

A Better Workplace



for a Brighter Future

As part of a massive redesign of the postal processing, transportation, and delivery infrastructure, systematic replacement of many existing facilities will dramatically improve working environments, while improving service performance and operational efficiency.

It is undeniable that most postal processing facilities and delivery units are not considered state of the art — or even modern — in the logistics world. Most were built many decades ago. It is equally undeniable that this has an effect on performance and on the morale and perceptions of the postal workforce.

Many postal facilities today are not purpose-built, but instead have been retrofitted many times over several decades to meet the changing operational needs of the organization. Multi-floor operations with poor organization, conveyors carrying volumes across or over other equipment and operations, insufficient space and loading bays, and lack of investment have created sub-par and often unpleasant working environments.

To give one illuminating example, most modern logistics and industrial facilities across most industries are characterized by clean, well-lit, airy spaces, very frequently with natural light. Many postal processing facilities have multi-floor operations — so there is no opportunity for skylights — and were constructed in ways that provide little flexibility to make any workplace improvements or operational and floor plan layout changes.

The Postal Service's Delivering for America plan calls for reinvestment on a huge scale to establish a network of new facilities supporting redesigned processing, transportation, and delivery networks. Creating these

modern facilities from scratch will dramatically improve the working environment for hundreds of thousands of postal employees.

Constrained Performance

Because of facility design and outdated operational models, more than half the Postal Service's facilities do not meet operating plan standards. The current footprint of where facilities are located is too widely dispersed, especially around the country's major metropolitan areas. An inefficient patchwork of half a dozen facilities or more — where a single, well-located option could better serve the area — can be found around many of the country's cities, requiring extra transportation and unneeded operations that drain resources, limit capacity and degrade organizational performance.

Additionally, many existing facilities are relics of a bygone era when letter mail was dominant. Aging and often dormant machinery clutters already restricted workspaces. Configurations that once made sense now limit a location's ability to process growing package volumes.

Because of these limitations, many metro-area processing facilities rely on a system of duplication and repetition, where mail and packages are ferried between a number of locations over the course of several days in half-empty trucks before they reach a carrier to be delivered.

**"And yes, I say ...
let there be light, and
I mean that literally. Let there
be light inside postal plants, as
this new environment will reduce
stress, improve performance,
lower costs and improve morale."**

— **Postmaster General Louis DeJoy,**
May 16, 2022, at the
National Postal Forum

A Streamlined Processing Network

Starting this year, the Postal Service is launching a new, flexible construction program that will ultimately create a modern, streamlined and effective network of new, clean, spacious and bright processing facilities that will be the hallmark of a modern, forward-looking logistics network.

The Postal Service will be investing significantly in creating strategically important multi-functional distribution centers for all network originating and destination volume, package processing, cross-docking, and other functionality as required in the specific region — effectively centralizing all metro-area processing operations in a single building.

These million-square-foot-plus purpose-built facilities will employ new, effective workflows that simplify the movement of all classes of mail and packages from the point of entry to the exit bay.

Plans include new or modified regional centers connected to newly specified local operations in existing facilities. Detailed plans are already underway with major initiatives initially targeted in the Atlanta, Indianapolis and Charlotte areas.

The Postal Service will also reactivate dormant facilities and redesign current ones consistent with the Delivering for America network strategy. Investment

in their functionality — analyzing equipment to add what is needed and remove what is outdated, refreshing employee amenities, and specifying the facilities' form, fit and function — will improve the workplace for employees, enhancing their ability to do their best work every day.

These efforts will take several years to deploy across the country. The designs are configurable and replicable to each area to address mail flow, growth and existing infrastructure.

The workflow between facilities will be logically sequenced and processes within facilities will be standardized to provide precise, efficient, repeatable and measurable operations.

The plan is expected to improve throughput, reduce transportation, improve performance measurement, enhance budgeting, improve overall reliability and reduce the impact of the rising cost of delivering to 161 million addresses each day.

Larger, Aggregated Sort and Delivery Centers

The Postal Service today has almost 20,000 delivery unit locations around the country. In many areas as many as 40 locations can be found within 10 miles of one another. Thousands of these facilities are in disrepair



Sweeping away a cluttered network

Over the coming decade — and starting in 2022 — the Postal Service will establish a redesigned operational model that will touch almost 500 network mail processing locations; 10,000 delivery units; 1,000 transfer hubs; and almost 100,000 carrier routes. The new footprint of facilities and connective transportation will be greatly simplified, resulting in a modern network of much larger facilities with fewer, fuller trips between them.

Customized and configurable

One size doesn't fit all. The footprint of processing and delivery facilities in each metropolitan area will be developed based on existing assets and needs, with many facilities being refurbished and repurposed, and many being replaced with newly built facilities.

and are not designed to accommodate the growth in package delivery in the United States.

Much of the current USPS footprint will be aggregated into larger Sort and Delivery Centers with adequate space, docks and material handling equipment to operate more efficiently. Where a metropolitan area might today be served by 80 small delivery units, in the future these carrier operations would be served by four or five new, larger, purpose-built facilities.

These larger facilities will provide greater reach for current and future destination entry products like USPS Connect. This will build upon the unparalleled reach of the Postal Service delivery network, which can now serve nearly 82 percent of the population with 1-day package delivery and close to 100 percent of the population within two days.

Simpler, Better Utilized Transportation

With a new footprint of processing and delivery facilities, the postal transportation model will be completely transformed.

Current truck utilization has been required to operate below 50 percent for long-haul trips, meaning trucks are sent across the country half-full. This is because mail and packages are required to move between far too many facilities. At the local level, for the same reason, there are far too many empty trucks connecting delivery units to plants and back again.

Simply put, fewer trips will mean lower cost and better service with an extended reach — not to mention a more environmentally friendly solution.

**Fewer trips
will mean lower cost
and better service with
an extended reach —
not to mention a more
environmentally
friendly solution.**

Ultimately, USPS will improve its transportation systems, contracting, utilization, and performance, both structurally across the enterprise and for each customer transaction.

World-Class Operations Supported by an Efficient Network and Modern Workplaces

As envisioned in the Delivering for America 10-year transformation plan, the coming decade will see the Postal Service replace the old with the new.

New facilities and operational approaches, modern equipment, state-of-the-art automation, improved efficiencies and better workplaces will give employees the opportunity to perform in a more productive and effective environment, designed to be a much more pleasant place to work.

As the Postal Service enters the next decade, it will be supported by a world-class network of processing facilities, transportation and logistics operations, and delivery units that are more effective at serving the organization's public service mission and will ensure that the Postal Service is the high-performing organization that customers and the American public expect and deserve.

