

**D**

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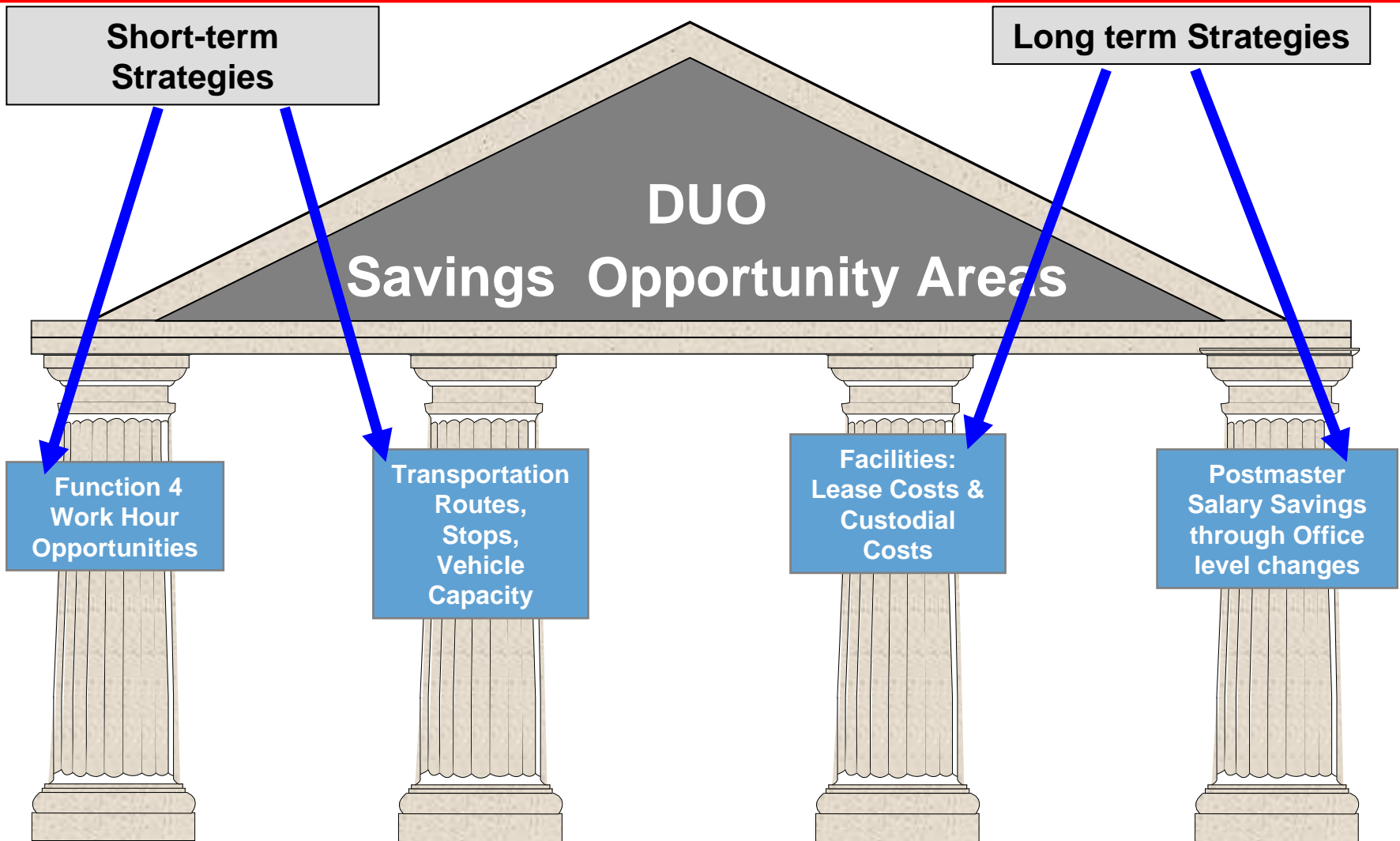
**O**

# Delivery Unit Optimization

Management Association Briefing  
June 22, 2010

Delivery Unit Optimization (DUO) is a cross functional effort to streamline Delivery and Post Office Operations.

By identifying savings opportunities in operations we better position our offices for current success and future change.



## **Savings Opportunity Areas:**

- ❑ **Function 4 Operations**
  - Complement
- ❑ **Office Level (Postmaster/EAS)**
- ❑ **Facilities**
  - Lease
  - Custodial
- ❑ **Transportation**
  - Trips/Frequency

## Potential Costs:

- ❑ Function 2 Operations
  - Travel Time
- ❑ Office Level (Postmaster/EAS)
- ❑ Facilities
  - Additional Parking
  - Minor Building Modifications
- ❑ Transportation
  - Re-negotiated Contracts/Vehicle Capacity



# DUO

## Choosing Candidate Offices

Post Offices  
Within 10 to 15  
Mile Radius of  
the Hub Office

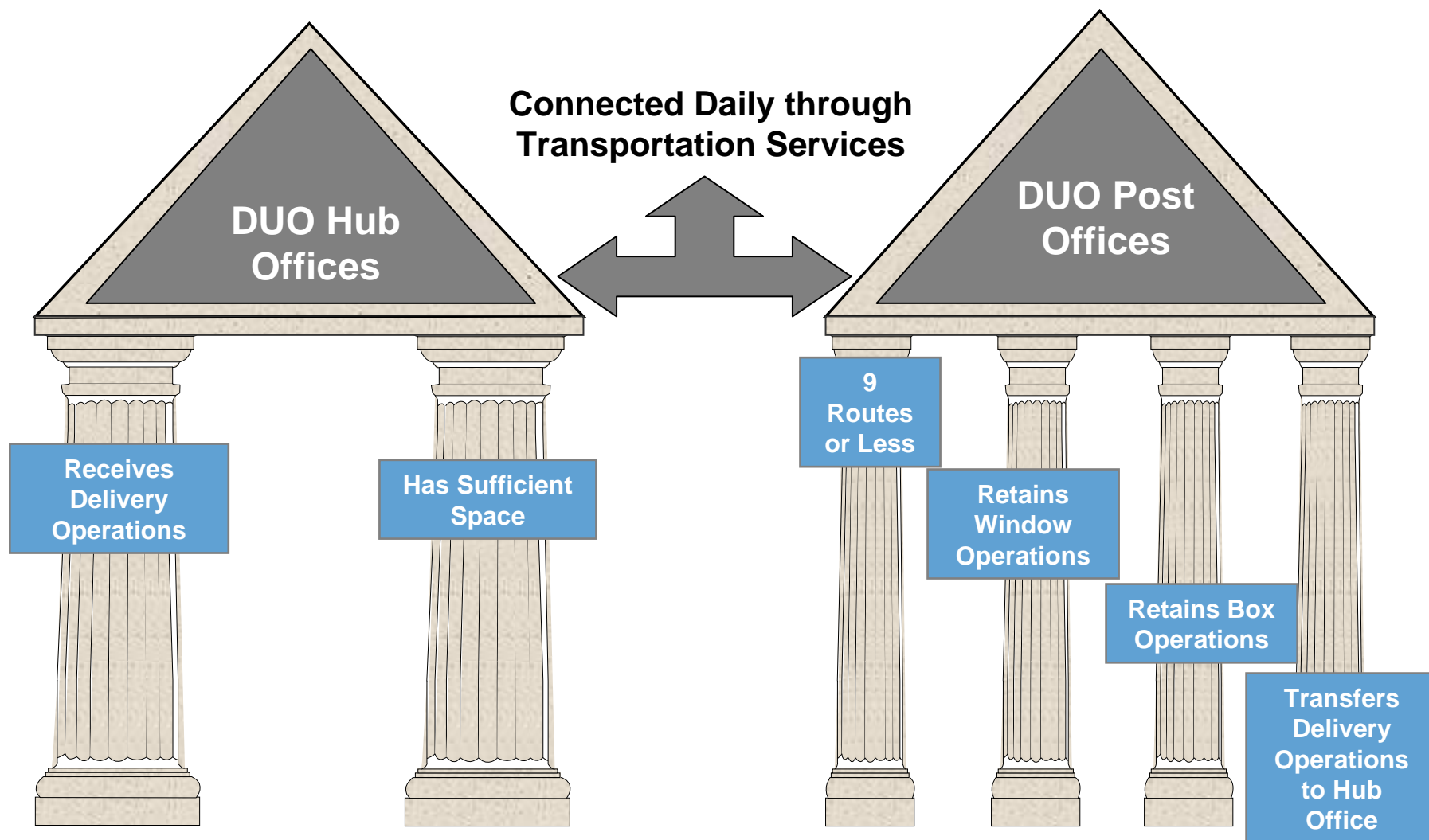
Serviced by  
the same  
Processing  
Facility

Sufficient  
Excess  
Workspace in  
Hub Office

Current Staffing  
EAS/Craft

## **Candidate Offices:**

- ❑ Grouping of post offices within 10-15 mile radius
- ❑ Serviced by the same processing facility
- ❑ Facility Capacities
  - Excess workspace in at least 1 office
  - Sufficient parking
- ❑ Current Staffing
  - EAS/Craft





## **Candidate Offices (cont'd):**

### **□ “Hub”**

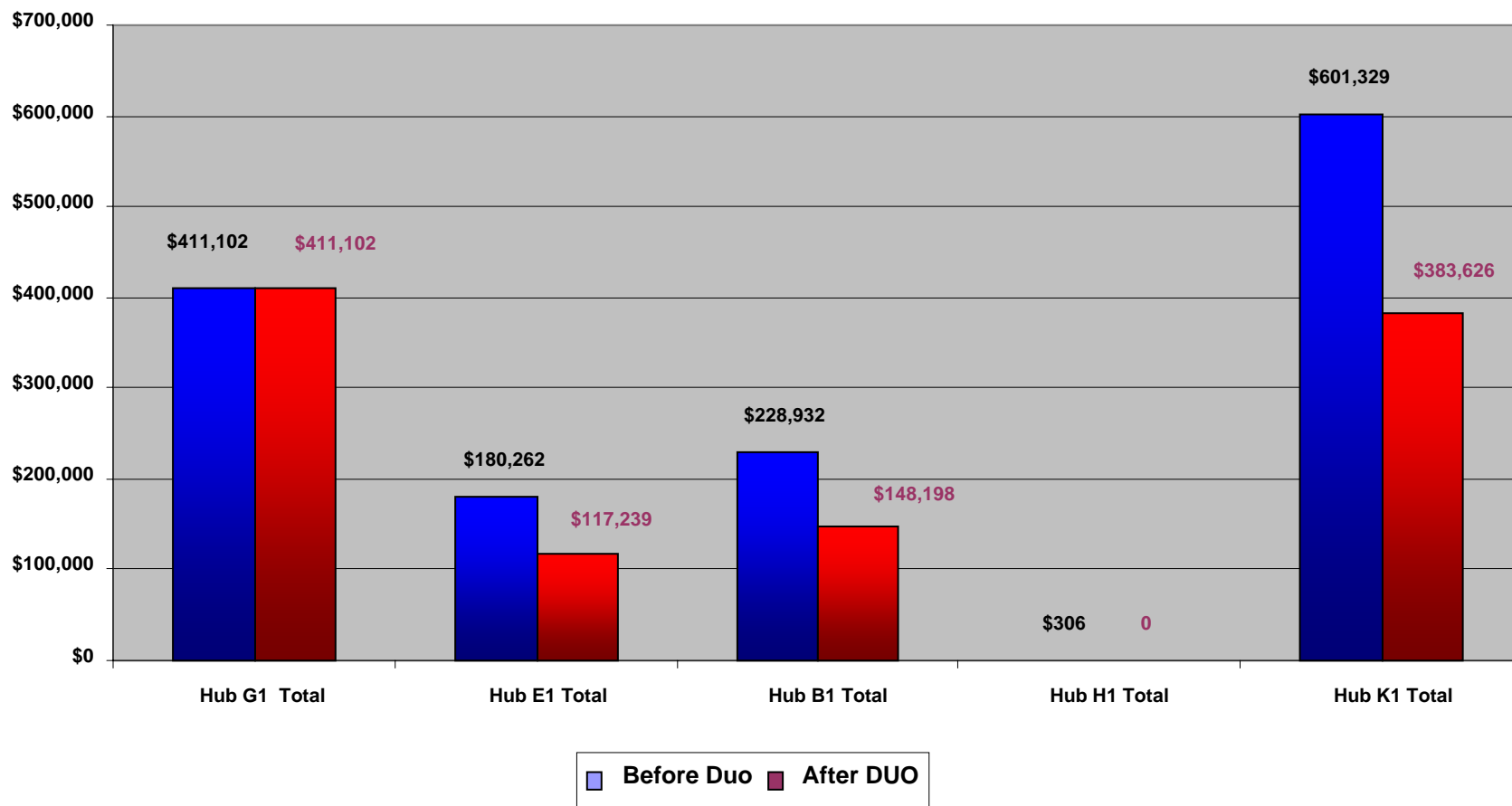
- Receives delivery operations

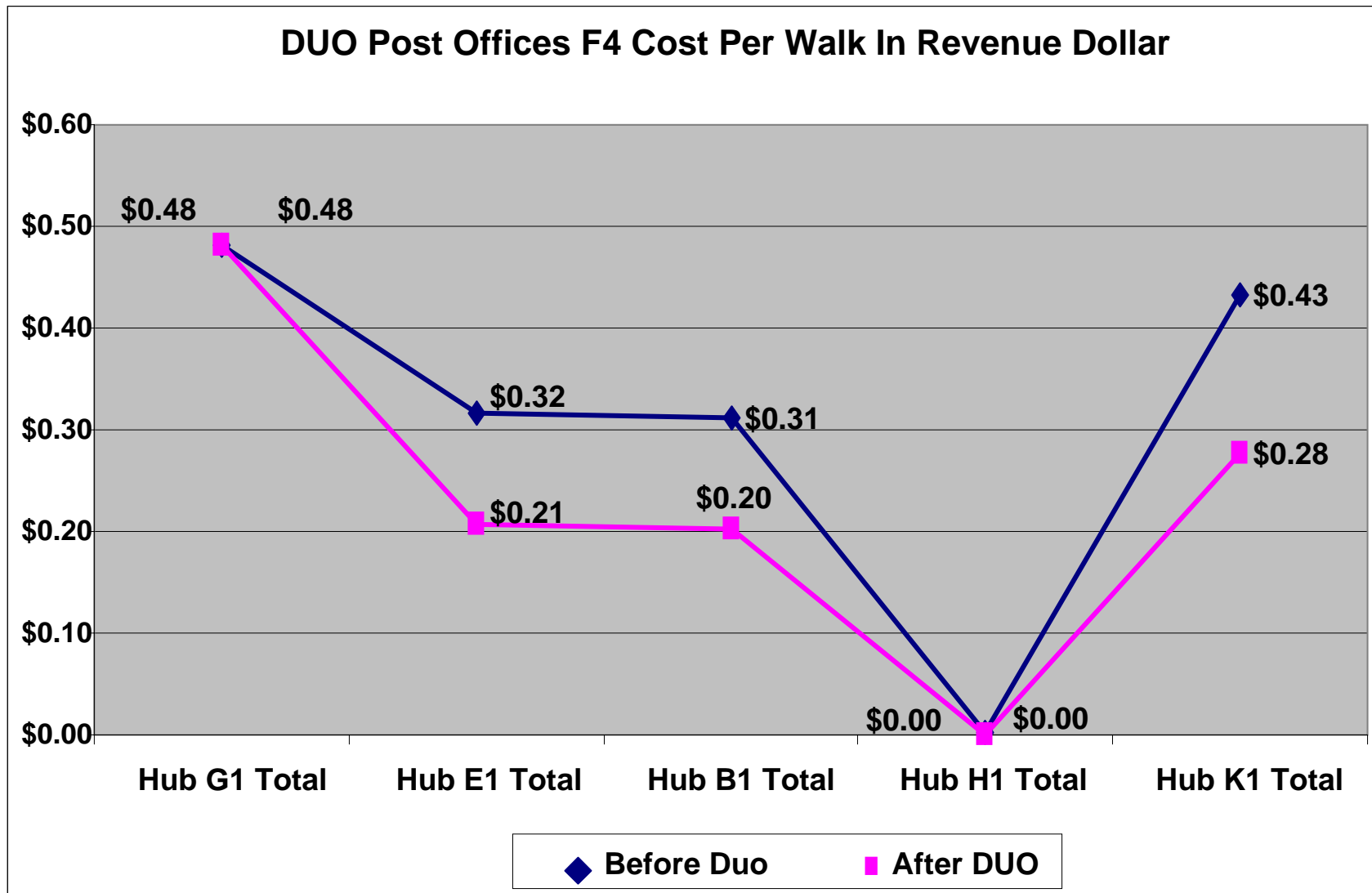
### **□ “Post Offices”**

- 9 routes or less
- Transfers delivery operations to parent office
- Retains retail window operations
- Retains post office box operations

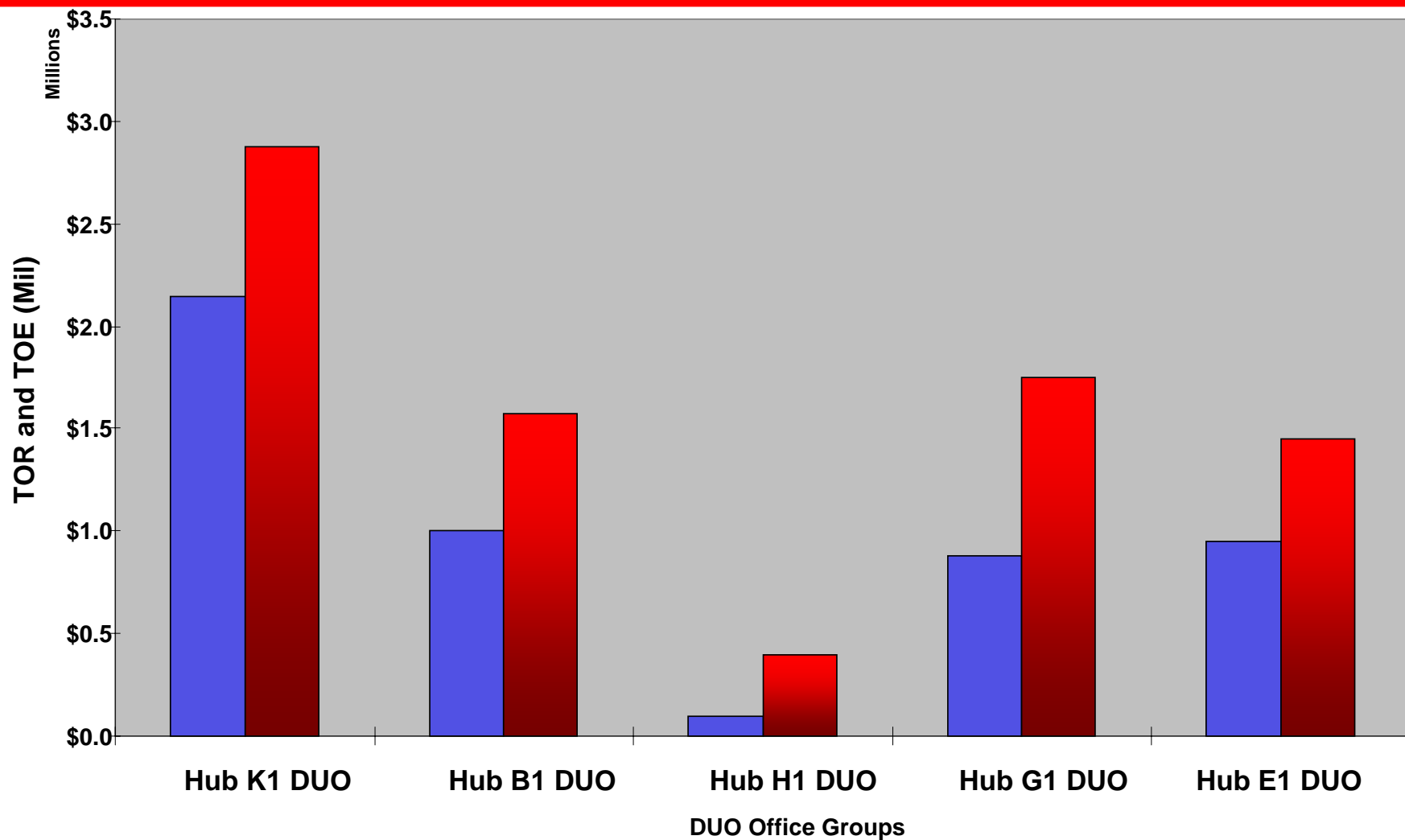
DUO	Capital	N New England	Alabama	Fort Worth	Central Plains
Hub	Hub K1	Hub B1	Hub H1	Hub G1	Hub E1
Post Office	Post Offices – K1A, K1B, K1C, K1D & K1E	Post Offices – B1A, B1B, B1C & B1D	Post Offices – H1A & H1B,	Post Office – G1A	Post Offices – E1A, E1B & E1C
Number of Routes	66	32	28	50	49
Function 2 Costs	\$107,539	\$9,272	\$22,620	\$53,948	\$149,000
Function 4 Savings	(\$203,391)	(\$87,600)	\$5,663	(\$41,480)	(\$68,811)
Transportation Savings	(\$12,575)	(\$2,680)	\$0	\$0	\$0
Short Term Savings	(\$108,427)	(\$81,008)	\$28,283	\$12,468	\$80,189
Potential Postmaster Savings	(\$56,590)	(\$57,433)	(\$9,816)	(\$11,869)	(\$39,124)
Long Term Savings	(\$165,017)	(\$138,441)	\$18,467	\$599	\$41,065
Potential Lease Savings	(\$97,270)	(\$131,707)	(\$5,640)	\$0	(\$19,503)

## Function 4 - LDCS 44, 45, 47 & 48 Work Hour Costs Short Term Savings





# DUO Post Offices TOR vs. TOE

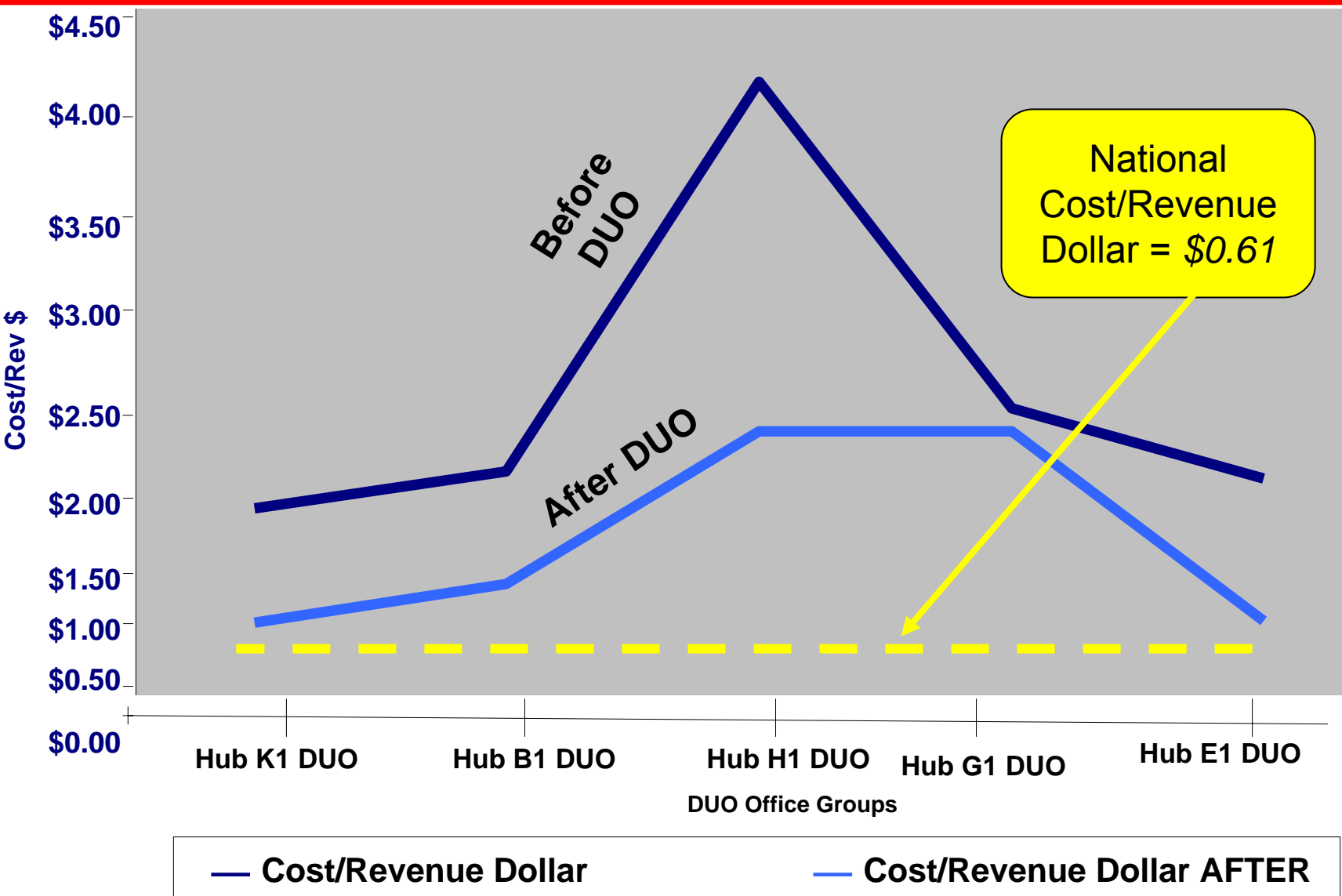


 **Total Operating Revenue**

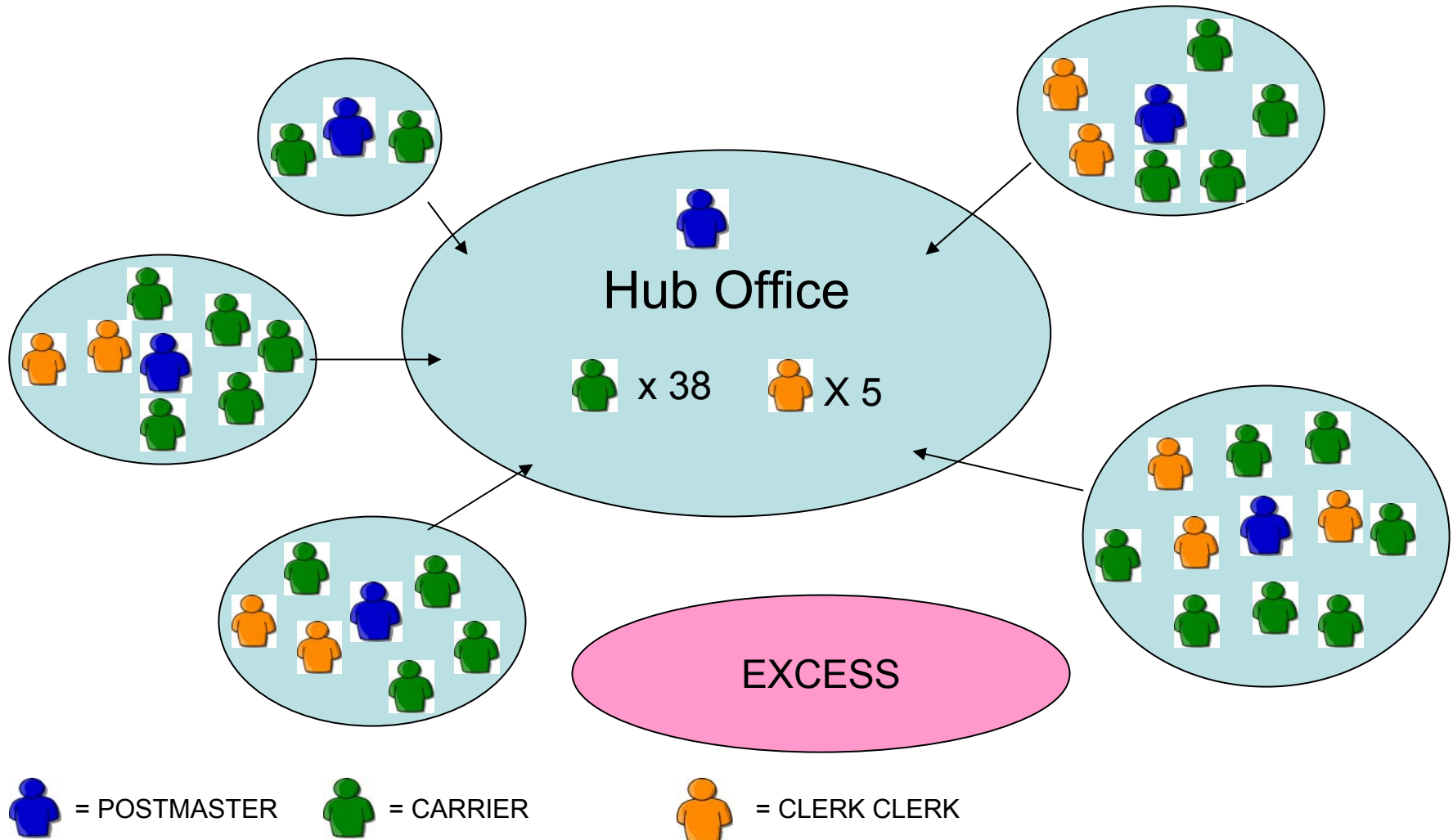
 **Total Operating Expenses**

# DUO Post Offices

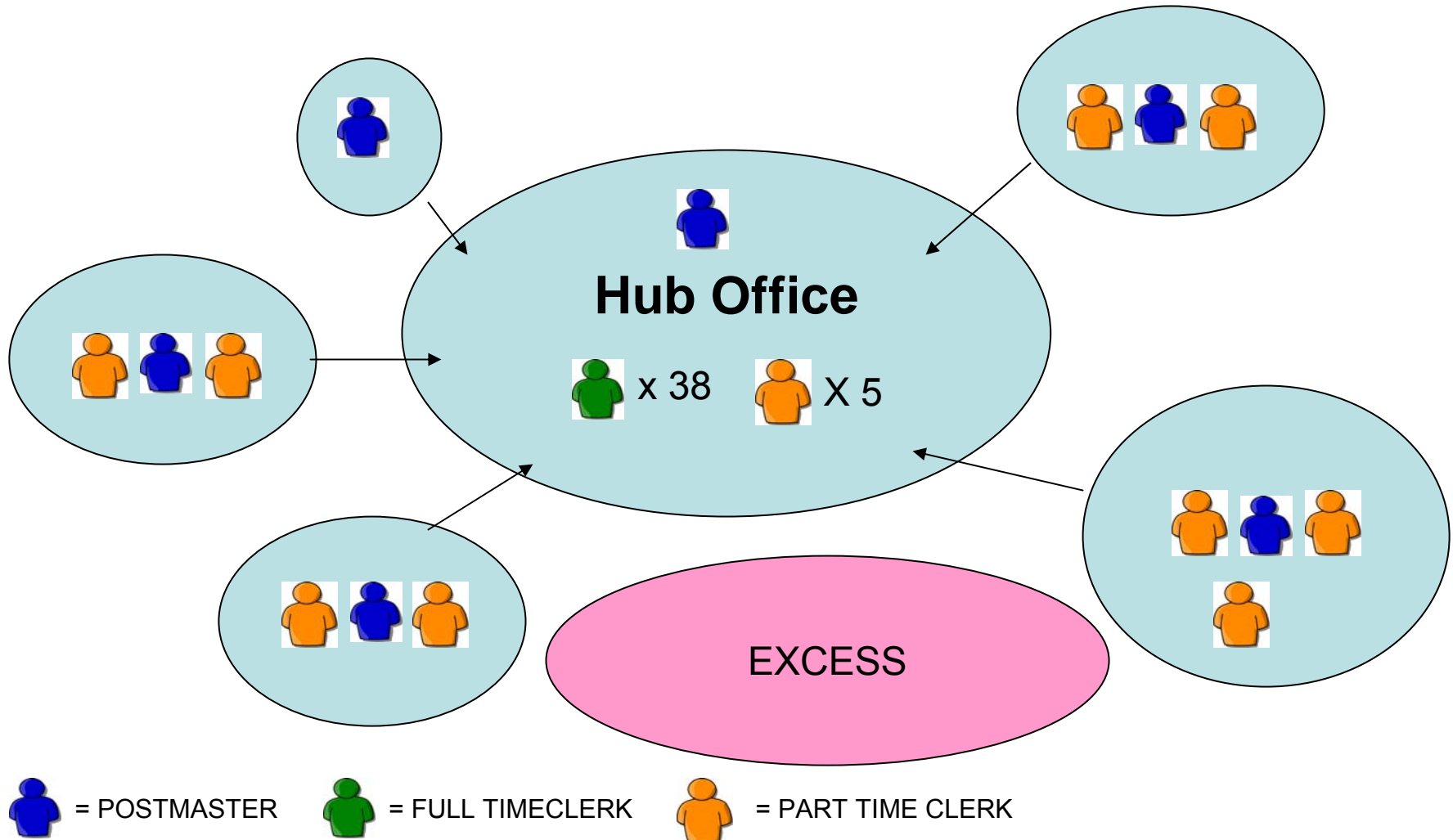
## Cost per Revenue Dollar



## Complement Impacts – Hub Office/Post office

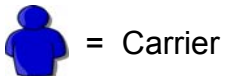
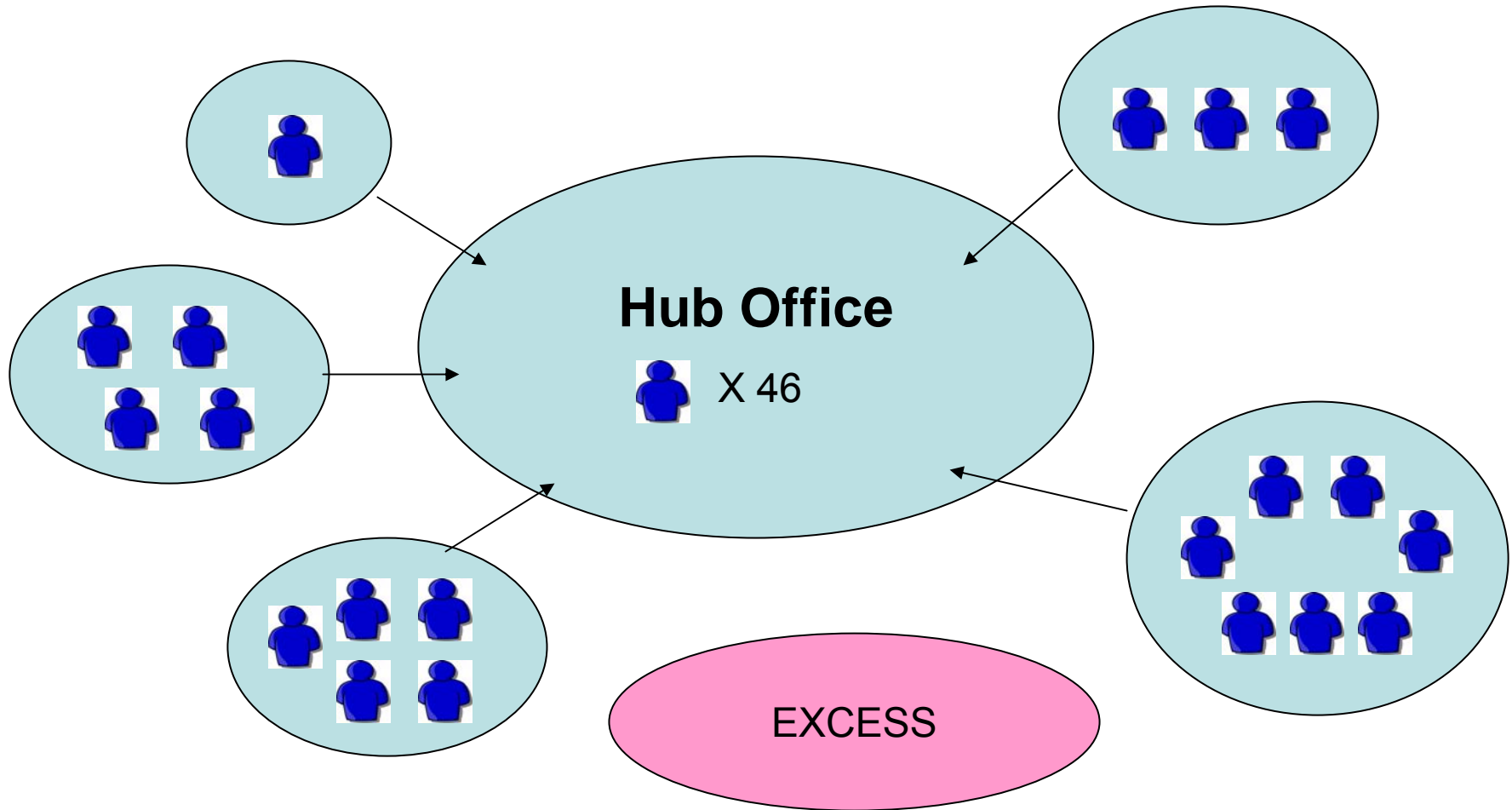


## Complement Impacts (F4) – Hub Office/Post Office





## Complement Impacts (F2) – Hub Office/Post Office



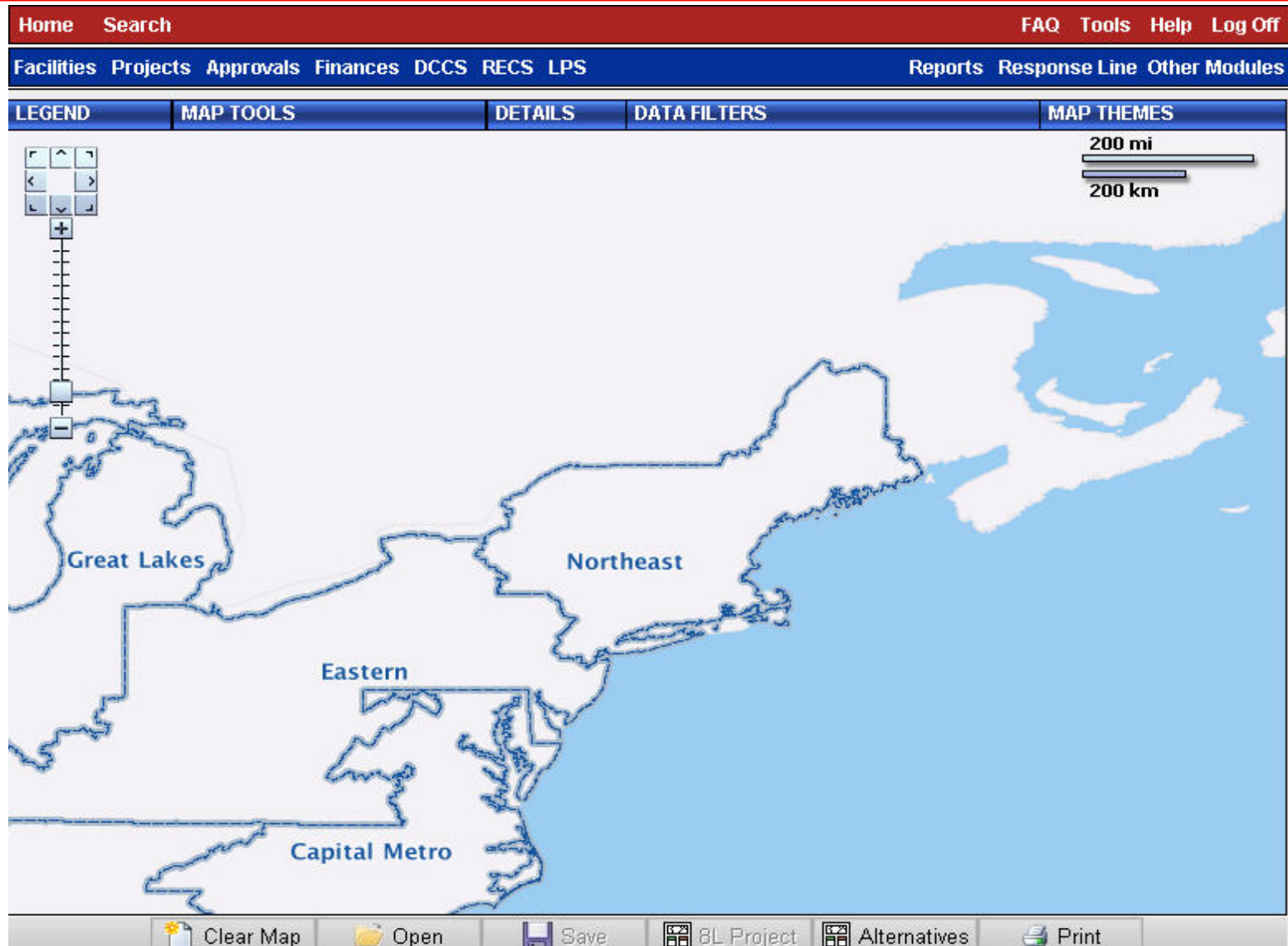
- ❑ Resources used in DUO Process
  - eFMS: Identify Office Groupings and Facility Information
  - PS Form 150: Office Level Impacts
  - CSV/SOV: Function 4 Impact
  - WebBATS: PO Box Information
  - RDM: Retail Hours
  - Transportation Contract Support System (TCSS)
  - Local Knowledge of Operations
  
- ❑ Cost/benefit analysis tool

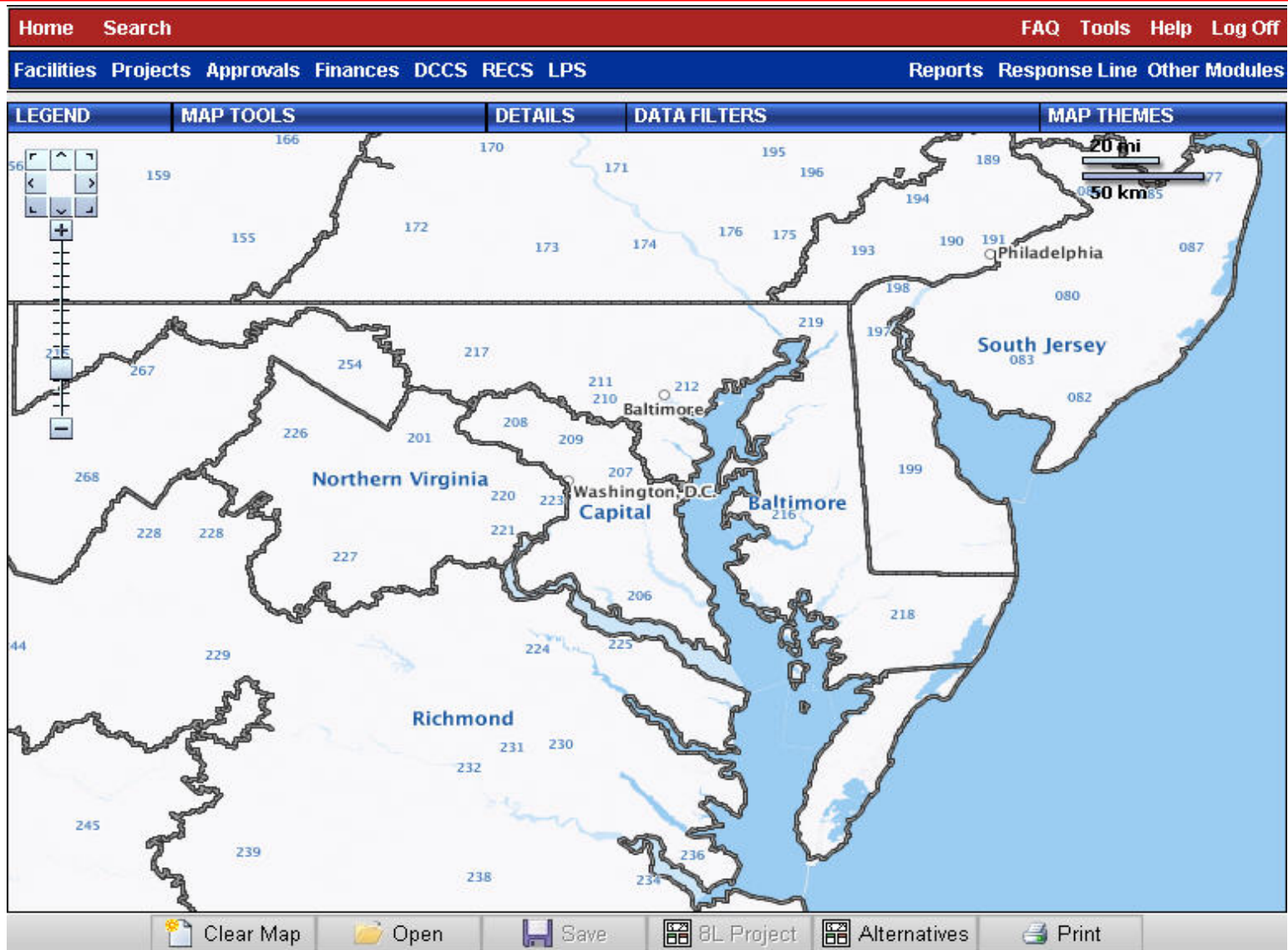
- ❑ Operations based, locally driven process
- ❑ Compliments Facilities Optimization Initiative
- ❑ eFMS Enhancements in progress
- ❑ Identify District Teams
- ❑ Field Training

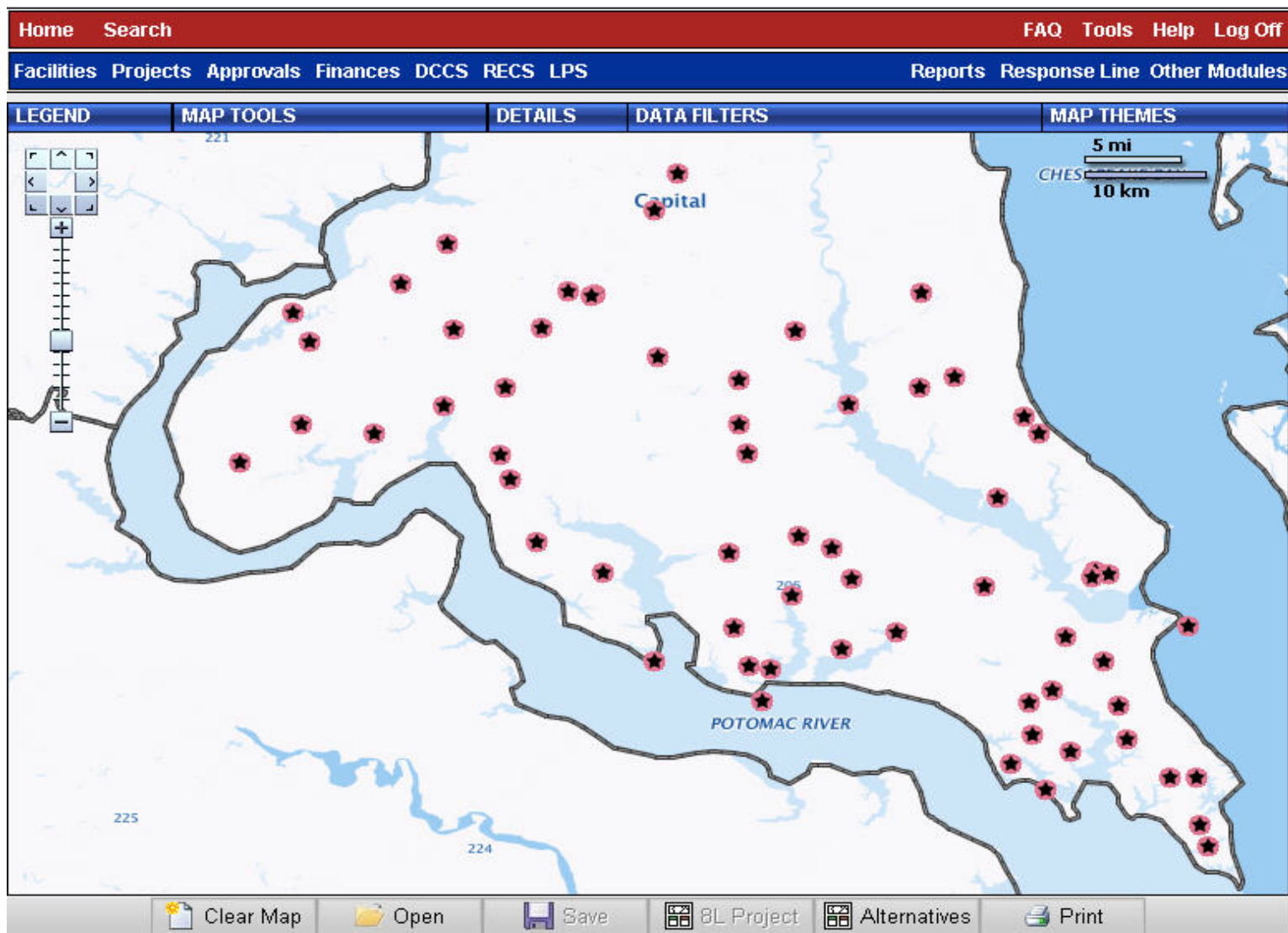
# Capital District

# Hub K1

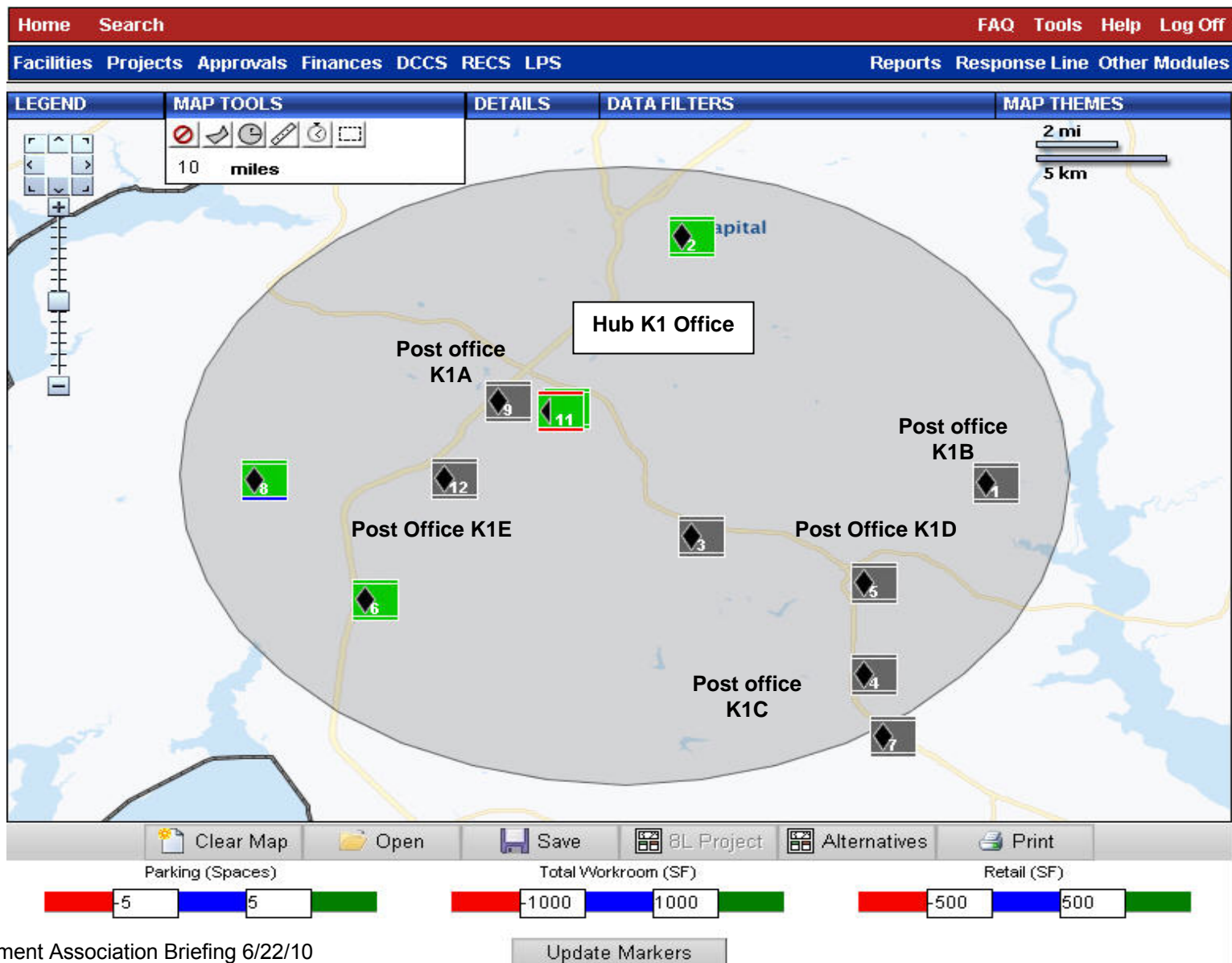
# DUO Project













- ❑ eFMS calculated cost to move 5 carrier operations into Hub K1

5

239324-G03

Hub K1

+

Excess/Deficient

Notes:

Parking(spaces):

-345

Total Workroom(SF):

24,275

Retail(SF):

-1,162

Zone	# Routes	Daily Drive Time				Mileage		Annual \$ Variance			
		Now	New	Delta	Δ/Rt	Delta	Δ/Rt	Labor	Vehicle	Total	
5	13	182	0	0	0	0	0	\$0	\$0	\$0	➡
5	17	356	0	0	0	0	0	\$0	\$0	\$0	➡
5	16	405	0	0	0	0	0	\$0	\$0	\$0	➡
1	7	46	336	290	41.43	111.4	15.91	\$65,204	\$33,968	\$99,172	➡
2	1	2	61	59	59	23.3	23.3	\$13,266	\$7,105	\$20,370	➡
3	3	24	213	189	63	73	24.33	\$42,495	\$22,259	\$64,754	➡
4	4	15	231	217	54.25	85.3	21.33	\$48,790	\$26,010	\$74,800	➡
6	5	71	153	83	16.6	26	5.2	\$18,662	\$7,928	\$26,590	➡

**Carrier  
Costs per  
Site**

□ Savings estimates based on:

- Office Level Impacts
- Facility Leases
- Transportation Impacts

DUO affected Offices	DUO Type	Level Before	Level After	Potential PM Salary Savings (A)	Potential Lease Savings (B)	Estimated Transportation Savings
K1A	CSV	18	13	(\$19,621)	(\$33,968)	(\$2,196)
K1C	CSV	18	16	(\$6,220)	(\$22,259)	(\$6,528)
K1D	CSV	18	13	(\$19,621)	(\$26,010)	\$0
K1E	CSV	18	16	(\$6,220)	(\$7,928)	(\$3,851)
K1B	SOV	13	11	(\$4,908)	(\$7,105)	\$0
Hub K1	CSV	22	22	0		\$0

**A. Non-add, potential based on highest pay at old level -highest pay at new level. Savings will be greater at a vacant office.**

**B. Non-add, potential based current annual lease cost.**

## □ Clerk Complement Impact

DUO affected Offices	Total Earned F4 FTE Clerks Before	Total Earned F4 FTE Clerks After	FTE F4 Variance	Total F4 Active on roll clerks Before	Total F4 Active on roll clerks After	Excess F4 clerks in office grouping
K1A	2.00	1.02	-0.98	2	1	
K1C	2.00	1.64	-0.36	3	2	
K1D	2.00	1.34	-0.66	2	1	
K1E	2.00	1.60	-0.40	2	2	
K1B	0.00	0.00	0.00	0	0	
K1 Hub	50.00	52.53	2.53	43	46	
				52	52	0

## □ Office Statistics

DUO affected Offices	Distance from DUO Offices to Hub (roundtrip)	Routes Before	Routes After	Excess Office SQ Feet Before	Excess Office SQ Feet After	Total PO Boxes	PO Boxes Free	PO Boxes Rented	PO Box Vacancy Rate
K1A	7	7	0	904	1,765	636	0	368	42%
K1C	10	3	0	399	768	668	0	542	19%
K1D	8	4	0	668	1,160	576	0	378	34%
K1E	8	5	0	1,065	1,680	0	0	0	0%
K1B	10	1	0	-24	99	100	0	85	15%
Hub K1		46	66	26,735	24,275	2,383	52	1,934	19%

# Hub K1 DUO Savings Opportunity

DUO Affected Offices	F4 Hours Saved from PM change in Office level	Clerk Salary & Benefits Savings	Clerk Fixed Benefits Savings	Transportation Savings	Carrier Costs (Mileage)	Carrier Costs (Hours)	Short Term Savings Annualized	Long Term Savings Annualized
PO - K1A	1,462	(\$60,624)	(\$5,663)	(\$2,196)	\$32,700	\$6,230	(\$29,553)	(\$49,173)
PO - K1C	1,012	(\$41,967)	(\$5,663)	(\$6,528)	\$24,720	\$3,591	(\$25,847)	(\$32,067)
PO - K1D	1,253	(\$51,962)	(\$5,663)	\$0	\$24,000	\$4,216	(\$29,409)	(\$49,029)
PO - K1e	1,113	(\$46,161)	\$0	(\$3,851)	\$0	\$4,879	(\$45,133)	(\$51,353)
PO - K1B	0	\$0	\$0	\$0	\$6,000	\$1,202	\$7,202	\$2,294
Hub K1			\$14,312				\$14,312	\$14,312
							(\$108,428)	(\$165,016)

**TOTAL Hub K1 DUO SAVINGS**

**SHORT TERM**

**LONG TERM**

OFFICE	Population	Median Age	Median Income	Residential PDS	Business PDS	TOTAL PDS	TOTAL WIR FY09	FY09 TOE	WIR Revenue vs Expenses	Cost/Revenue Dollar
PO – K1A	7,551	37.5	\$104,000	3370	70	3440	\$245,089	\$874,868	(\$629,779)	\$3.57
PO – K1B	999	41.1	\$73,000	318	11	329	\$49,539	\$126,021	(\$76,482)	\$2.54
PO - K1C	1,406	50.3	\$75,000	1369	108	1477	\$482,926	\$560,046	(\$77,120)	\$1.16
PO – K1D	1,777	38.5	\$127,000	1659	37	1696	\$216,855	\$674,688	(\$457,833)	\$3.11
PO – K1E	4,830	34.9	\$60,000	2959	209	3168	\$444,807	\$763,107	(\$318,300)	\$1.72
Hub – K1	25,803	32.8	\$96,000	8,782	469	9251				
STATE OF MARYLAND		36	\$71,000							

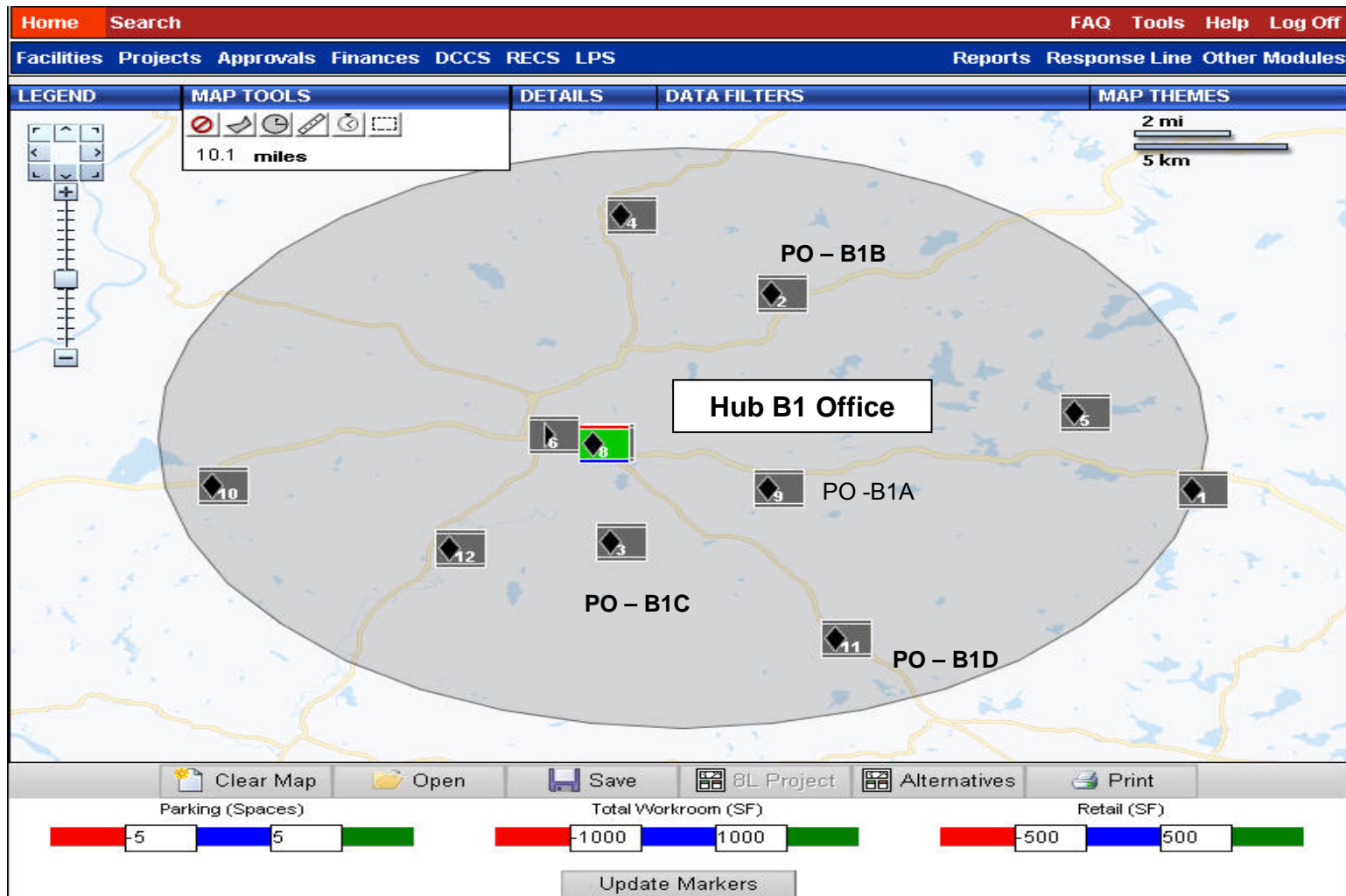
- ❑ Operations based, locally driven process
- ❑ Compliments Facilities Optimization Initiative
- ❑ eFMS Enhancements in progress
- ❑ Identify District Teams
- ❑ Field Training

# New England District

## Hub B1

# DUO Project

## ❑ Offices with opportunity to move carrier operation





- ❑ eFMS calculated cost to move 5 carrier operations into Hub B1 Main Office

3

324320-G04

Disposition: Retained

+

Excess/Deficient

Notes:

Parking(spaces): -80

Total Workroom(SF): 873

Retail(SF): 485

Zone	# Routes	Daily Drive Time				Mileage		Annual \$ Variance			
		Now	New	Delta	Δ/Rt	Delta	Δ/Rt	Labor	Vehicle	Total	
3	23	148	0	0	0	0	0	0	0	0	
1	1	29	42	13	13	6.7	6.7	\$2,923	\$2,043	\$4,966	
1	1	149	33	-117	-117	-58.3	-58.3	(\$26,306)	(\$17,777)	(\$44,083)	
2	4	23	80	58	14.5	28.8	7.2	\$13,041	\$8,782	\$21,822	
4	2	4	38	34	17	17.2	8.6	\$7,645	\$5,245	\$12,889	
5	1	5	39	34	34	16.9	16.9	\$7,645	\$5,153	\$12,798	

**Carrier  
Costs per  
Site**

□ Savings estimates based on:

- Office Level Impacts
- Facility Leases
- Transportation Impacts

DUO affected Offices	DUO Type	Level Before	Level After	Potential <sup>PM</sup> Salary Savings (A)	Potential <sup>Lease</sup> Savings (B)	Transportation Savings
B1C	CSV	18	13	(\$19,621)	(\$70,000)	(\$1,416)
B1B	SOV	15	11	(\$11,010)	(\$10,200)	(\$1,264)
B1A	SOV	16	13	(\$13,401)	(\$31,347)	\$0
B1D	SOV	16	13	(\$13,401)	(\$20,160)	\$0
Hub B1	CSV	21	21	\$0		\$0

**A. Non-add, potential based on highest pay at old level -highest pay at new level. Savings will be greater at a vacant office.**

**B. Non-add, potential based current annual lease cost.**

## □ Clerk Complement Impact

DUO affected Offices	Total Earned F4 FTE Clerks Before	Total Earned F4 FTE Clerks After	FTE F4 Variance	Total F4 Active on roll clerks Before	Total F4 Active on roll clerks After	Excess F4 clerks in office grouping
B1C	2.00	1.36	-0.64	2	1	
B1B	0.00	0.00	0.00	0	0	
B1A	0.89	0.36	-0.53	1	1	
B1D	0.63	0.14	-0.49	1	0	
Hub B1	11.00	13.14	2.14	12	14	
				16	16	0

## □ Office Statistics

DUO affected Offices	Distance from Post Offices to HUB (roundtrip)	Routes Before	Routes After	Excess Office SQ Feet Before	Excess Office SQ Feet After	Total PO Boxes	PO Boxes Free	PO Boxes Rented	PO Box Vacancy Rate
B1C	29	4	0	2,383	2,875	1,278	0	264	79%
B1B	-52	2	0	390	390	208	2	100	51%
B1A	17	2	0	993	1,239	536	182	255	28%
B1D	17	1	0	579	702	805	144	305	54%
Hub B1		23	32	1,980	873	1,661	0	1,016	39%

## ❑ Overall Savings

DUO affected Offices	F4 HRS saved from PM Change in Level	Clerk Salary & Benefits Savings	Clerk Fixed Benefits Savings	Saturday Clerk vs. PMR Savings	Carrier Costs (Mileage)	Carrier Costs * (Hours)	Short Term Savings Annualized	Long Term Savings Annualized
B1C	1,233	(\$51,130)	(\$5,663)	\$0	\$8,782	\$14,320	(\$35,107)	(\$54,728)
B1B	0	\$0	\$0	\$0	(\$17,777)	(\$12,828)	(\$31,869)	(\$42,879)
B1A	407	(\$16,868)	\$0	\$0	\$5,245	\$4,276	(\$7,347)	(\$20,748)
B1D	34	(\$1,410)	(\$5,663)	(\$6,867)	\$5,153	\$2,101	(\$6,686)	(\$20,087)
Hub B1			\$11,325				\$11,325 (\$69,683)	\$11,325 (\$127,116)

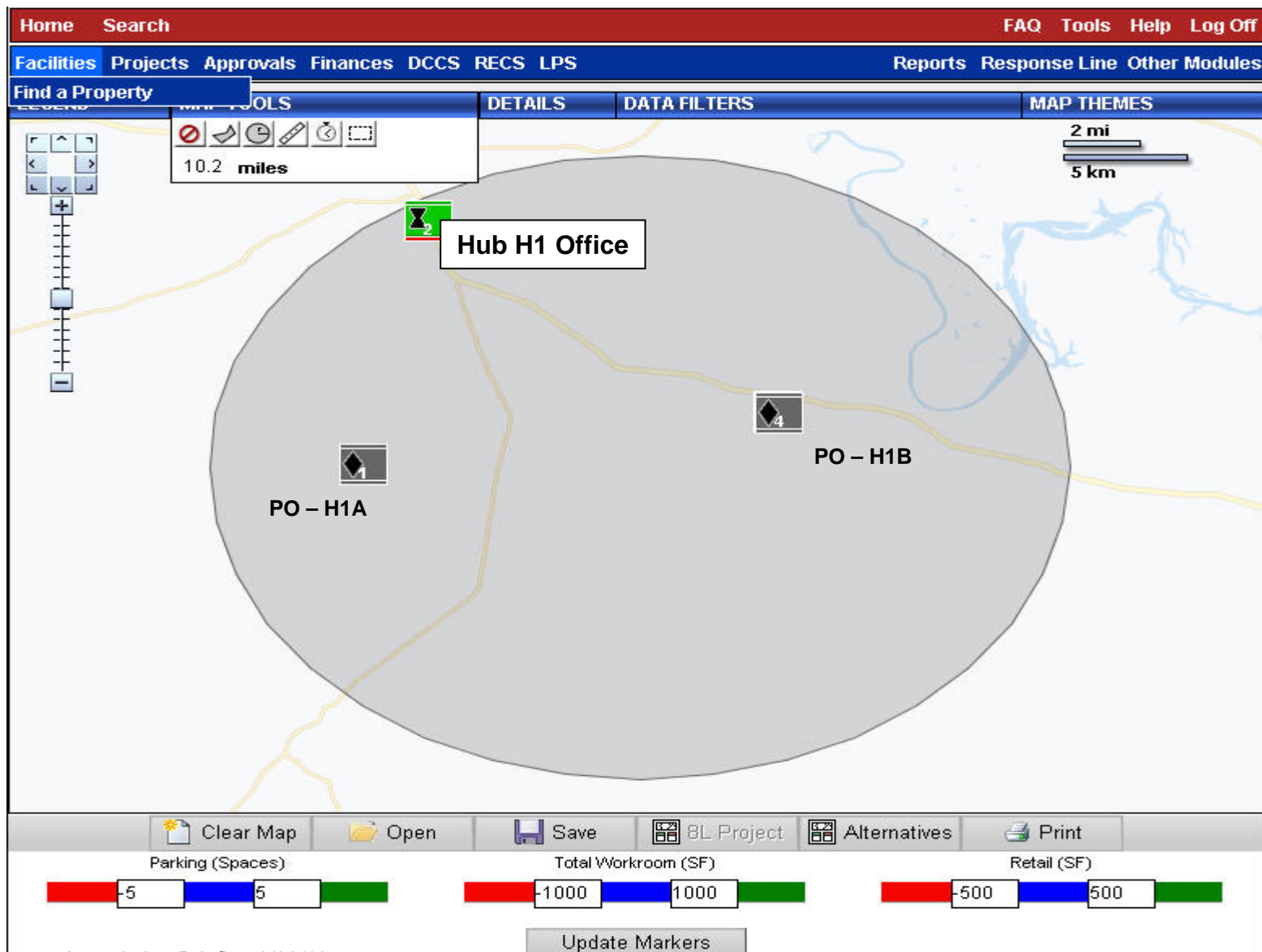
\* *Carrier costs (hours) relate to Rural carriers only*

- ❑ Operations based, locally driven process
- ❑ Compliments Facilities Optimization Initiative
- ❑ eFMS Enhancements in progress
- ❑ Identify District Teams
- ❑ Field Training

# Alabama District

## Hub H1

# DUO Project



- ❑ eFMS calculated cost to move 2 carrier operations into Hub H1 Office

2

017380-G01

Hub H1

Disposition: Retained

+

723 ALABAMA AVE

Dallas AL

36701

Excess/Deficient

Parking(spaces): 30

Total Workroom(SF): 8,395

Retail(SF): -5920

Notes:

Zone	# Routes	Daily Drive Time				Mileage		Annual \$ Variance			
		Now	New	Delta	Δ/Rt	Delta	Δ/Rt	Labor	Vehicle	Total	
2	9	86	0	0	0	0	0	0	0	0	
2	17	128	0	0	0	0	0	0	0	0	
4	1	31	86	55	55	27.4	27.4	\$12,366	\$8,355	\$20,721	
1	1	10	61	51	51	25.3	25.3	\$11,467	\$7,714	\$19,181	

**Carrier  
Costs per  
Site**



□ Savings estimates based on:

- Office Level Impacts
- Facility Leases
- Transportation Impacts

DUO affected Offices	DUO Type	Level Before	Level After	Potential PM Salary Savings (A)	Potential Lease Savings (B)	Transportation Savings
H1A	SOV	13	11	(\$4,908)	(\$3,600)	\$0
H1B	SOV	13	11	(\$4,908)	(\$2,040)	\$0
Hub H1	CSVt	21	21	0		\$0

- A. Non-add, potential based on highest pay at old level -highest pay at new level. Savings will be greater at a vacant office.***
- B. Non-add, potential based current annual lease cost.***

## □ Clerk Complement Impact

DUO affected Offices	Total Earned F4 FTE Clerks Before	Total Earned F4 FTE Clerks After	FTE F4 Variance	Total F4 Active on roll clerks Before	Total F4 Active on roll clerks After	Excess F4 clerks in office grouping
H1A	0.00	0.00	0.00	0	0	
H1B	0.00	0.00	0.00	0	0	
Hub H1	12.00	12.34	0.34	11	12	
				11	12	-1

## □ Office Statistics

DUO affected Offices	Distance from Child Offices to Hub Office (roundtrip)	Routes Before	Routes After	Excess Office SQ FT Before	Excess Office SQ FT After	Total PO Boxes	PO Boxes Free	PO Boxes Rented	PO Box Vacancy Rate
H1A	25	1	0	163	286	144	0	83	42%
H1B	27	1	0	137	260	152	0	104	32%
H1 Hub		26	28	8,641	8,395	1,958	0	1,531	22%

## ❑ Overall Savings

DUO affected Offices	F4 Hours saved from PM change in Office Level	Clerk Salary & Benefits Savings	Clerk Fixed Benefits Savings	Saturday Clerk vs PMR Savings	Carrier Costs (Mileage)	Carrier Costs * (Hours)	Short Term Savings Annualized	Long Term Savings Annualized
H1A	0	\$0	\$0	\$0	\$7,714	\$3,145	\$10,859	\$5,951
H1B	0	\$0	\$0	\$0	\$8,355	\$3,406	\$11,761	\$6,853
Hub H1			\$5,663				\$5,663	\$5,663
							\$28,283	\$18,467

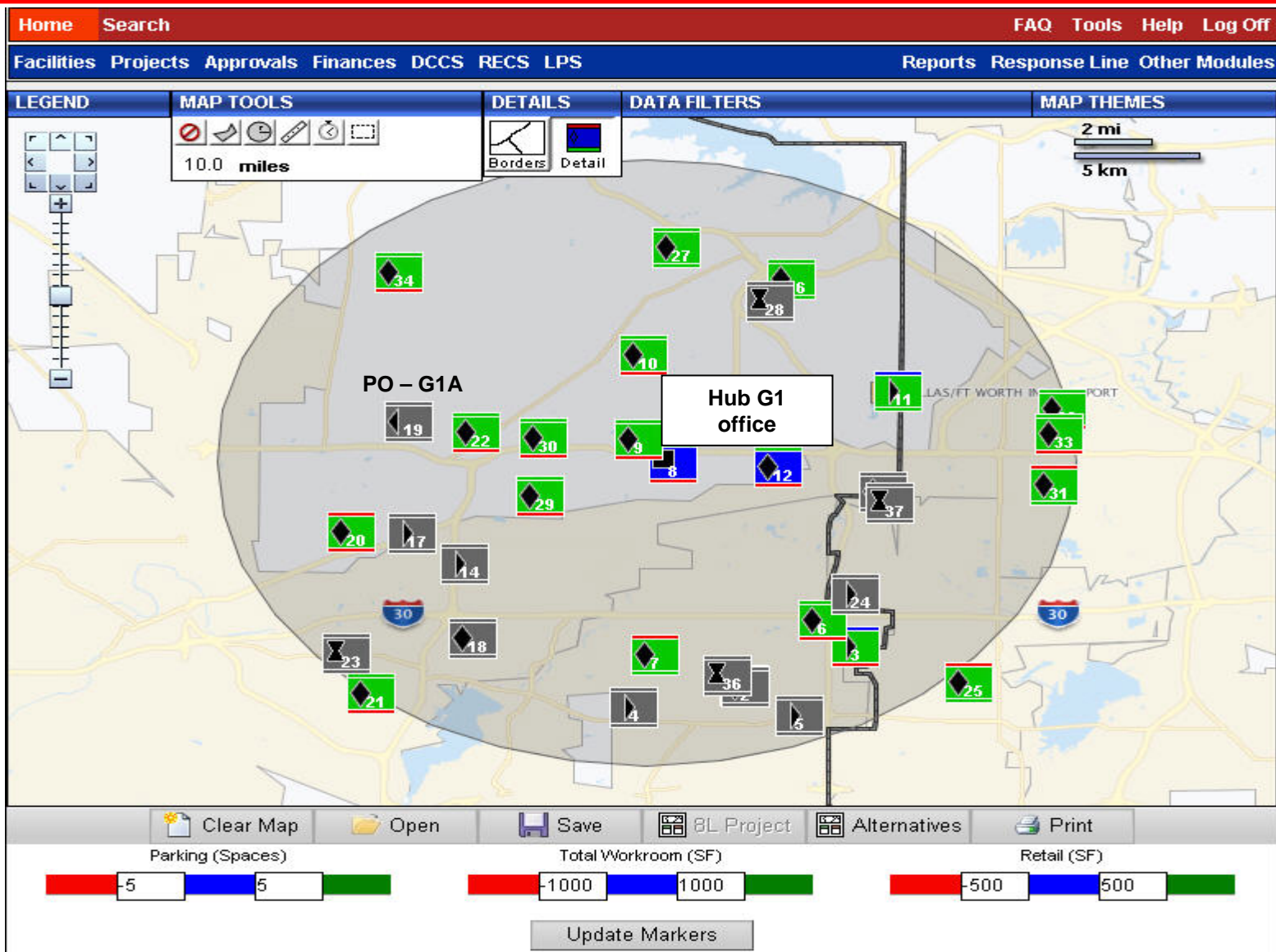
\* *Carrier costs (hours) relate to Rural carriers only*

- ❑ Operations based, locally driven process
- ❑ Compliments Facilities Optimization Initiative
- ❑ eFMS Enhancements in progress
- ❑ Identify District Teams
- ❑ Field Training

# Fort Worth District

# Hub G1

# DUO Project



- ❑ eFMS calculated cost to move 1 carrier operation into Hub G1 Main Office

1

480625-G02

Hub G1

Disposition: Retained

+

Excess/Deficient

Notes:

Parking(spaces): 35

Total Workroom(SF): 7073

Retail(SF): -1096

	Zone	# Routes	Daily Drive Time				Mileage		Annual \$ Variance			
			Now	New	Delta	Δ/Rt	Delta	Δ/Rt	Labor	Vehicle	Total	
1		11	186	0	0.0	0.00	0.0	0.00	\$ 0	\$ 0	\$ 0	
1		27	327	0	0.0	0.00	0.0	0.00	\$ 0	\$ 0	\$ 0	
2		12	118	277	159	13.27	39.9	3.32	\$ 159	\$ 40	\$ 199	

**Carrier  
Costs per  
Site**

□ Savings estimates based on:

- Office Level Impacts
- Facility Leases
- Transportation Impacts

DUO affected Offices	DUO Type	Level Before	Level After	Potential PM Salary Savings (A)	Potential Lease Savings (B)	Transportation Savings
G1A	CSV	21	18	(\$11,869)	Owned	\$0
Hub G1	CSV	22	22	\$0		\$0

**A. Non-add, potential based on highest pay at old level -highest pay at new level. Savings will be greater at a vacant office.**

**B. Non-add, potential based current annual lease cost.**



## □ Clerk Complement Impact

DUO affected Offices	Total Earned F4 FTE Clerks Before	Total Earned F4 FTE Clerks After	FTE F4 Variance	Total F4 Active on roll clerks Before	Total F4 Active on roll clerks After	Excess F4 clerks in office grouping
G1A	3.00	1.64	-1.36	4	2	
Hub G1	12.00	13.36	1.36	11	13	
				15	15	0

## □ Office Statistics

DUO affected Offices	Distance from Post Offices to Hub (roundtrip)	Routes Before	Routes After	Excess Office SQ Feet Before	Excess Office SQ Feet After	Total PO Boxes	PO Boxes Free	PO Boxes Rented	PO Box Vacancy Rate
G1A	12	12	0	4,305	8,549	1,126	0	479	57%
Hub G1		38	50	7,073	5,781	2,052	4	1,647	20%

## ❑ Overall Savings

DUO affected Offices	F4 Hours saved from PM change in Office Level	Clerk Salary & Benefits Savings	Clerk Fixed Benefits Savings	Saturday Clerk vs. PMR Savings	Carrier Costs (Mileage)	Carrier Cost* (Hours)	Short Term Savings Annualized	Long Term Savings Annualized
G1A Station	1,000	(\$41,480)	(\$11,325)	\$0	\$35,750	\$18,198	\$1,143	(\$10,726)
Hub G1			\$11,325				\$11,325	\$11,325
							\$12,468	\$599

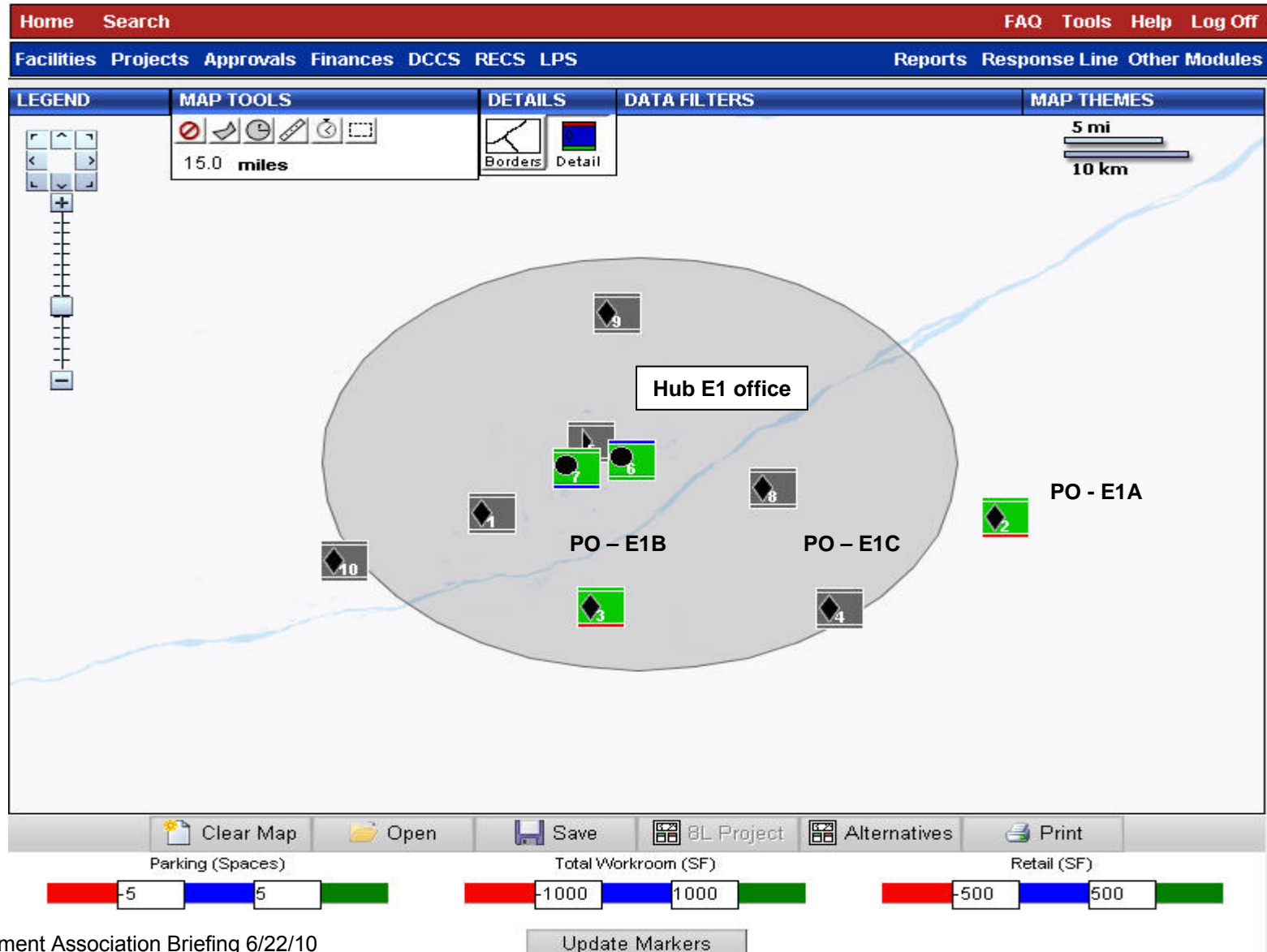
\* *Carrier costs (hours) relate to Rural carriers only*

- ❑ Operations based, locally driven process
- ❑ Compliments Facilities Optimization Initiative
- ❑ eFMS Enhancements in progress
- ❑ Identify District Teams
- ❑ Field Training

# Central Plains District

## Hub E1

# DUO Project



- ❑ **eFMS calculated cost to move 3 carrier operations into The Hub E1 MPO**

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303741-001

Hub E1

Disposition: Retained

+

Excess/Deficient

Notes:

Parking(spaces): -18

Total Workroom(SF): 10,182

Retail(SF): 2418

Zone	# Routes	Daily Drive Time				Mileage		Annual \$ Variance			
		Now	New	Delta	Δ/Rt	Delta	Δ/Rt	Labor	Vehicle	Total	
3	1	45	0	0	0	0	0	0	0	0	
3	18	179	0	0	0	0	0	0	0	0	
3	20	96	0	0	0	0	0	0	0	0	
1	5	15	429	414	82.8	207	41.4	\$93,084	\$63,118	\$156,202	
2	2	2	98	96	48	48	24	\$21,585	\$14,636	\$36,221	
4	3	5	191	185	61.67	92.6	30.87	\$41,595	\$28,236	\$69,831	

**Carrier  
Costs per  
Site**

□ Savings estimates based on:

- Office Level Impacts
- Facility Leases
- Transportation Impacts

DUO affected Offices	DUO Type	Level Before	Level After	Potential PM Salary Savings (A)	Potential Lease Savings (B)	Transportation Savings
E1A	CSV	18	13	(\$19,621)	\$0	\$0
E1B	SOV	16	13	(\$13,401)	(\$6,102)	\$0
E1C	SOV	15	13	(\$6,102)	(\$13,401)	\$0
Hub E1	CSV	22	22	\$0		\$0

- A. Non-add, potential based on highest pay at old level -highest pay at new level. Savings will be greater at a vacant office.**
- B. Non-add, potential based current annual lease cost.**

# Hub E1 DUO Savings Opportunity

## □ Clerk Complement Impact

DUO affected Offices	Total Earned F4 FTE Clerks Before	Total Earned F4 FTE Clerks After	FTE F4 Variance	Total F4 Active on roll clerks Before	Total F4 Active on roll clerks After	Excess F4 clerks in office grouping
E1A	2.00	1.55	-0.45	3	2	
E1B	0.00	0.00	0.00	0	0	
E1C	0.00	0.00	0.00	1	0	
Hub E1	11.00	12.00	1.00	11	12	
				15	14	1

## □ Office Statistics

DUO affected Offices	Distance from Post offices to Hub (Roundtrip)	Routes Before	Routes After	Excess Office SQ FT Before	Excess Office SQ FT After	Total PO Boxes	PO Boxes Free	PO Boxes Rented	PO Box Vacancy Rate
E1A	41	5	0	1,687	2,302	366	0	205	44%
E1B	24	2	0	1,896	2,142	484	21	277	40%
E1C	31	3	0	792	1,038	719	91	350	44%
Hub E1		39	49	11,412	10,182	2,189	0	1,611	26%



# Hub E1 DUO Savings Opportunity

## □ Overall Savings

DUO affected Offices	F4 Hours Saved from PM Change in Office Level	Clerk Salary & Benefits Savings	Clerk Fixed Benefits Savings	Saturday Clerk vs. PMR Savings	Carrier Costs (Mileage)	Carrier Costs* (Hours)	Short Term Savings Annualized	Long Term Savings Annualized
E1A	1,383	(\$57,360)	(\$5,663)	\$0	\$63,118	\$25,483	\$25,578	\$5,957
E1B	0	\$0	\$0	\$0	\$14,636	\$5,967	\$20,603	\$7,202
E1C	0	\$0	(\$5,663)	(\$5,788)	\$28,236	\$11,560	\$28,345	\$22,243
Hub E1			\$5,663				\$5,663	\$5,663
							\$80,188	\$35,402

\* **Carrier costs (hours) relate to Rural carriers only**

- ❑ Operations based, locally driven process
- ❑ Compliments Facilities Optimization Initiative
- ❑ eFMS Enhancements in progress
- ❑ Identify District Teams
- ❑ Field Training

**In time we'll be flowing toward balancing Revenues and Expenses**

The Potomac River at Little Falls