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**STUDY OF MAIL DELIVERY IN STATE
GOVERNMENT: FINDINGS AND RECOMMENDATIONS**

**PREPARED FOR
THE GOVERNOR'S CABINET**

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of
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Rec'd Wilson

Prepared By

Cabinet Committee on Mail Delivery

June, 1973

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June, 1973



COMMONWEALTH OF VIRGINIA
OFFICE OF THE GOVERNOR

June 15, 1973

Division of State Planning
and Community Affairs
Charles A. Christophersen
Director

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The Honorable T. Edward Temple
Secretary of Administration
Office of the Governor
Commonwealth of Virginia
State Capitol
Richmond, Virginia 23219

Dear Secretary Temple:

I am pleased to transmit to you this report of the Cabinet Mail Delivery Committee. The Committee has reviewed the mail delivery activities of the various State agencies and has developed a series of recommendations for making the system more effective and efficient.

The Committee feels that if its recommendations are implemented the objective of a reliable and rapid mail delivery system, and a reduced cost to State government, can be achieved. A number of the recommendations contained in this report suggest that further study be given to certain aspects of the mail delivery and handling system. The Committee did not feel that in the short period of time it had available for its study that some of the complex issues associated with delivery and handling could be adequately evaluated. Thus, rather than make recommendations on limited information, it chose to suggest that further study be given to the more complex problems.

The Committee looks forward to meeting with the Cabinet on June 26, 1973 and to the further development of its recommendations.

Sincerely,

A handwritten signature in cursive script that reads "Kenneth Golden".

Kenneth Golden
Chairman
Cabinet Mail Delivery Committee

KSG/spn

cc: Members, Cabinet Mail Delivery Committee
Mr. Charles A. Christophersen

CABINET MAIL DELIVERY COMMITTEE

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Office of Administration	Kenneth Golden Associate Director Division of State Planning and Community Affairs
Office of Commerce and Resources	Horace R. Hanshaw Information Officer Department of Agriculture and Commerce
Office of Education	Ray O. Hummel, Jr. Assistant State Librarian State Library
Office of Finance	Carroll H. White General Services Supervisor Department of Taxation
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Office of Transportation and Public Safety	T. Ashby Newby Purchasing Agent Purchase and Stores Division Department of Highways

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SUMMARY OF FINDINGS AND INITIAL RECOMMENDATIONS

Findings

The Cabinet Committee on Mail Delivery was appointed in late April. Its purpose was to review the State's mail delivery system and to make a report and recommendations for improvements to the Cabinet. The Committee found that a very large volume of mail is handled by State agencies each week. Under the current system of State mail delivery, there are inefficiencies which impose an unnecessary cost, both in effort and in time. Mail routes, especially in the Capitol Square area, are duplicated needlessly. Stamped mail is sent between State agencies in Capitol Square when it should be able to be delivered more quickly and less expensively by the hand delivery system. Time lags occur frequently in the system and delivery time ranges from the same day to two days.

Mail runners experience difficulties in handling the volume of mail with the equipment provided them. Turnover in personnel is rapid, and too many people are involved in delivering the mail to an excessive number of mail rooms in Capitol Square. Information about mailing costs is often unreliable or totally lacking since few agencies keep detailed figures on their mail operations. Services which are available from the U.S. Postal Service are not always taken advantage of by State agencies.

There is a need for a system which eliminates duplications, which adequately handles the mail, and which provides rapid and reliable delivery of mail.

Recommendations

Therefore, the Cabinet Committee on Mail Delivery recommends:

- That within Capitol Square a mail delivery system operated by the Department of Purchases and Supply be created utilizing runners on routes with set pick-up and delivery times; that this system be staffed, if possible, by the transfer of mail delivery personnel from other agencies; that interagency runners be eliminated, wherever possible; that stamped mailings between Capitol Square agencies be prohibited; and that interdepartmental envelopes be used.
- That to improve efficiencies, agency mail boxes with posted pick-up and delivery times be established; that salary levels be studied; and that a better means of moving the mail be implemented.

- That, to serve outlying areas, joint runs for Richmond area deliveries be developed; and that the establishment of a statewide system be studied.
- That, to take advantage of Postal Service services, central mail drops be established; and that establishment of a Vertical Improved Mail system be studied.
- That, to improve mail handling in Capitol Square, mail rooms be consolidated, where practical.
- That, to better coordinate State mail services, a standing committee be formed to discuss problems and solutions, and to maintain information on mail system costs; that the Department of Purchases and Supply be responsible for implementation of these recommendations; and that a State Mail Supervisor be charged with responsibility for management and evaluation of the system.

INTRODUCTION

Background of Study

One of the recommendations of the Governor's Management Study was that a central mail unit be established to provide all State agencies and institutions in the Richmond area with mail, messenger, and parcel service. This central mail unit was to be located in a newly created Division of General and Office Services within the Office of Administration. To this end, the 1972 Session of the General Assembly passed certain legislation which gave the Director of the Department of Purchases and Supply the power "to establish, supervise, operate, or caused to be operated. . .[a] central unit to provide all State departments, divisions, institutions and agencies in the Richmond area and other areas of the State with mail handling, messenger and parcel service." Because progress toward implementing the original recommendation was not as rapid as might have been hoped, a Cabinet Mail Delivery Committee was established late in the month of April. The purpose of this committee was to review the State's mail delivery and to make a report which would include recommendations for improved efficiencies, and ideally, recommendations for a self-contained mail delivery system to be operated by the Commonwealth.

This study was undertaken at the request of the Cabinet because it was felt that: the mail delivery operations now conducted by the various State agencies had resulted in a certain amount of duplication of efforts; that those operations were at times inadequate to handle the mail; that the various operations did not always provide reliable delivery; and that the operations did not always provide rapid delivery. In other words, mail delivery was felt to be operating at less than optimum performance as a major channel of communication among State agencies. Because the effectiveness of State government depends to a large extent upon the efficiency of inter-agency communication, methods to increase efficiencies in mail delivery--which might not always result in decreased cost--should be instituted wherever practicable.

Compilation of Data

A questionnaire (see appendix A) was used to obtain data from State agencies on mail delivery services. The questionnaire was designed with the intent of determining: the volume of mail sent through the U.S. Postal Service System which might be handled by a State system; the type of mail sent and the quantities of each type; the speed with which mail was reaching its destination; the routes which mail traveled in reaching that destination; personnel employed in delivering the mail; and the cost of current mail operations. Additional questions were asked

about the handling of mail, since it was felt that if any self-contained State system were to be developed, mail delivery could not be divorced from mail handling.

The agencies surveyed were located for the most part in Richmond although a few were located elsewhere in the State. State colleges and universities and State hospitals and correctional institutions were not questioned. Questionnaires were sent to each agency in each Office of the Governor's Cabinet. Questionnaires were also sent to agencies not included in the Cabinet structure, such as the Office of the Attorney General and the Supreme Court. Agencies were requested to be as complete and precise as possible in responding, but in many instances no records of requested information had been kept, so that the information provided was only a best estimate, and in some instances, not even an estimate was available.

Initially, a longer study period was anticipated, but subsequent to the design of the questionnaire, study time was reduced. The questionnaire produced a large volume of raw data, some of which probably would not have been solicited if the final time frame had been apparent during the questionnaire design process. It had also been planned to pre-test the questionnaire for further refinement, but this was not possible in the time available. Due in part to the lack of a pre-test, there were some problems in tabulating the information obtained from the responding agencies. There was a certain amount of misinterpretation on the part of some respondents; this, at times, led to conflicting information, and it was not always possible to resolve the conflicts. There were also some questions which went unanswered. Some of these problems had been anticipated and follow-up interviews had been planned where needed, but again this was not possible within time limitations.

The majority of agencies did respond to the questionnaire, although a good number of respondents did not meet the requested deadline for its return. Of the approximately eighty-six agencies contacted, less than ten percent did not respond. The sample size was therefore quite good, but the quality of response varied, as was mentioned earlier.

CHAPTER I. PRESENT SYSTEM OF MAIL DELIVERY IN STATE GOVERNMENT

General Description of Mail System

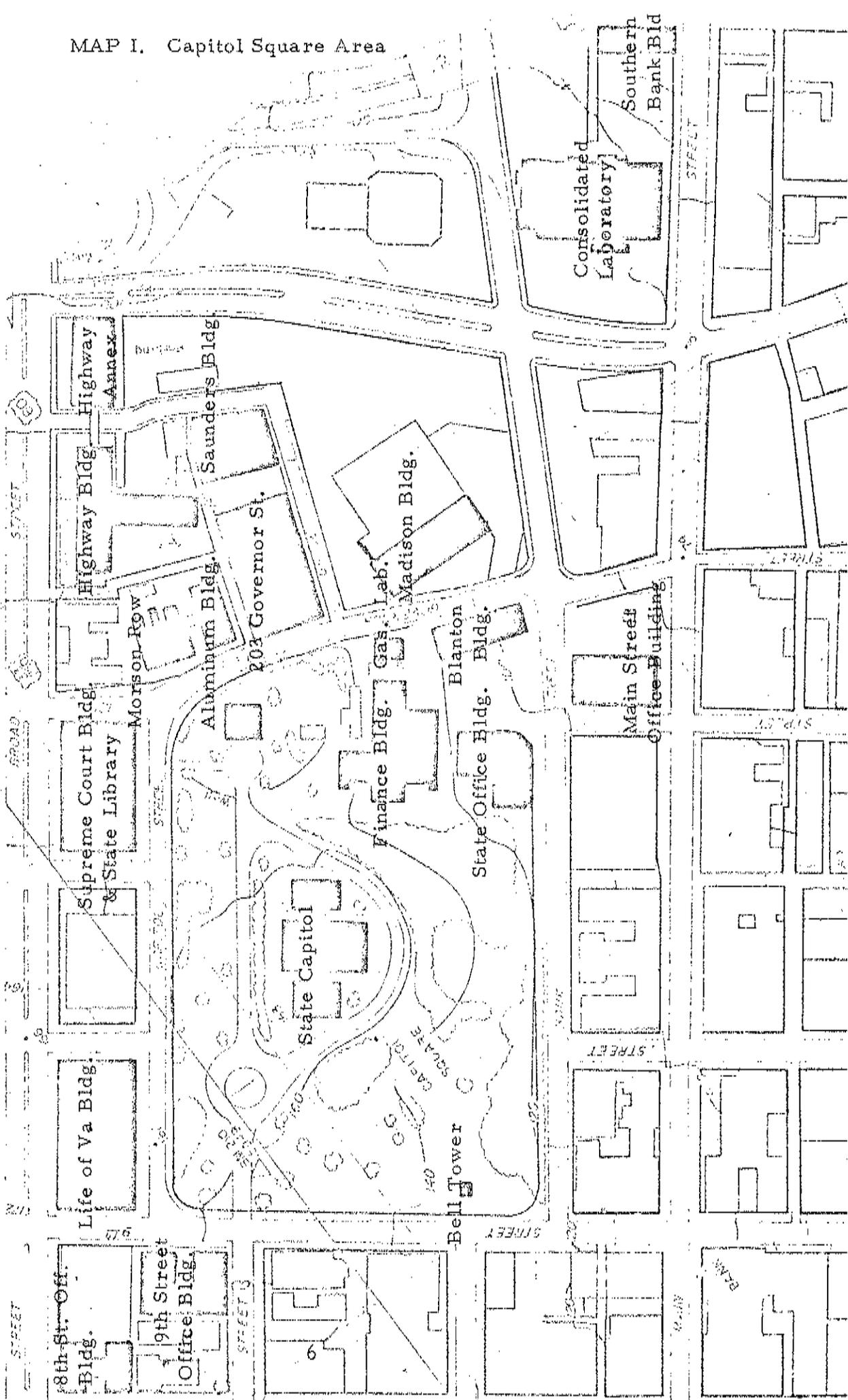
The existing mail system grew in a piecemeal fashion. As an agency developed a need for service, it either began to provide that service with its own staff or it made arrangements with another agency to provide the needed service. In some instances, an agency used both arrangements, depending in part on another agency, and providing its own service in part. Some agencies, such as the A. B. C. Board, the Department of Health, the Division of Automated Data Processing, and the Department of Welfare and Institutions, have defined, established routes which are traveled on a regular and set basis. Other agencies have less regular routes and may not always have the same number of stops on each circuit of the route. Still other agencies have no defined routes at all; they provide for themselves on a "need" basis, and at times service may be provided for a single piece of mail.

In the Capitol Square area, the reporting State agencies had routes with stops at seventeen (17) State-owned buildings. Agencies also had stops at the Life of Virginia Building (911 East Broad Street) and the Capitol Station of the U.S. Postal Service on Main Street. The buildings which appeared with the most frequency on agency routes were the Finance Building, the State Office Building, the Eighth Street Office Building, and the Ninth Street Office Building; the Finance Building, however, was on more agency routes than any other building. Some agencies that reported having delivery routes to other agencies in Capitol Square did not describe those routes and therefore the buildings served could not be identified. For the most part, these buildings would probably be duplications of the seventeen which were reported.

Of the responding agencies, thirty-eight (38) reported having delivery routes to other State agencies in the Capitol Square area. Fifteen (15) agencies had delivery routes to other State agencies in the Richmond region, which for the purpose of response was defined as the City of Richmond and the Counties of Chesterfield and Henrico. Fifty-three (53) of the responding agencies also had internal delivery routes, and in some cases, these intra-agency routes went to more than one building.

Although agencies were asked to describe routes in detail, they rarely did so. In most instances, they merely listed other agencies or buildings to which they made deliveries or pick-ups without any sequential order. Therefore, it was not possible to plot routes. The

MAP I. Capitol Square Area



accompanying maps (see appendix B) instead show which agencies make trips to which buildings in the Capitol Square area. It is likely that additional agencies also make trips to these buildings, though on a less frequent basis, since several agencies responded that they delivered to Capitol Square, but had no regular route.

Sixteen (16) of the responding agencies reported that they provided pick-up or delivery service to other agencies. The Division of Engineering and Buildings provided service to more State agencies than any other providing delivery service; they served fifteen (15) agencies on a regular basis and other miscellaneous agencies on a "need" basis. For the most part, they served the agencies in the Office of Administration.

Within the Capitol Square area, a runner system is generally utilized to provide this service. It should be noted, however, that some agencies use motor vehicles on their routes. The number of circuits each runner may make during a day varies; some circuits are repeated four times a day while some are made only once a day. In addition to the various runners, there are a series of mail boxes in the Finance Building which are maintained by the Department of Purchases and Supply. They are used as an exchange point and no messenger service is provided. These boxes are available for approximately fifty (50) agencies, but it does not appear that optimum use is being made of them.

Aside from the services which the State provides for itself, there are some certain services which the U.S. Postal service provides. USPS provides pick-up service to some State agencies for outgoing mail. Also, Postal employees are working with DMV on the computerization of mailing lists. The Postal Service will provide pick-up service to any agency with a volume of 3,000 pieces of first-class mail if it is placed in trays. They will pick up these trays until 3 p.m. each day, but pick-up after that time cannot be guaranteed. USPS provides the trays and, for bulk mail, both sacks and hampers, depending on the volume of the mail going out. The early cut off time of 3 p.m., called "scheduled mailing", guarantees delivery in the Richmond metropolitan area overnight.

USPS will also provide a zip code magnetic tape which is adaptable to computer, is up-dated quarterly, and basically computerizes the National Zip Code Directory. This service is available to agencies which pre-sort mail and a computer analyst is available to work with the Commonwealth to set up a system. In addition, for large mailers the Postal Service provides the service of VIM (Vertical Improved Mail),

a program where a mailman will pre-sort all incoming mail. He must have a secure (i. e. locked) room in which he does the pre-sorting. State employees would then pick up the mail from him. The exact arrangements for obtaining such services would, of course, have to be negotiated.

To handle the total volume of mail, both incoming and outgoing--reported at an average of over 700,000 pieces per week--the reporting agencies operate forty-six (46) mail rooms in the Richmond area. These mail rooms are located in twenty-five (25) different buildings of which fourteen (14) are located in the Capitol Square area. In square footage, these mail rooms, or areas, range in size from 10 sq. ft. to over 3,000 sq. ft. Rather than having mail rooms, the smaller agencies generally utilize another agency's facility or else they use a portion of the secretarial space. Mail room space and location probably affects and is affected by the loads on the system, but this space and location is more likely to have a greater effect on mail handling than it is to have on mail delivery.

Loads on the System

A significant volume of mail is handled by State agencies. According to information supplied by the responding agencies, an average of 371,390 pieces of mail--letters, manilla mailers, and packages--are mailed out of State offices each week. Most of this mail is sent out through the U.S. Postal Service system. Approximately, 27,000 pieces of mail are hand delivered on the average each week. This volume is less than ten percent of the average weekly volume of mail. Of this total, there are 19,881 letters, 4,445 manilla mailers, and 2,948 packages. The packages alone weigh an average of 3 1/2 pounds each. At an average letter weight of one ounce and a mailer weight of six ounces, a little over seven tons of mail are hand carried each week.

Under the existing system, it is at times difficult to deal with such volume. A mail runner will sometimes not be able to pick up all the mail at one stop which is to be delivered elsewhere on the route because of the high volume of mail and the insufficient methods for carrying such volume. A runner who carries mail in a brief case is limited in his ability to deliver; that ability is even more limited when he encounters packages at a stop on his route. At such times, it becomes necessary to either double back to pick up the excess volume missed the first time, or else leave that excess until the stop is serviced on the next complete circuit. It would appear that the loads now imposed on the hand delivery system require greater sophistication in transportation.

TABLE ONE
Mail Rooms - Locations, Personnel, Sizes,
 Budgets and Volumes Handled

Building & Agency	Floor	Employees	Sq. Ft. in Mailroom	Amt. Budgeted for Operation	Average Weekly Total (sent & rec'd)	Volun Cap. Sq. (hand deliver)
<u>STATE OFFICE BUILDING</u>						
Dept. of Tax.	B	7	3,300	Admin. Budg.	137,400	55
Div. of Parks	12	2	214	\$ 10,250	1,342	234
Div. of Ind. Dev.	10	1	48	22,128	2,570	30
<u>FINANCE BUILDING</u>						
Dept. of Treas.	B, 1	1	500		87,610	0
Dept. of Accts.	1, Rm. III	1	220	13,140	3,505	155
Comp. Board	2, Rm. 228	2	150	2,500	675	35
Va. Supple. Retirement System	2 South	4	10	48,900	1,890	62
Dept. of Purchases & Supply	2	3	160		7,781	95
Div. of Personnel	3, Rm. 302, 300	4	44,36	sal. & postage	1,215	108
<u>ABC BUILDING</u>						
Va. ABC Board	9	12	1,350		16,330	9,140
<u>BLANTON BUILDING</u>						
Ind. Comm. of Va.	4	5		27,000	15,690	10
<u>LIFE OF VA BUILDING</u>						
(911 East Broad Street)						
Va. State Travel Service	5	3	720	115,500	8,475	45

TABLE ONE (Con't)

Building & Agency	Floor	Employees	Sq. Ft. in Mailroom	Amt. Budgeted for Operation	Average Weekly Volun Total Cap. Sq. (sent & rec'd)(hand deliver)
State Council of Higher Ed. for Virginia	11	1	108	\$ 1,200	523
Dept. of Comm. Colleges	7	2	140		2,365
<u>9th STREET OFFICE BUILDING</u>					
Va. Dept. of Labor & Industry	3	3	700		4,194
Milk Commission	10, Rm. 1015	1	216	97.20	416
Air Pollution Control Board	11, Rm. 1106	1	128	16,000	856
Professional and Oc. Regis.	4	11	230	26,000	6,755
Statutory Research and Drafting					
Drug Abuse Council	9, Rm. 927	1	corner of open office		356
Dept. of Military Affairs		1	180	3,500	1,360
State Dept. of Ed.	8, Rm. 814		289	(See 1322-28 East Grace Street)	17
<u>203 NORTH GOVERNOR STREET</u>					
Dept. of Agriculture and Comm.		3	324	12,000	11,906
<u>703 EAST MAIN STREET</u>					
Va. Employment Commission	1, Rm. 7	7			26,810
<u>8th STREET OFFICE BUILDING</u>					
Va. State Board of Nursing	11, Rm. 1102	1	464	7,800	991
State Dept. of Ed.	3, Rm. 320		238	(See 1322-28 East Grace Street)	
ADP	B	2	64		710
					316

TABLE ONE (Con't)

Building & Agency	Floor	Employees	Sq. Ft. in Mailroom	Amt. Budgeted for Operation	Average Weekly Volur Total	Weekly Volur Cap. Sq. (sent & rec'd)/(hand deliv)
<u>SUPREME COURT BUILDING/STATE LIBRARY</u>						
Supreme Court of Va.	4	2	144	\$ 12,500	935	17
Va. State Library	Front & Back	3	429		3,920	25
<u>215 GOVERNOR STREET</u>						
Div. of Eng. and Buildings	Main	1	N/A	N/A	1,288	1,508
<u>1322-28 EAST GRACE STREET</u>						
State Dept. of Ed.	2, Rm. 210	8	1,080		27,554	3,985
<u>STATE CAPITOL BUILDING</u>						
Governor's Office	4	4	304		1,510	500
Statutory Reserach & Drafting	3	4	30	Gen. Budget	753	35
<u>MADISON BUILDING</u>						
Div. of State Planning & Community Affairs	11	2	190	17,752	3,545	86
Mental Hygiene & Hospitals	13, Rm. 1313	1	492	18,000	4,300	100
Health	LB	2	108	9,256	7,800	1,725
<u>PARHAM PARK</u>						
Div. of Justice & Crime Preven.	1	2			724	70

TABLE ONE (Con't)

Building & Agency	Floor	Employees	Sq. Ft. in Mailroom	Amt. Budgeted for Operation	Average Weekly Volu: Total	Cap. Sq. (sent & rec'd)(hand deliv)
<u>601 SPRING STREET</u> Welfare and Institutions	B	5	275		9,785	1,560
<u>3003 PARKWOOD AVENUE</u> Comm. for Vis. Handicapped	B	3	357	\$ 20,000	2,240	22
<u>4615 WEST BROAD STREET</u> Voc. Rehab.	3, Rm. 308	1	25	106.25	7,530	33
<u>2220 WEST BROAD STREET</u> Div. of Motor Vehicles	1	10	1,700	\$1,274,277.08	134,812	4,000
<u>MAIN HIGHWAY BUILDING</u> Highway Dept.	1, Main	5	751	135,400	89,507	750
<u>RICHMOND EOC</u> State Office of Civ. Def.				4,800	640	4
<u>ESKIMO PIE BUILDING</u> State Dept. of Ed.	4		64	(See 1322-28 East Grace Street)		
<u>9 NORTH 12th STREET</u> State Dept. of Ed.	1		120	(See 1322-28 East Grace Street)		

TABLE ONE (Con't)

Building & Agency	Floor	Employees	Sq. Ft. in Mailroom	Amt. Budgeted for Operation	Average Weekly Volu Total	Cap. Sp (sent & rec'd)/(hand deliv
<u>BLVD. & GROVE AVENUE</u> Va. Museum of Fine Arts	B, South Wing	3	385	\$ 15,000	105	41
<u>4010 WEST BROAD STREET</u> Comm. of Game and Inland Fisheries	1		225		16,010	135

It was initially hypothesized that there might be a substantial amount of postage stamped mail being delivered from one agency to another in the Capitol Square area. According to the respondents, however, this is not the case. Only 1,854 pieces of mail were reported as being sent within the Capitol Square area with postage; this is about one-half of one percent of the average weekly volume of mail sent each week. But it should be noted that some agencies were not able to provide this information, and some agencies probably under-reported this volume; for example, one agency which reported that all its mail to State agencies in the Capitol Square area was hand delivered does, in fact, send postage stamped mail in the area.

Costs and Manpower Required

It becomes somewhat difficult to talk about costs and manpower in the area of mail delivery for several reasons. Perhaps the most important one is that almost fifty-six (56) percent of the agencies did not respond to the question which asked for the amount budgeted for mail room operation. Some agencies responded that this funding was included in their administration or operations budget. Some smaller agencies replied that the operation was from a secretary's desk and that they did not budget for mail. Surprisingly, one of the major State agencies responded that "no specific amount" was budgeted for mail room operation. Of those agencies that did respond to questions of cost, some combined salaries and postage to arrive at a total. A very limited few, such as the Division of Motor Vehicles, began to approach anything like a detailed breakdown.

It is also difficult to talk about costs because of the problems involved in trying to determine what constitutes a delivery cost and what constitutes a handling cost. Agencies provided information on employees involved with the mail and on equipment used. Based on the responses, there are over one hundred (100) persons who are involved to one extent or another in delivering the mail; the time they spend on delivery ranged from one percent to one hundred (100) percent. Based on percentage of time spent delivering mail and annual salary, it was determined that about \$125,000 of money paid out in salaries each year by responding agencies was part of the cost of delivering the mail. This would be part of the total of \$1,813,106 that agencies reported they budgeted for mail room operations. This figure would undoubtedly be higher if more agencies had supplied requested information. It should also be noted that in responding to the question of mail room budgeting, some agencies included only postage, some included only salaries, and some included both. A more realistic budgetary esti-

mate for mail room operation would probably be around \$3,000,000, especially since annual postage costs were reported to be nearly \$2,000,000 (see Table Two).

Agencies also reported that they had over sixty (60) postage meters and over eighty (80) scales which were used in mailing operations. In addition, they had in lesser number such equipment items as mail openers, folding machines, addressograph machines, inserter machines, tying machines, tape dispensers, and mail carts. Some items were owned and some were leased; for the most part, leased items were postage meters. The purchase prices with depreciation allowed and the rental fees of this equipment would be a part of mailing cost.

TABLE TWO
POSTAGE AND EQUIPMENT COSTS

	<u>Annual Cost of Postage</u>	<u>Equipment Costs</u>
Office of Administration	\$ 70,000	\$ 9,000
Office of Commerce and Resources	329,000	48,000
Office of Education	167,000	34,000
Office of Finance	445,000	61,000
Office of Human Affairs	325,000	15,000
Office of Transportation and Public Safety	595,000	20,000
Other	<u>63,000</u>	<u>3,000</u>
Total	\$1,994,000	\$190,000

Note: Annual Costs are rounded to the nearest thousand and are the totals of sixty-eight (68) responses supplied by agencies. Equipment Costs are rounded to the nearest thousand and are the totals of fifty-two (52) responses supplied by agencies. "Other" includes State Board of Bar Examiners, Office of the Attorney General, Office of the Governor, the Supreme Court of Virginia, the Division of Statutory Research and Drafting (Division of Legislative Services), and the Division of War Veterans Claims.

Given the information supplied by respondents and the short time period allowed for the study, it was not possible to come up with truly accurate figures on the current costs of mail delivery. The reported budgeted figure of over \$1,800,000 contains some of the cost of delivery within it, but even this is not a total cost because of the incomplete responses. Even with more time, such information would be very difficult to gather. The subject of mail cost is a very complicated one. Not only must delivery costs be divorced from handling costs, but there are also hidden costs. It is not unusual for a runner to have to wait at a stop on his route while mail is prepared; this wait can be as long as ten minutes, and it has a cost. Part of that cost can be determined by computing from the runner's salary. But there are also costs which may not be easily measured. Mail already collected is slower being delivered when a runner has to wait. If a number of these waiting periods occur each day, the volume of mail which he is able to pick up and deliver is likely to decline. For this reason and because information available is far from complete, it becomes difficult to assign costs.

TABLE THREE
EMPLOYEES INVOLVED IN MOVING THE MAIL

	<u>Employees Delivering Mail</u>	<u>Employees Handling Mail</u>
Office of Administration	11	13
Office of Commerce and Resources	23	38
Office of Education	15	17
Office of Finance	25	20
Office of Human Affairs	11	16
Office of Transportation and Public Safety	15	34
Other	<u>5</u>	<u>9</u>
TOTAL	105	147

Problems and Potentials

The current system of mail delivery in State government has several apparent problems, but it also has potential to become an efficient operation. There appears to be needless duplication in the routes traveled, the number of messengers employed, and the number of mail rooms in each building. There are also problems at times involving hand delivery of mail with current methods used for transporting mail. When these problems occur because of heavy volume, they lead to an additional problem of slow delivery. And because delivery is at times slow and is not always reliable, the hand delivery system is not utilized to the fullest, and stamped mail ends up being sent around Capitol Square.

These problems may hold the potential for a better system which should be able to provide satisfactory service to State agencies. The majority of State agencies are located in the relatively confined area of Capitol Square; a hand delivery system should be able to provide rapid and reliable service within this core area. Duplication of routes occurs because there are a number of common destinations for mail. If pick-ups could be consolidated, routes could be reduced. And if pick-ups were consolidated, mail room locations might also be consolidated, and the number of runners might be reduced. The potential does exist for a better system, but it is unlikely that this potential will be realized until the responsibility for mail delivery is combined under one agency.

It should be realized, however, that there may be some problems with centralization and that, in some instances, the current system is functioning in an efficient manner. This efficiency appears more in the area of handling and sorting than it does in delivery. Agencies which have large volumes of incoming stamped mail, such as the Department of Taxation and the Division of Motor Vehicles, would probably have a great number of problems if all incoming mail were sent to a central location rather than to the agency mail room. Therefore, no blanket recommendation for consolidation is advanced here, since, in at least some instances, consolidation might only compound existing problems.

CHAPTER II. ALTERNATIVES TO THE PRESENT SYSTEM

Objectives of a State mail delivery system

The transfer of mail is one of the primary and, thus, one of the most important methods of communication among the various agencies of the Commonwealth. The effectiveness of State government, to a large extent, depends on the efficiency of communication. In order for communication to be efficient, its channels should speed that communication in a dependable manner and they should be adequate to handle all imposed volumes without duplicating links unnecessarily. A State mail delivery system should, then, provide rapid delivery, and reliable delivery; it should at all times be able to handle the volumes of mail adequately; and, it should accomplish these charges with the most minimal effort necessary. In the hopes of establishing such a system, certain recommendations follow in Chapter III.

Having considered the current state of the Commonwealth's mail delivery system in Chapter I, there are several alternatives to that system which might, if implemented, lead to improved efficiencies in the delivery of mail. Additionally, there are alternatives to current practices which could lead to improved efficiencies in the handling of mail.

Mail Delivery Alternatives

Within the Capitol Square complex, mail is now delivered by employees of a number of different agencies. (Thirty-eight respondents reported having delivery routes to other State agencies in Capitol Square.) Rather than continuing to allow each agency to operate in the independent fashion that now prevails, the number of employees involved in delivering the mail could be reduced by going to a completely centralized system. In this alternative, the responsibility for the delivery of mail between State agencies within the Capitol Square complex would be assigned to one single agency; the most logical agency would be the Department of Purchases and Supply. Their employees would be responsible for all mail delivery, both inter-agency and intra-agency, and other State agencies would not have any employees involved in delivering the mail.

As a second alternative, a system could be instituted which would be partially centralized and partially operated by the various State agencies that are currently delivering mail. The Department of Purchases and Supply would be responsible for the delivery of all inter-agency mail, while the several agencies would be responsible for their own intra-agency delivery of mail. This alternative should still reduce the total number of employees involved in delivering mail.

And as a third alternative, the current method of mail delivery could be retained with only limited consolidation. Agencies that now provide pick-up and delivery services to other agencies would continue to do so, and they would be available to provide that service to still more agencies; most likely these would be the smaller agencies. The reduction in the number of employees who deliver the mail probably would not be as great as it would under either of the other alternatives.

Whichever alternative might be chosen, it will be necessary to consider the number of stops that may be required on a particular route and the number of daily circuits that would have to be made of each route. These considerations would be influenced by volumes resulting from each agency and building; some decision would also have to be made about whether to separate packages from the rest of the hand delivered mail within Capitol Square, or whether all types of hand delivered mail would be picked up and delivered at the same time. The possibility of motorizing some routes rather than having them all traveled by runners would also have to be considered.

Outside the Capitol Square complex, but within the Richmond region, several agencies are now running individual motorized operations to deliver both inter-agency and intra-agency mail. An alternative here might be an agency route consolidation, in which one agency would add on the routes of another or others. By "piggy-backing" such routes, it should be possible to reduce the total number of trips now being made. Or it might be possible to work out one single route for the Richmond region which would encompass all stops now being made by agencies having routes in the region. This single route would then be operated by one agency, the Department of Purchases and Supply.

Deliveries to agencies or their sub-offices in all the various parts of the Commonwealth are now being handled by either the agency itself, the U.S. Postal Service, or by a private courier. There is no coordination in such deliveries, and each agency now makes its own decisions on how to handle the delivery of this mail autonomously. Alternatively, agency operations might be combined; where several agencies are now sending mail to the same area—Northern Virginia, for example—that mail might be sent under a single operation which could be operated either by one State agency or by a private delivery service. In this way, the number of trips and routes now being traveled should be reduced.

Post Office Utilization Alternatives

Finally, with respect to mail delivery, it was found that a number of agencies are now making post office pick-ups for mail coming in through the U.S. Postal Service, and also making individual deliveries to the post office of stamped, outgoing mail. It might be possible to have these various pick-up and delivery operations combined by building. One agency in the building would then pick-up from and deliver to the post office for all agencies in that building. Or, a single State agency could handle these external stamped mail pick-ups and deliveries for all agencies in the Capitol Square area. As a third alternative, it might be possible to have this delivery function removed from State operation entirely and have USPS pick-up and deliver stamped mail, either by building or to a central Capitol Square location.

Mail Handling Alternatives

Mail is currently handled on an individual agency basis for the most part; for this reason, there are numerous mail room operations which involve almost one hundred and fifty (150) employees in handling the mail. Mail rooms also occur with some frequency; one building has eight mail rooms located in it. Rather than have individual agencies operate mail rooms, they could be combined by building; with a central facility for each building, space allocated and employees involved in handling might be reduced. Some method of allocating cost to agencies would have to be determined, however. With such centralization, there might be some problems with incoming mail handling, especially with agencies that receive large volumes of incoming mail, such as the Department of Taxation. So, in some cases, separation of mail rooms which currently exist might be maintained.

With the introduction of mail rooms to serve individual buildings, the Postal Service's VIM (Vertical Improved Mail) system might be utilized; under the system, USPS employees would deliver and sort incoming mail for tenants of a building.

If further centralization were desired, a single central mail room could be established and operated by one agency for all the other agencies located in the Capitol Square area. Again, there would probably be problems which would have to be resolved concerning the handling of incoming mail for the larger agencies. One of the larger problems would be the allocation of agency costs.

A Mail Delivery System in a Neighboring State

In the neighboring State of North Carolina, the mail delivery system in the Capitol area operates on foot, utilizing four (4) runners who carry mail pouches. These runners make regular runs to eighteen (18) major agencies. Additionally, some agencies, such as the Offices of the Governor, the Attorney General, and the Auditor, and the Division of Motor Vehicles (which is located outside the Capitol complex), still have their own runners. Also, the Treasurer has bonded messengers. There are plans to consolidate this system with a new courier system which North Carolina has developed to serve areas outside Raleigh.

In October of 1972, North Carolina began operation of a courier system to deliver mail to agency field offices in thirteen (13) cities. This system, carrying correspondence primarily, provides overnight delivery of mail. When mail arrives in a city, it is distributed into lockable storage boxes where the agencies can pick it up the next morning.

This courier system was developed after a study was conducted by the Management Systems Division of the Department of Administration. Users of the system have been very pleased with the service provided and the system has been found to be operable at a lesser cost than would result from using the Postal Service. The Department of Purchases and Supply in Virginia has been in contact with North Carolina, and it is possible that some of the experience gained there might be put to use here.

CHAPTER III. INITIAL RECOMMENDATIONS

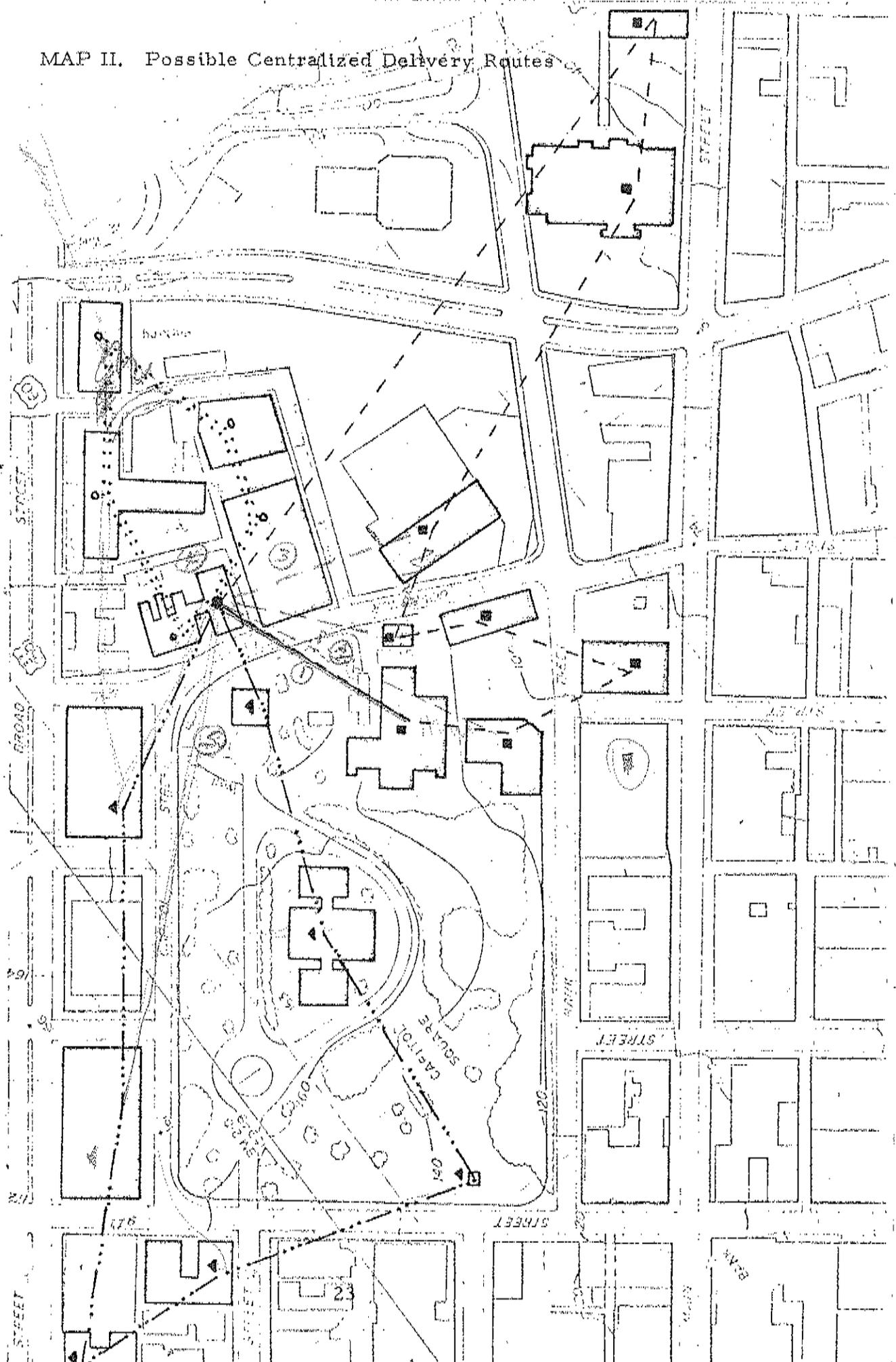
Creating a Mail Delivery System within Capitol Square

Under the current system of State mail delivery there are several inefficiencies which impose an unnecessary cost in time and effort. The quality of service provided varies from one agency to another; some agencies are served with same day delivery, while others have a two day delivery lag. Routes are duplicated unnecessarily, and time lags resulting from waiting for mail occur, along with other delays. Also, State agencies within the Capitol Square area are sending stamped mail to one another. A centrally operated hand delivery system should be able to deliver such mail more quickly and less expensively.

It is therefore recommended:

- i.
 - That regular routes with standard pick-up and delivery times be established and operated by the Department of Purchases and Supply. An example of such a route system is shown on the following page.
 - That runners involved in inter-agency movements be eliminated wherever possible (55 employees were reported as being involved in mail deliveries outside their agencies; it should be possible to greatly reduce this number; even though not all reporting agencies were located in Capitol Square, less than 10 people should be able to perform this delivery function; the number of people involved, however, will depend upon the amount of consolidating that is done).
 - That agencies in the Capitol Square area be prohibited from having their own inter-agency runners (agencies may keep intra-agency runners, where needed).
 - That agencies use interdepartmental envelopes wherever possible to reduce stationery costs.
 - That the transfer of existing personnel, who are now involved in mail delivery, to the Department of Purchases and Supply as a staff for a central delivery system be investigated (currently, one Clerk-Messenger B spends 100% of his time delivering mail for DMV, one Clerk-Messenger B spends 80% of his time for Engineering and Buildings, one Clerk B spends 70% of his time for the Department of Education, and two Clerk-Messengers spend 70% of their time for Welfare and Institutions).
 - That agencies be prohibited from making stamped postage mailings to other agencies within a designated Capitol Square area.

MAP II. Possible Centralized Delivery Routes



Improving Efficiencies in the System

Mail runners experience delays while waiting for mail to be readied for delivery. They also experience difficulty at times in handling the large volumes of mail with the equipment provided them. Personnel turnover at this level is rapid, and too many people are involved in delivering the mail.

It is therefore recommended:

- That agencies be required to establish mail boxes and that posted times be established for pick-up and delivery of mail; after the installation of these boxes, mail would no longer be picked up from a secretary's desk for inter-agency delivery.
- That mail runner salary levels be studied, taking into consideration: the desired qualities of self-reliance and the ability to perform with limited supervision; the importance of items handled by runners; and the turnover rate.
- That a better means of carrying mail—possibly using hand carts or motor vehicles—be implemented and that a study be made of the possibility of using uniforms so that messengers can be readily identified.

A System for Mail Delivery to Outlying Areas

A number of agencies now have established motorized routes in the Richmond area for the pick-up and delivery of agency mail. Some agencies also have routes to district or regional offices in other parts of the State, while others use the services of a private courier. Some of these routes share the same or near-by destinations, and it should be possible to merge or combine some of them and hopefully reduce the number of vehicles and employees involved in these operations.

It is therefore recommended:

- That involved agencies meet to discuss and develop joint or "piggy-back" motorized runs for mail delivery in the Richmond area.
- That the feasibility of establishing a mail pick-up and delivery service for agency mail going to other areas of the State outside the Richmond area be investigated, and that the advantages found in a State operated system for this service be compared to the advantages to be found in a private carrier operated system.



Increased Use of U. S. Postal Service

There are some services available from USPS which might result in savings and which should result in increased efficiency. If these available services were taken advantage of, State employees would be freed to devote their time to other efforts.

It is therefore recommended:

- That agencies in the Capitol Square area establish central mail drops wherever possible for outgoing stamped mail, since the Post Office provides pick-up for volumes in excess of 3,000 first-class pieces per day.
- That agencies sharing the same building investigate the feasibility of establishing a VIM system with delivery and sorting of incoming mail to be provided by the Post Office.

Mail Handling within Capitol Square

With agencies sharing buildings and many agencies operating their own mail room or rooms, there are several State-owned buildings that have three or more mail rooms. If these rooms could be consolidated, less space might be needed and the number of employees involved in mail handling might be reduced. Some mail room equipment pieces could possibly be eliminated also.

It is therefore recommended:

- That, whenever practical, agency mail rooms be combined. (As a test of the feasibility of such consolidation, the Ninth Street Office Building and the Madison Building could be used as pilot buildings with one or perhaps two mail rooms established in each building.)

Coordination of State Mail Services

As State agencies increase in size, or are created in new legislation, or move their physical locations, the demands on whatever mail system finally is established will change. It will be necessary to make system modifications and to monitor the system to insure a high level of service and client agency satisfaction. Also, new or improved technology may bring changes, and the system should stay abreast of them.

It is therefore recommended:

- That a standing committee of seven members be established with a revolving membership to be composed of State agency people responsible for mail services, and that the function of this committee be to discuss common problems and

possible solutions to them; that the Department of Purchases and Supply have a permanent member and that each Office of the Cabinet have a member.

- That this committee be chaired by a representative from the Department of Purchases and Supply, and that, among its other duties, it begin to gather and maintain information on mail system costs.
- That the Department of Purchases and Supply in consultation with the standing committee be responsible for implementing these recommendations and for establishing target dates for implementation.
- That the position of State Mail Supervisor be created in the Department of Purchases and Supply to be responsible for management and evaluation of the mail system; and that such person have knowledge of systems analysis.

APPENDICES

APPENDIX A

MAIL DELIVERY QUESTIONNAIRE

Please answer the following questions as clearly and completely as possible. A logical estimate will suffice as an answer where exact information is not known.

Please do not leave any question unanswered. If a particular question is not applicable to your agency's operation, please signify N.A. (not applicable).

If additional space is needed for any question, list that question number on letter paper and attach it to the back of the questionnaire.

Please write or print clearly.

Your cooperation in responding to this questionnaire is appreciated.

MAIL DELIVERY QUESTIONNAIRE

Agency Name _____

Division Name _____

Name of Respondent _____

Date of Response _____

Mail Volume

- Please fill out the following table which will provide information about mail volume.

Mail	Letters	Manila Mailers	Packages
Average weekly volume sent (total)			
Average weekly volume received (total)			
Total average weekly volume			
Weight of total average weekly volume (lbs.)			
Average weekly volume of hand delivered mail			
Average weekly volume of stamped mail sent to:			
State agencies in Capitol Square area			
State agencies in Richmond area*			
State agencies outside Richmond area			
Other			
Cost of mail sent by private courier, such as United Parcel or American Courier			
Cost of mail sent by agency's own motor carrier			
Postage cost for mail sent to State agencies in Capitol Square area			
Total Cost of Postage for all mail sent by U.S. Postal Service			

* Includes City of Richmond, Chesterfield County and Henrico County.

Mail Routing

5. Please fill in the following table which will provide information about mail routing.

Route No. _____

	Delivery Route (s) within Agency	Delivery Route (s) to Other State Agencies: Capitol Sq. Area Richmond Region Other		
Number of Stops				
Number of Daily Circuits				
Time Required to Make one Circuit				
Route No. _____				
Number of Stops				
Number of Daily Circuits				
Time Required to Make one Circuit				
Route No. _____				
Number of Stops				
Number of Daily Circuits				
Time Required to Make one Circuit				
Route No. _____				
Number of Stops				
Number of Daily Circuits				
Time Required to Make one Circuit				

6. Please provide a map or describe verbally the internal and external delivery routes.

7. Are there any areas of the State outside of the Richmond region to which your agency sends a large volume of mail?

YES _____ NO _____

If yes, please specify which area (s) and how this volume of mail is now sent.

8. On the average, how long does it now take mail which goes from your mailing station through the State mail delivery system to reach a destination in the Capitol Square area?

Delivery same day as mailed _____
One day delivery _____
Two day delivery _____
More than two days _____

9. Does your agency send any mail which requires special handling, such as high priority/rush delivery, or protective handling (for drugs, radioactive materials, etc.)?

YES _____ NO _____

If yes, please specify in detail and indicate whether such special handling is provided by the State mail delivery system or the U.S. Postal Service system.

Personnel and Equipment

10. Please fill out the following chart to provide information about the employees at your mailing station(s) who handle the mail in your agency.

Position Title	Salary	% of time spent delivering mail		% of time spent handling & sorting mail	Other Duties
		Within Agency	Outside Agency		

11. How many employees were employed at the mailing station(s) of your agency to handle the mail in 1964-65? _____
 1970-71? _____
 1971-72? _____
 1972-73? _____

12. Please fill out the following chart which will provide information on mail delivery services provided.

Service you provide to other State agencies	No.	Name of Agency	Service Provided (Check One)			% of Mail Volume Handled by your agency
			Pick-Up	Delivery	Both	
Service you provide to other State agencies	1					
	2					
	3					
	4					
	5					
Service you receive from other State agencies	1					
	2					
	3					
	4					
	5					

13. Please fill out the following chart which will provide information on equipment. (List all equipment and list each item separately.)

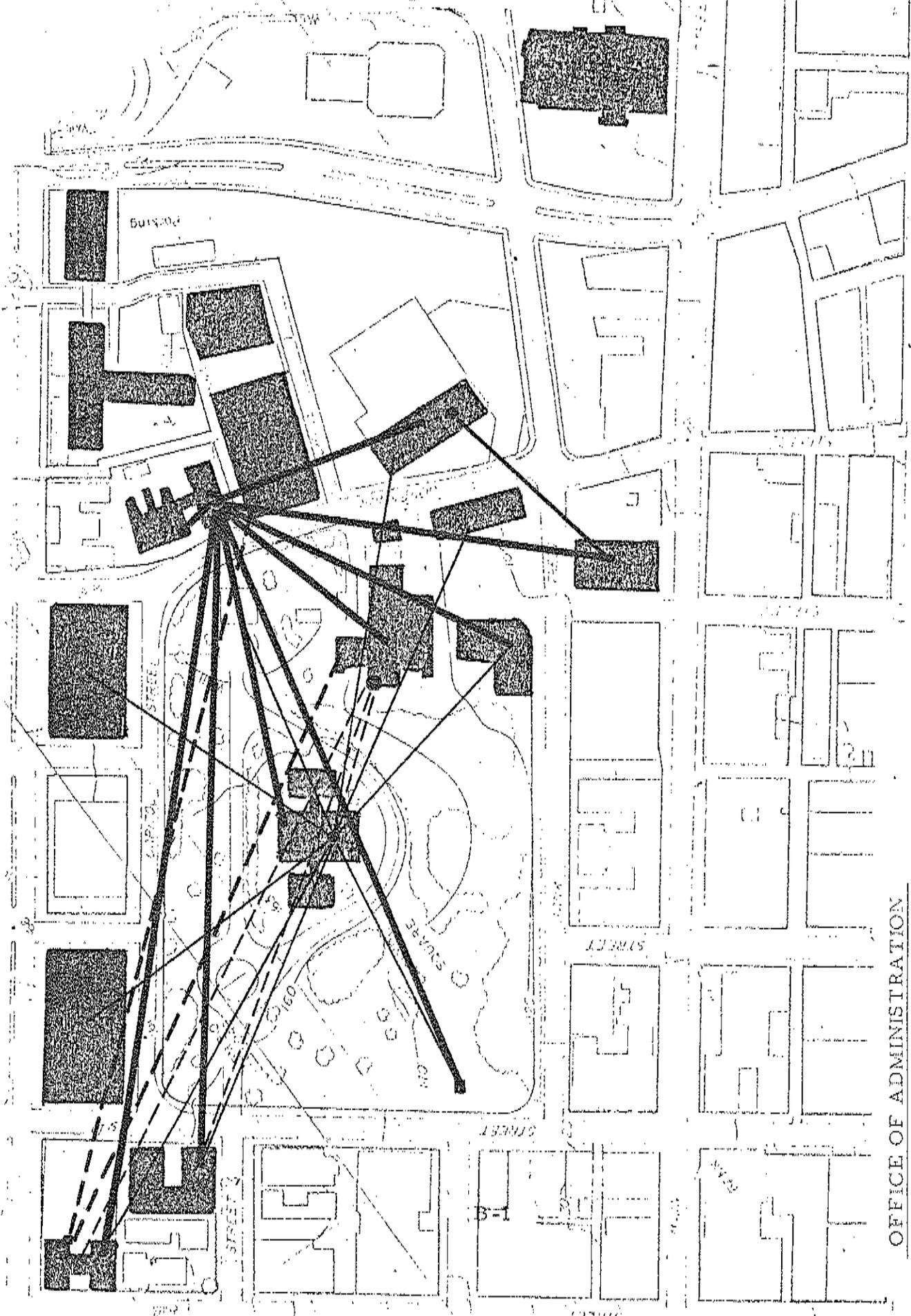
Name of Equipment Item	Purchase Price if Owned	Rental Fee if Leased	Age of Equipment
	\$	\$	

14. Please fill out the following chart which will provide information on the mail room facility.

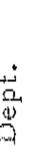
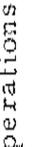
Mail Room (s) Operated by Your Agency	Location: Building & Floor	Square Footage	Amount Budgeted for Operation
1			\$
2			
3			
4			
5			

Appendix B shows which agencies (of those that supplied such information) have mail deliveries to which buildings in the Capitol Square complex. The lines do not indicate routes since respondents, with one or two exceptions, did not provide routes taken. Additionally, these maps show nothing about mail delivery movements within individual buildings. What they do indicate is that there is a good deal of duplicate service to buildings in the Capitol Square area. Considering that some of these trips are made as often as four times a day, the amount of duplication is even greater.

APPENDIX B
Mapping of Mail Deliveries



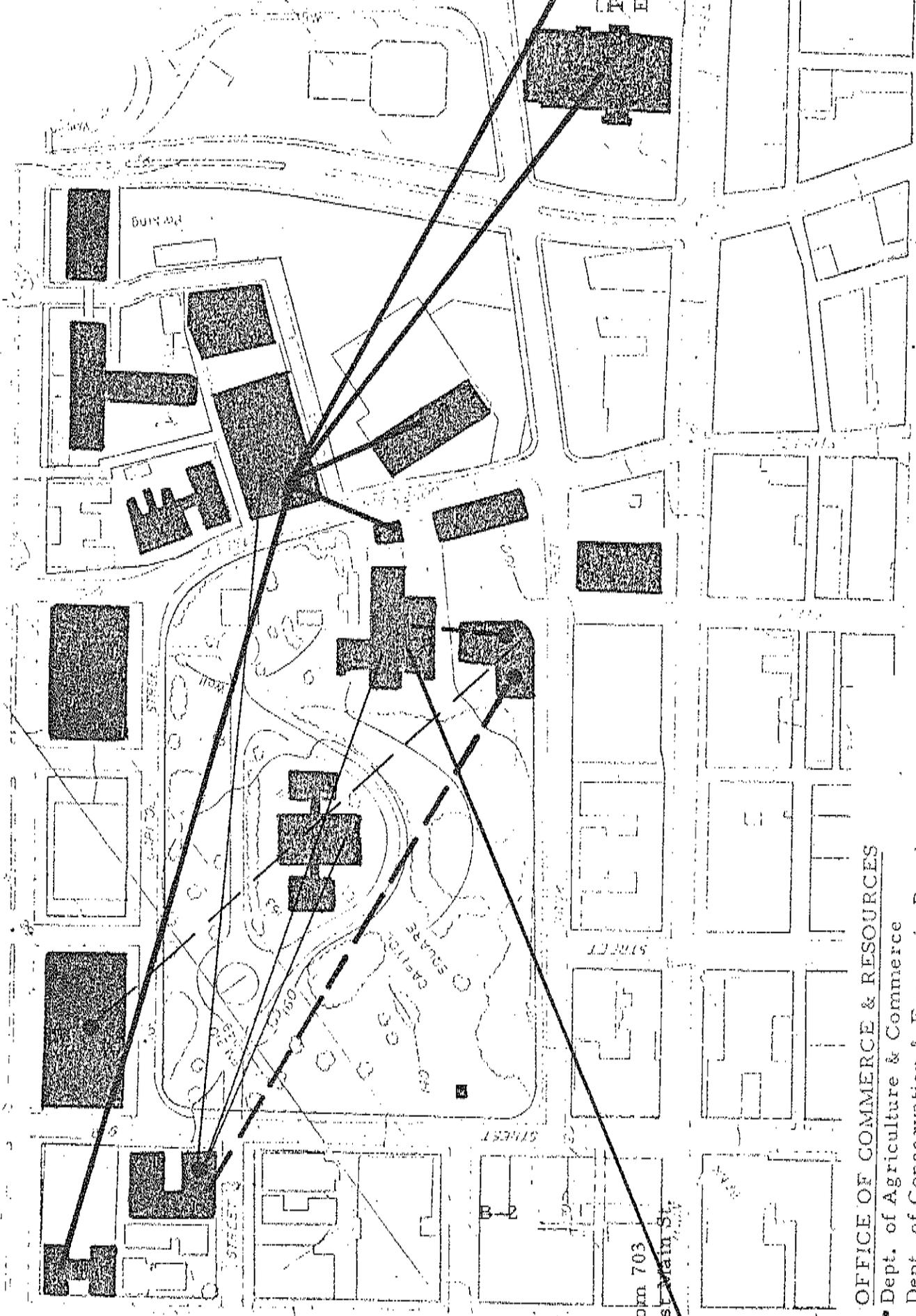
OFFICE OF ADMINISTRATION

- ADP-Operations Dept. 
- Division of Eng. & Bldgs. 
- Div. of Personnel 
- DSPCA 
- Governor's Office 

APPENDIX B
Mapping of Mail Deliveries

To: Mr. E. S.

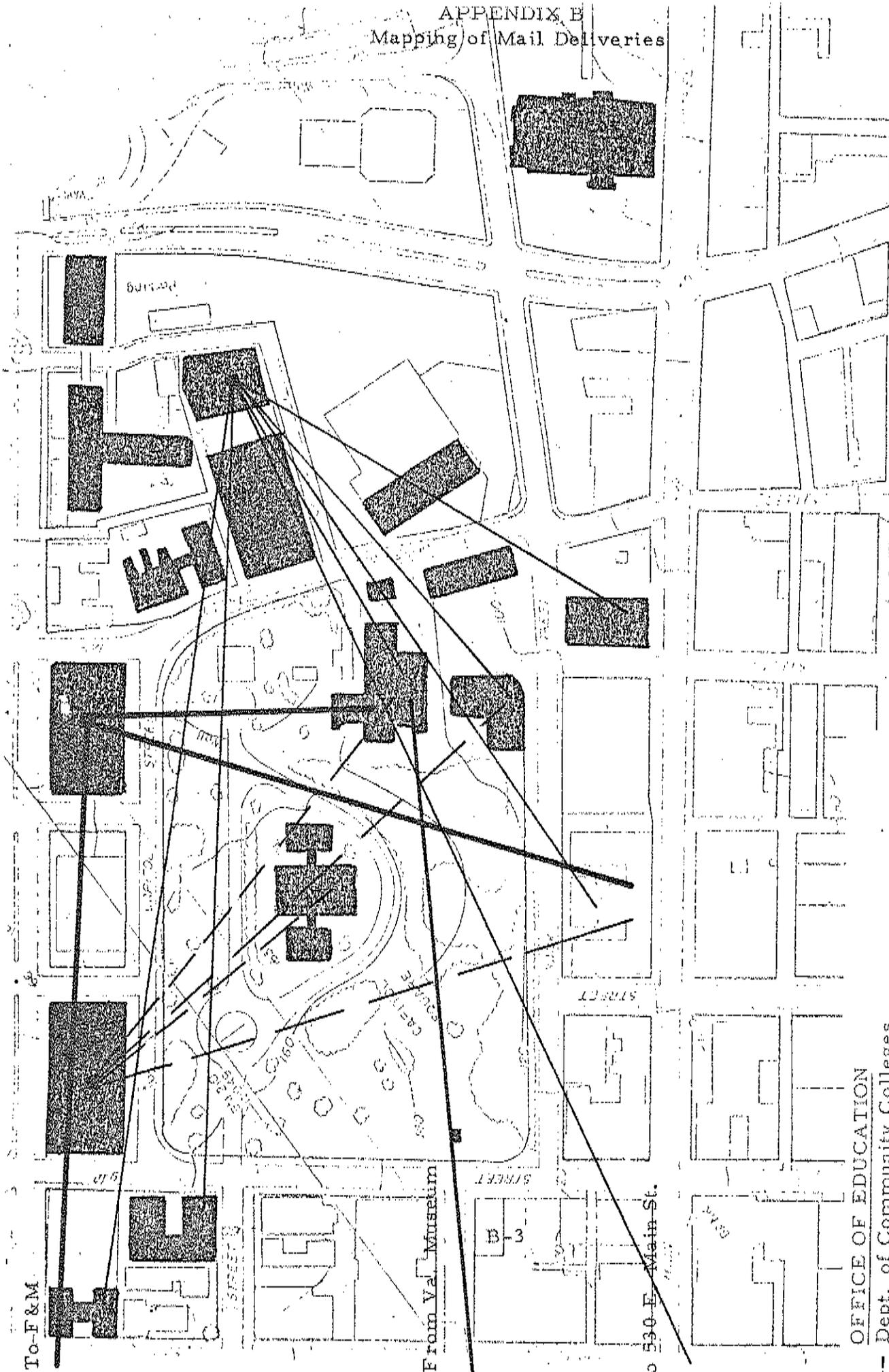
From 703
East Main St.
7/1/41



OFFICE OF COMMERCE & RESOURCES

- Dept. of Agriculture & Commerce
- Dept. of Conservation & Economic Development
- Div. of Admin.
- Div. of Parks
- Va. State Travel Service
- Milk Commission

APPENDIX B
Mapping of Mail Deliveries

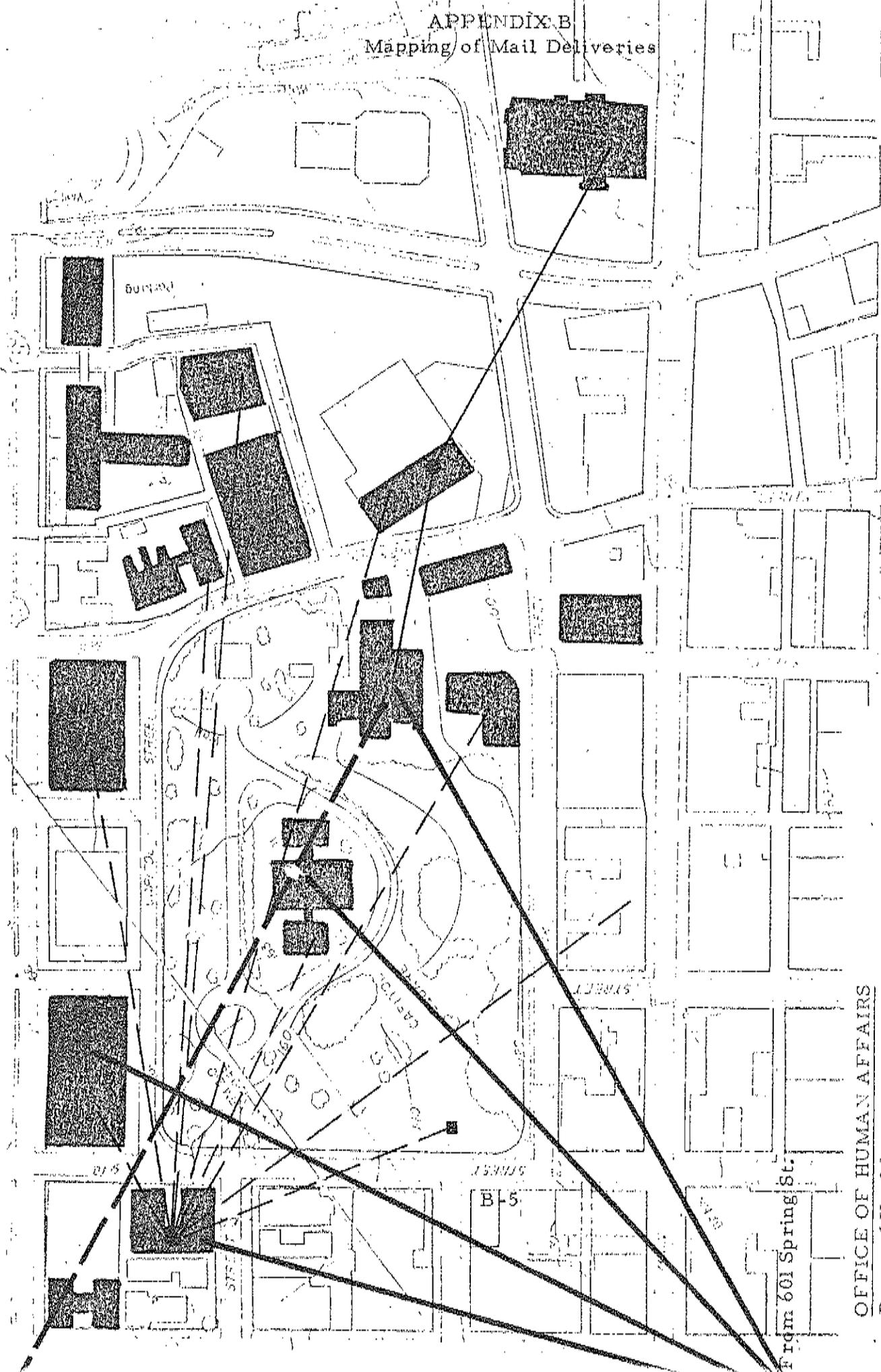


OFFICE OF EDUCATION

- Dept. of Community Colleges
- Dept. of Education
- Va. Museum
- Va. State Library

APPENDIX B
Mapping of Mail Deliveries

From 4615 W. Broad St.



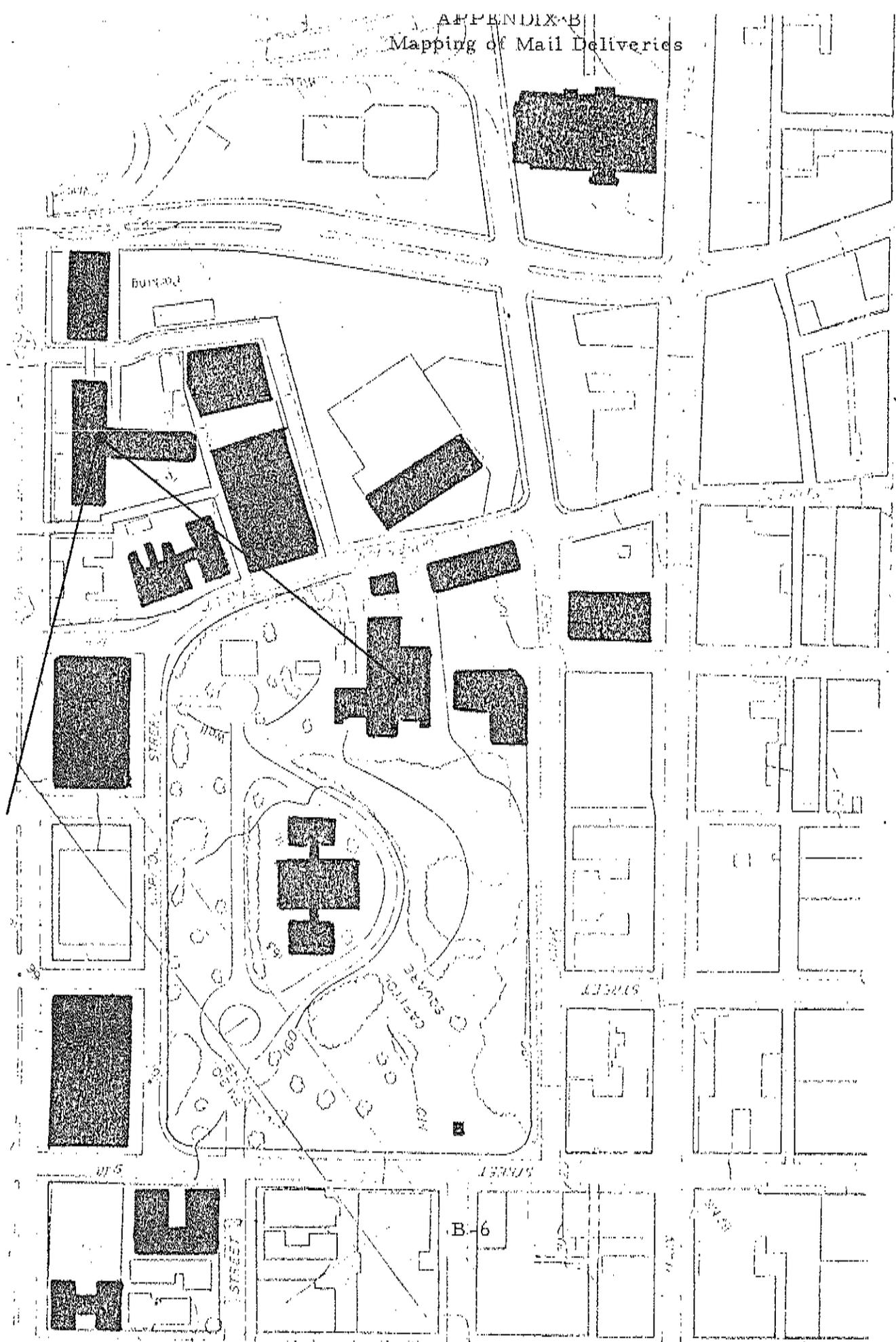
- OFFICE OF HUMAN AFFAIRS
- Dept. of Health
 - ▨ Dept. of Voc. Rehab.
 - ▩ Dept. of Welfare & Institutions
 - - Div. of Drug Abuse Control

From 601 Spring St.

B-5

APPENDIX B
Mapping of Mail Deliveries

To Federal Building



OFFICE OF TRANSPORTATION & PUBLIC SAFETY

— Highway Dept.

APPENDIX C
Mail System Employees by Title, Salary, and Workload

Agency Name	Position Title	Annual Salary	% of Time Spent in Delivering Mail	% of Time Spent in Handling Mail
Board of Elections	2 Clerk-Typ.	\$11,332	10%	10%
Governor's Office	Secretary	\$8,784	None	80%
	Secretary	\$7,344	None	80%
	Clerk-Steno D	\$6,144	None	100%
	Clerk-Mess.	\$6,360	100% (sic)	100% (sic)
Office of the Att. General	Clerk C	\$6,400	None	20%
State Board of Bar Examiners	Secretary	\$525/mo.	5%	5%
Supreme Court of Virginia	Mail Clerk & File Clerk	\$7,080	25%	25%

OFFICE OF ADMINISTRATION

Agency Name	Position Title	Annual Salary	% of Time Spent in Delivering Mail	% of Time Spent in Handling Mail
Div. of Automated Data Processing (Operations Dept.)	Clerk-Mess.	\$4,320	60%	40%
	Clerk-Mess.	\$4,512	20%	80%
Div. Eng. & Bldg.	Clerk-Mess. B	\$4,704	80%	15%
Div. of Justice & Crime Prevention	Clerk-Steno B	\$5,160	None	30%
	Clerk-Mess.	\$4,512	40%	None
Div. of Personnel	Clerk B	\$4,128	22%	78%
	Clerk B	\$4,128	12%	None
	Clerk B	\$5,400	None	15%
	Clerk-Typ. B	\$4,320	None	10%
Div. of State Planning & Community Affairs	Clerk-Mess. B	\$4,128	18%	15%
	Clerk-Mess. B	\$4,128	18%	15%
Gov. Council on the Environment	Confidential Sec.	\$7,000	2%	10%
Statutory Research & Drafting	Clerk-Mess.	not given	None	None
	Office Manager	not given	None	10%
	Ass. Office Man. (2)	not given	10%	5%

OFFICE OF COMMERCE AND RESOURCES

Agency Name	Position Title	Annual Salary	% of Time Spent in Delivering Mail	% of Time Spent in Handling Mail
Comm. of Game & Inland Fisheries	Offset Dupl. Mach. Operator A	\$6,432	35%	10%
	Clerk-Typ. B	\$4,320	None	10%
Comm. of Outdoor Recreation	Clerk-Steno C	\$5,640	None	1%
Dept. of Agriculture & Commerce	Offset Dupl. Mach. Operator A	\$6,144	25%	25%
	Offset Dupl. Mach. Operator A	\$4,920	25%	25%
	Clerk-Mess. B	\$4,320	50%	50%
Dept. of Conservation & Economic Development Administration	Clerk-Steno B	\$6,144	3%	5%
Va. St. Travel Ser.	Clerk D Mailroom Supervisor	\$8,400	None	20%
	Clerk-Mess. B	\$4,128	1%	60%
	Clerk-Mess. B	\$4,128	1%	None
Division of Parks	Clerk-Steno C	\$5,640	None	25%
	Clerk-Typ. B	\$4,920	18%	50%
Div. of Ind. Dev.	Clerk-Mess. B	\$4,128	10%	40%
Professional & Occu. Registration	Offset Dupl. Mach. Operator A	\$4,920	3%	1%
	Offset Dupl. Mach. Operator B	\$5,400	None	5%
	7 Clerk-Typ. B	\$4,512	None	1%
	Clerk D	\$7,032	None	1%
	Asst. Director	\$15,000	None	1%

Agency Name	Position Title	Annual Salary	% of Time Spent in Delivering Mail	% of Time Spent in Handling Mail
State Air Pollution Control Board	Clerk-Mess. B	\$4,512	15%	50%
State Milk Comm.	Clerk-Steno C	\$5,400	4%	4%
State Water Control Board	Clerk-Mess.	\$4,704	25%	40%
	Clerk-Steno	\$2.50/hr.	None	50%
	Clerk-Steno	\$5,880	None	60%
	Clerk-Typ.	\$5,160	None	20%
	Clerk-Typ.	\$1.75/hr.	None	20%
Va. Board of Dentistry	Clerk-Steno C	\$5,640	None	4%
Va. Board of Funeral Directors & Embalmers	Clerk-Typ.	\$6,432	None	fractional
	Clerk-Typ. (p. t.)	\$1.65/hr.	None	fractional
Va. Dept. of Labor & Industry	Clerk C	\$6,432	1%	20%
	Clerk C	\$5,640	1%	15%
	Clerk B	\$4,512	20%	None
Va. Employment Comm.	Clerk C	\$6,432	10%	10%
	Clerk-Mess. B	\$4,320	35%	10%
	4 Clerk-Mess. B	\$4,320	45%	None
	1 Clerk-Mess. C	\$6,432	10%	None
Va. State Board of Nursing	Clerk-Typ. C	\$560/mo.	None	2%

OFFICE OF EDUCATION

Agency Name	Position Title	Annual Salary	% of Time Spent in Delivering Mail	% of Time Spent in Handling Mail
Commission of the Arts and Humanities	Confidential Sec.	\$8,040	None	6%
State Council of Higher Education for Va.	Clerk B	\$4,512	50%	20%
State Dept. of Ed.	Storekeeper Supervisor B	\$6,720	None	15%
	Clerk D	\$5,880	25%	60%
	Clerk C	\$5,880	40%	60%
	Clerk B	\$5,400	70%	30%
	Clerk-Mess. B	\$4,512	22%	78%
	Clerk B	\$2.10/hr.	5%	70%
	Clerk B	\$1.95/hr.	5%	70%
	Clerk B	\$2.10/hr. (30 hrs. wk.)	50%	50%
Va. Dept. of Community Colleges	Clerk-Mess.	\$4,512	43%	40%
	Assistant Clerk Messenger	\$2,500	43%	40%
Virginia Museum of Fine Arts	Clerk-Mess. B	\$4,920	25%	50%
	Clerk-Mess. B	\$4,920	50%	25%
	Offset Dupl. Mach. Operator B	\$5,880	None	25%
Virginia State Library	Clerk C	\$5,640	11%	89%
	Clerk B	\$5,400	3%	25%
	Clerk-Typ. B (p. t.)	\$2,152	7%	None

OFFICE OF FINANCE

Agency Name	Position Title	Annual Salary	% of Time Spent in Delivering Mail	% of Time Spent in Handling Mail
Compensation Board	Clerk C	\$5,640	1%	1%
	Clerk-Steno C	\$5,880	None	8%
Dept. of Accounts	Clerk C	\$5,640	10%	60%
Dept. of Purchases and Supply	Storekeeper Supervisor A	\$6,144	40%	55%
	Clerk-Mess. B	\$4,128	25%	10%
	Mess. (p. t.)	\$2,600	5%	60%
Dept. of Taxation	Clerk-Mess. B	\$5,400	10%	60%
	Clerk-Mess. B	\$4,320	10%	60%
	Clerk-Mess. B	\$4,128	10%	60%
	Clerk-Mess. B	\$4,128	10%	60%
	Clerk C	\$5,640	10%	60%
	Clerk B	\$4,128	10%	60%
	Clerk-Steno B	\$5,880	10%	60%
Industrial Commission of Virginia	Bailiff	\$7,032	9%	40%
	Bailiff	\$8,400	None	25%
	Clerk D	\$7,680	None	12%
	Clerk-Typist B	\$5,640	None	12%
	Clerk-Steno A	\$2,064	2%	None
Virginia ABC Board	3 Clerk-Messenger C	\$4,920 6,432	6%	None
	4 Clerk-Typ. B	\$4,320 5,640	6%	None

Agency Name	Position Title	Annual Salary	% of Time Spent in Delivering Mail	% of Time Spent in Handling Mail
	3 Clerk-Typ. B	\$4,320 5,640	6%	None
	1 Clerk C	\$4,920 6,432	6%	None
Virginia Supplemental Retirement System	Clerk-Typ. C	\$5,640	None	1%
	Retirement Trust Fund Officer	\$12,528	None	1%
	Clerk-Typ. C	\$5,400	None	1%

OFFICE OF HUMAN AFFAIRS

Agency Name	Position Title	Annual Salary	% of Time Spent in Delivering Mail	% of Time Spent in Handling Mail
Comm. of Children & Youth	Secretary	\$5,400	None	5%
Comm. for Visually Handicapped	Utility Service For.	\$5,400	20%	15%
	Dupl. Mach. Operator A	\$5,160	20%	15%
	Utility Sermn.	\$2.80/hr.	40%	60%
Drug Abuse Control	Clerk-Mess. B	\$4,320	31%	31%
DW&I Probation & Parole Board	Clerk-Steno C	\$6,720	None	25%
	Clerk-Steno D	\$7,032	None	25%
Health	Clerk-Mess. B (Truck)	\$4,128	53.1%	15.65%
	Clerk-Mess. B (Building)	\$4,128	31.25%	37.5%
Mental Hygiene & Health	Offset Dupl. Operator A	\$4,920	45%	40%
Voc. Rehab.	Clerk-Mess.	\$4,704	13%	25%
Welfare & Institutions	Purchases & Stores Supv.	\$10,032	None	10%
	Storekeeper Supv.	\$6,432	None	25%
	Storekeeper Ass.	\$4,920	10%	30%
	Clerk-Mess.	\$4,128	70%	25%
	Clerk-Mess.	\$4,128	70%	25%

OFFICE OF TRANSPORTATION AND PUBLIC SAFETY

Agency Name	Position Title	Annual Salary	% of Time Spent in Delivering Mail	% of Time Spent in Handling Mail	
Dept. of Military Affairs	Offset Dupl. Mach. Operator A	\$5,640	6%	50%	
	Clerk D	\$7,344	None	50%	
Div. of Motor Vehicles	5 Clerk B	\$23,520	30%	70%	
	17 Clerk B	\$79,968	None	100%	
	Clerk-Mess. B	\$5,880	100%	None	
	Clerk-Mess. B	\$5,880	50%	50%	
	Highway Department	Clerk D	\$7,032	20%	20%
		Clerk C	\$5,400	None	40%
		Clerk B	\$5,400	60%	40%
Clerk B		\$4,512	10%	40%	
Clerk B		\$2.00/hr.	40%	40%	
Clerk-Mess. B		\$4,920	50%	50%	
Highway Department	Clerk-Mess. B	\$4,128	None	50%	
	Clerk-Mess. B	\$2.00/hr.	40%	40%	
	Clerk-Mess. A	\$1.70/hr.	50%	50%	