data not available for 2-26-77 through 3-25-77. Consolidation from Willimantic to New London occurred on February 26, 1977.