Sorting & Delivery Center (S&DC)

07.29.2022

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Overview – Sorting and Delivery Centers (S&DCs)

Key Objectives

- Support the Delivering for America Plan
- Improve customer service and offerings
- Grow revenue by expanding access to our customers
- Realign the entire network, ensuring sustainability for the USPS

Goals

- ✓ Allows for easier standardization and management of operations
- ✓ Improve building and operating conditions for employees
- ✓ Enables customer service and local commerce opportunities
- ✓ Gain efficiencies in transportation and mail handling costs

Individual Post Offices

Sorting and Delivery Center (S&DC)

Sorting and Delivery Center (S&DC)—Existing Space

S&DC - Existing Space – 2 Phased Approach

- ❑ Identified facilities with excess empty space—minimum requirement 2 delivery units and 20 routes
- ❑ Identified offices with city and rural routes within 30 minutes (One-way) travel time
- ❑ Analyzed potential Spoke Offices to maximize workroom floor square footage capacity at proposed S&DC as well as the opportunity to improve customer reach
- ❑ Initial sortation and ranking of facilities by highest opportunities to become S&DCs

- ❑ # of routes—S&DC with the greatest number of routes to maximize floor space and increase customer reach
- ❑ Possible deliveries---increased opportunity to grow revenue by increasing customer reach
- ❑ # of routes to capacity—allows for flexibility for growth and peak opportunities
- ❑ Parking spaces—sufficient parking is critical to our S&DC strategy

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Analytics & Insights – Top 10 Facility Selection Model

Area	District	Property Name	Spoke Facilities	Rank	Routes	Rank	# of Possible Deliveries in Hub	Rank	# Routes to Capacity	Rank	Employee Parking	Rank	Total Score	Rank
ATLANTIC	NEW YORK 3	MID HUDSON P&DC	17	10	160	59	339,653	4	409	1	371	84	237	1
ATLANTIC	NEW YORK 3	UTICA - P&DF	24	3	201	29	120,884	40	226	7	282	425	539	2
ATLANTIC	DE-PA 2	SOUTHEASTERN - P&DC	12	27	388	1	190,804	10	37	114	570	403	610	3
CENTRAL	MICHIGAN 2	KALAMAZOO - P&DC	21	5	262	12	108,969	58	323	5	295	541	643	4
SOUTHERN	FLORIDA 1	GAINESVILLE - P&DF	12	27	195	32	102,215	67	419	2	254	471	685	5
SOUTHERN	GEORGIA	ATHENS - P&DC-MAIN OFFICE	12	27	177	42	123,110	36	54	34	230	473	708	6
SOUTHERN	GEORGIA	COLUMBUS - MAIN OFFICE	14	19	208	26	150,359	17	22	105	250	519	750	7
CENTRAL	KS-MO	TOPEKA – NORTHPARK	16	12	173	47	100,505	70	147	14	187	555	769	8
ATLANTIC	PENNSYLVANIA 1	NEW CASTLE - P&DF	19	7	161	54	89,418	98	19	95	207	478	800	9
SOUTHERN	TEXAS 2	BRYAN - P&DC - MAIN OFFICE	5	180	151	73	117,047	46	131	13	371	58	803	10

F2 City Delivery Information – Route Addition Estimates (5 to 10%)

Sorting and Delivery Center	Total Hub/Spoke Facilities	Original City Routes in Hub/Spoke	Proj City Route Adds After Adjustment	Total City Routes With Adds
MID HUDSON	17	98	5-10	103-108
UTICA	25	134	7-14	141-148
SOUTHEASTERN	13	352	18-36	370-388
KALAMAZOO	21	153	8-16	161-169
GAINESVILLE	13	69	4-7	73-76
ATHENS	13	61	4-7	65-68
COLUMBUS	9	104	6-11	110-115
TOPEKA	17	105	6-11	111-116
NEW CASTLE	19	84	5-9	89-93
BRYAN	6	73	4-8	77-81
Grand Total	**153**	**1233**	**62-124**	**1295-1357**

The above projections may change after implementation

F2 Rural Delivery Information – Route Addition Estimates (5 to 10%)

Sorting and Delivery Center	Total Hub/Spoke Facilities	Original Rural Routes in Hub/Spoke	Proj Rural Route Adds After Adjustment	Total Rural Routes With Adds
MID HUDSON	17	62	4-7	66-69
UTICA	25	64	4-7	68-71
SOUTHEASTERN	13	35	2-4	37-39
KALAMAZOO	21	109	6-11	115-120
GAINESVILLE	13	124	7-13	131-137
ATHENS	13	116	6-12	122-128
COLUMBUS	9	47	3-5	50-52
TOPEKA	17	68	4-7	72-75
NEW CASTLE	19	66	4-7	70-73
BRYAN	6	80	4-8	84-88
Grand Total	**153**	**771**	**39-78**	**810-849**

The above projections may change after implementation

S&DC- Existing Space

Out of the top 10, three (3) sites have been identified as a possibility to implement prior to the start of election season and peak 2022

Mid-Hudson (NY)

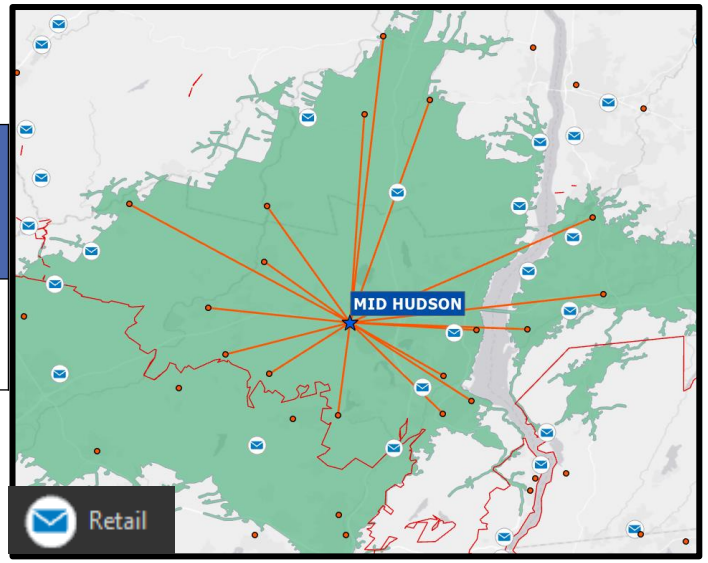
Bryan (TX)

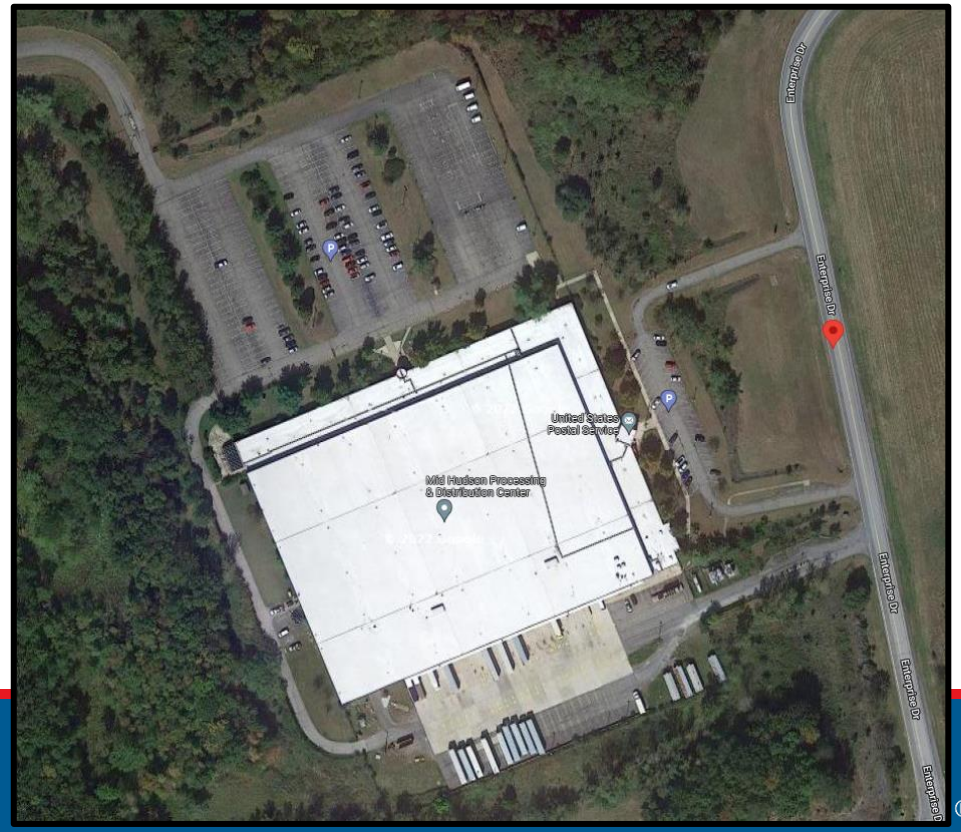
Athens (GA) (six (6) of the 12 capable spoke offices)

Mid Hudson, NY – Facility Concept

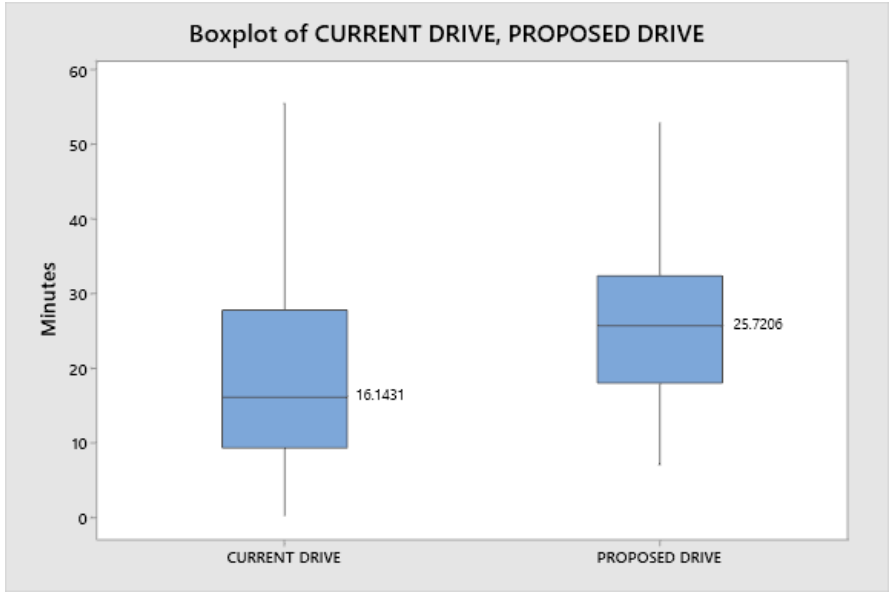
TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
180,489	118,400	371/0	0	160	160	Former PDC	100.0K	243.5K

Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
BEACON	12	19	10	120	Delivery, Retail, PO Box	
CLINTONDALE	1	27	16	16	Delivery, Retail, PO Box	
CORNWALL	5	21	10	50	Delivery, Retail, PO Box	
CORNWALL ON HUDSON	3	23	11	32	Delivery, Retail, PO Box	
FISHKILL	10	20	13	127	Delivery, Retail, PO Box	
MAYBROOK	2	16	9	18	Delivery, Retail, PO Box	
MODENA	3	23	13	40	Delivery, Retail, PO Box	Mar 2027
MONTGOMERY	8	16	9	68	Delivery, Retail, PO Box	
NEW WINDSOR	17	19	9	145	Delivery, Retail, PO Box	
NEWBURGH	37	16	7	259	Delivery, Retail, PO Box	
NEW PALTZ	12	29	22	259	Delivery, Retail, PO Box	
PINE BUSH	6	26	15	88	Delivery, Retail, PO Box	
ROCK TAVERN	2	14	8	16	Delivery, Retail, PO Box	Mar 2027
SALISBURY MILLS	1	18	9	9	Delivery, Retail, PO Box	Mar 2027
WALDEN	8	15	7	59	Delivery, Retail, PO Box	
WALLKILL	9	19	10	94	Delivery, Retail, PO Box	
WAPPINGERS FALLS	24	26	15	371	Delivery, Retail, PO Box	

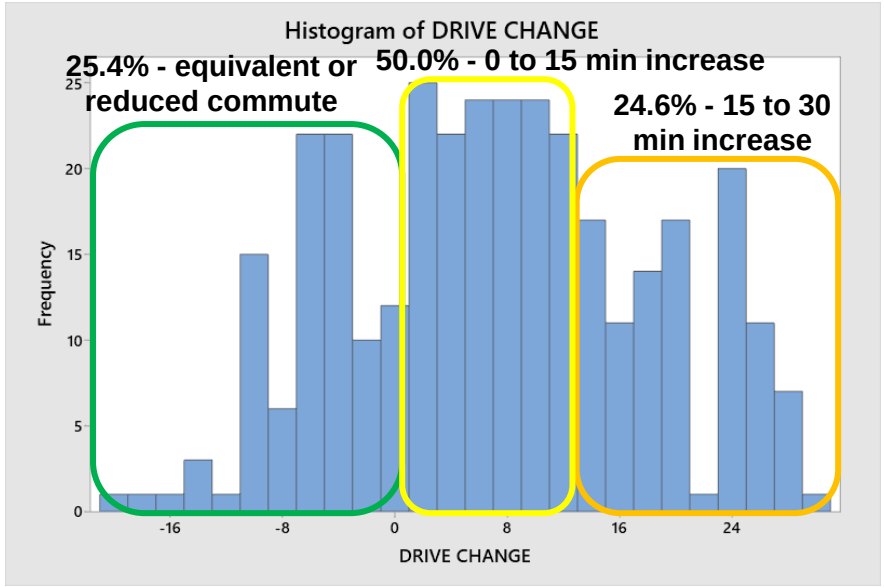




Mid-Hudson Employee Commute Analysis

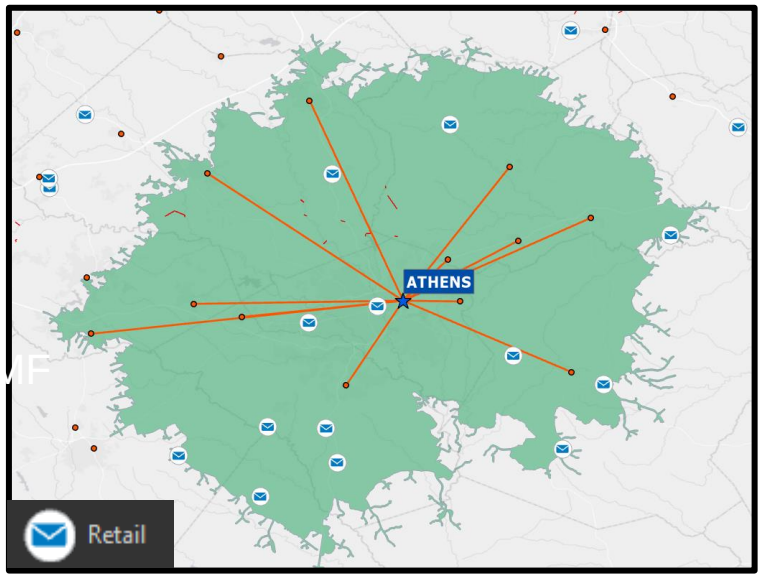


Median commute increased from ~16 to 26 minutes



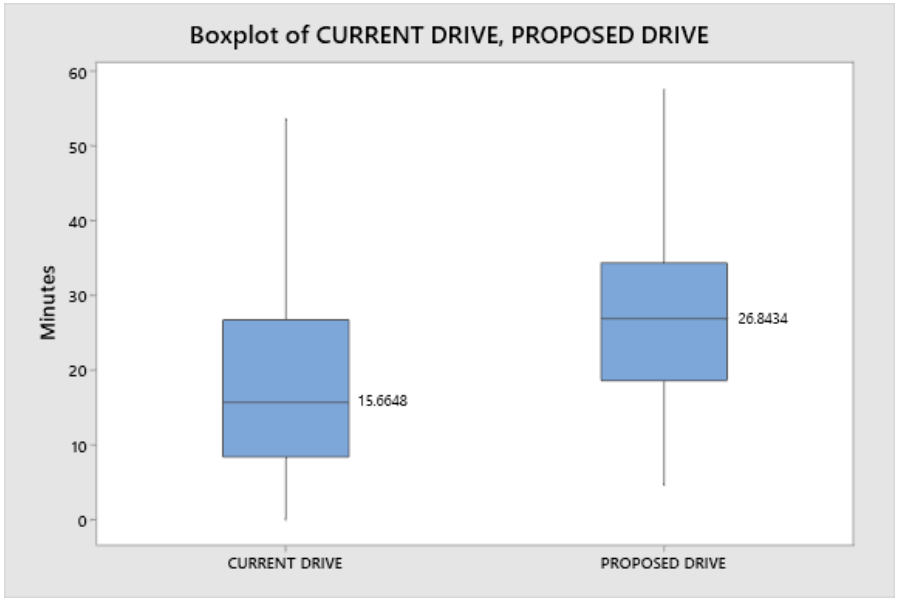
Athens, GA PO -- Facility Concept

TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
103,215	38,501	230/54	75	103	178	Former Plant	123.1K	277.5K

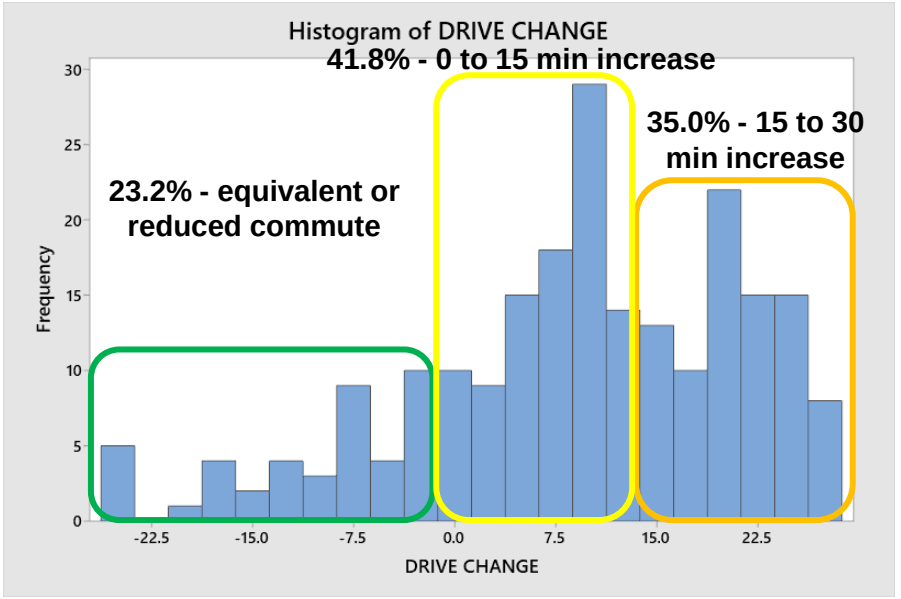


Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
BETHLEHEM	8	28	26	208	Delivery, Retail, PO Box	Dec 2023
BOGART	7	17	13	93	Delivery, Retail, PO Box	Sep 2026
COLBERT	4	14	11	43	Delivery, Retail, PO Box	
COMER	3	20	16	48	Delivery, Retail, PO Box	
COMMERCE	17	25	20	348	Delivery, Retail, PO Box	Sep 2026
CRAWFORD	6	19	15	90	Delivery, Retail, PO Box	Sep 2026
DANIELSVILLE	6	18	15	88	Delivery, Retail, PO Box	
HULL	5	8	6	28	Delivery, Retail, PO Box	Sep 2026
JEFFERSON	18	26	21	379	Delivery, Retail, PO Box	Sep 2026
STATHAM	6	21	18	108	Delivery, Retail, PO Box	Sep 2026
WATKINSVILLE	19	13	10	193	Delivery, Retail, PO Box	Sep 2026
WINTERVILLE	4	8	5	19	Delivery, Retail, PO Box	Sep 2026

Athens Employee Commute Analysis

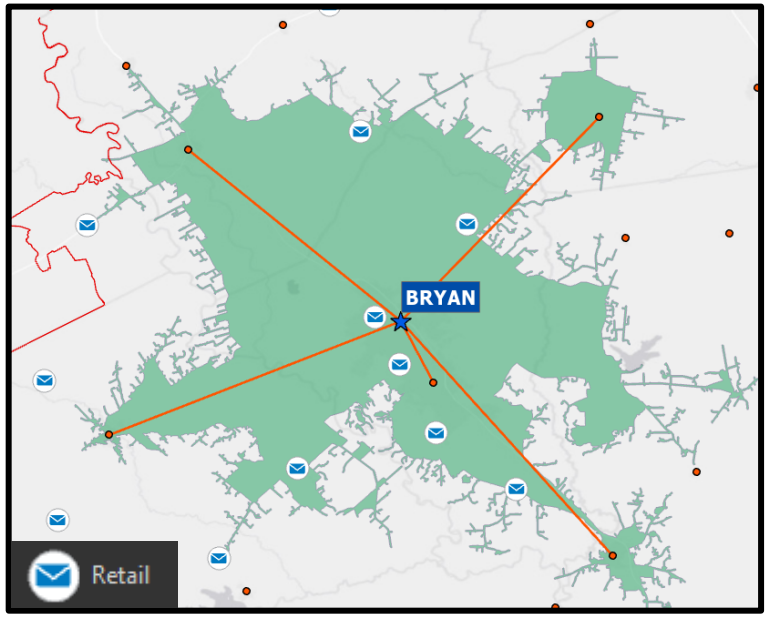


Median commute increased from ~16 to 27 minutes



Bryan P&DF, TX – Facility Concept

TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
119,702	58,572	371 / 102	55	96	151		117.0K	265.3K



Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
CALDWELL	10	28	25	249	Delivery, Retail, PO Box	
COLLEGE STATION	68	9	7	479	Delivery, Retail, PO Box	
HEARNE	6	23	23	135	Delivery, Retail, PO Box	
NAVASOTA	10	25	25	255	Delivery, Retail, PO Box	
NORTH ZULCH	2	25	25	49	Delivery, Retail, PO Box	

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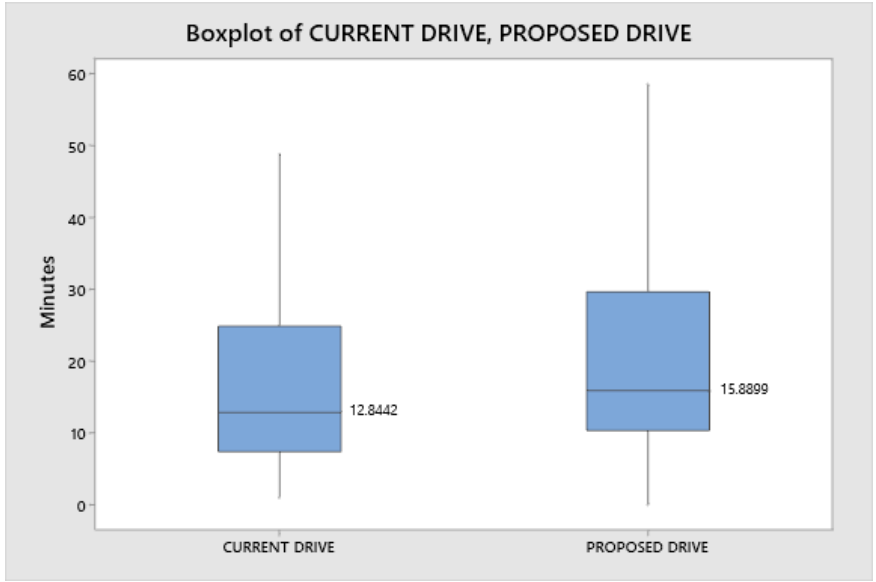
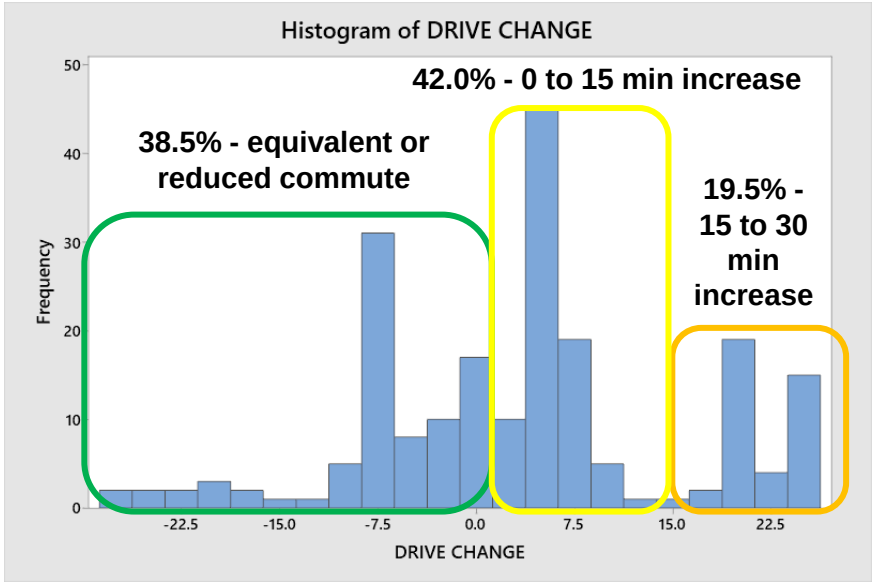
Bryan Employee Commute Analysis



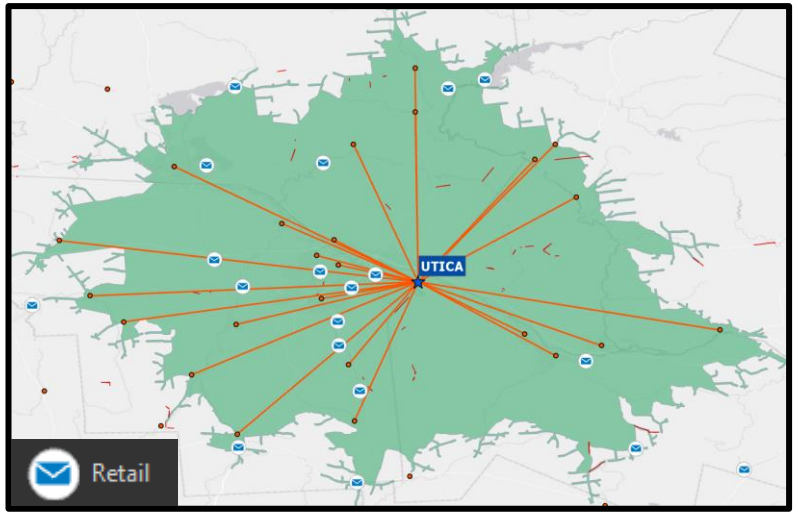
Median commute increased from ~13 to 16 minutes

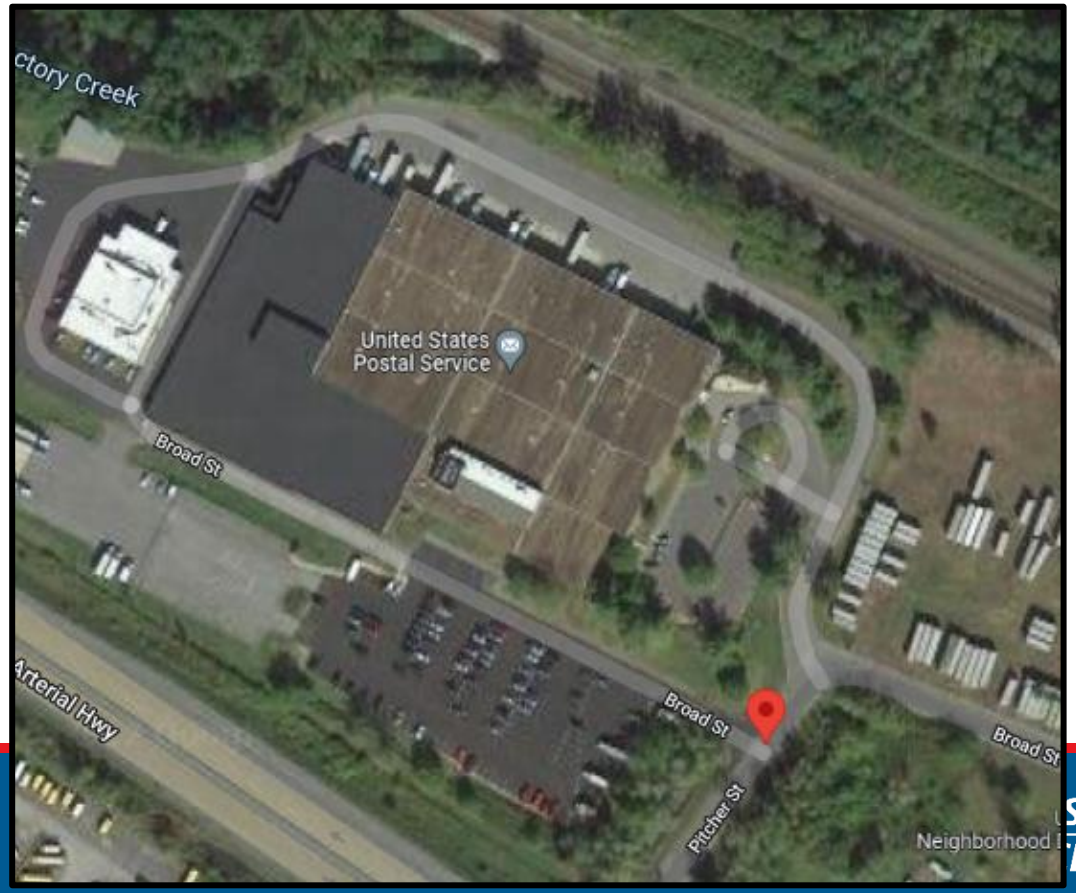


Utica, NY – Facility Concept

TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
133,106	88,735	282/55	59	142	201	Former PDC	109.3K	239.9K

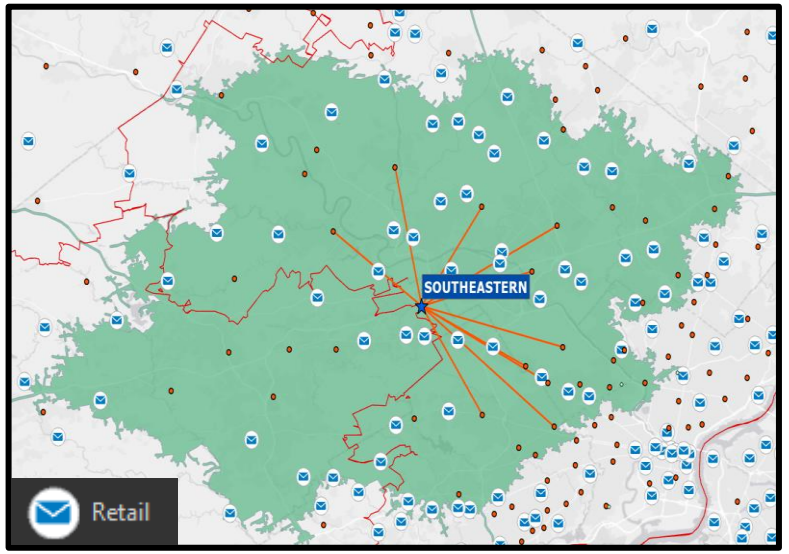
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
BARNEVELD	2	24	16	32	Delivery, Retail, PO Box	
CASSVILLE	1	24	19	19	Delivery, Retail, PO Box	
CLINTON	8	18	12	94	Delivery, Retail, PO Box	
COLD BROOK	3	30	20	61	Delivery, Retail, PO Box	
DEANSBORO	1	25	17	17	Delivery, Retail, PO Box	
FRANKFORT	6	12	8	51	Delivery, Retail, PO Box	
HERKIMER	8	19	14	111	Delivery, Retail, PO Box	
HOLLAND PATENT	2	20	14	27	Delivery, Retail, PO Box	
ILION	13	15	12	152	Delivery, Retail, PO Box	
LITTLE FALLS	7	27	21	149	Delivery, Retail, PO Box	
MARCY	4	10	7	29	Delivery, Retail, PO Box	
NEW HARTFORD	16	12	8	129	Delivery, Retail, PO Box	
NEWPORT	2	22	14	28	Delivery, Retail, PO Box	
ORISKANY	2	15	12	23	Delivery, Retail, PO Box	
POLAND	1	26	19	19	Delivery, Retail, PO Box	
REMSEN	3	26	19	58	Delivery, Retail, PO Box	
ROME	35	23	20	695	Delivery, Retail, PO Box	
SAUQUOIT	4	19	14	56	Delivery, Retail, PO Box	
VERNON	2	27	19	39	Delivery, Retail, PO Box	
VERNON CENTER	1	26	19	19	Delivery, Retail, PO Box	
VERONA	2	28	26	51	Delivery, Retail, PO Box	
WATERVILLE	3	27	20	59	Delivery, Retail, PO Box	
WHITESBORO	11	11	6	67	Delivery, Retail, PO Box	
YORKVILLE	5	8	5	24	Delivery, Retail, PO Box	



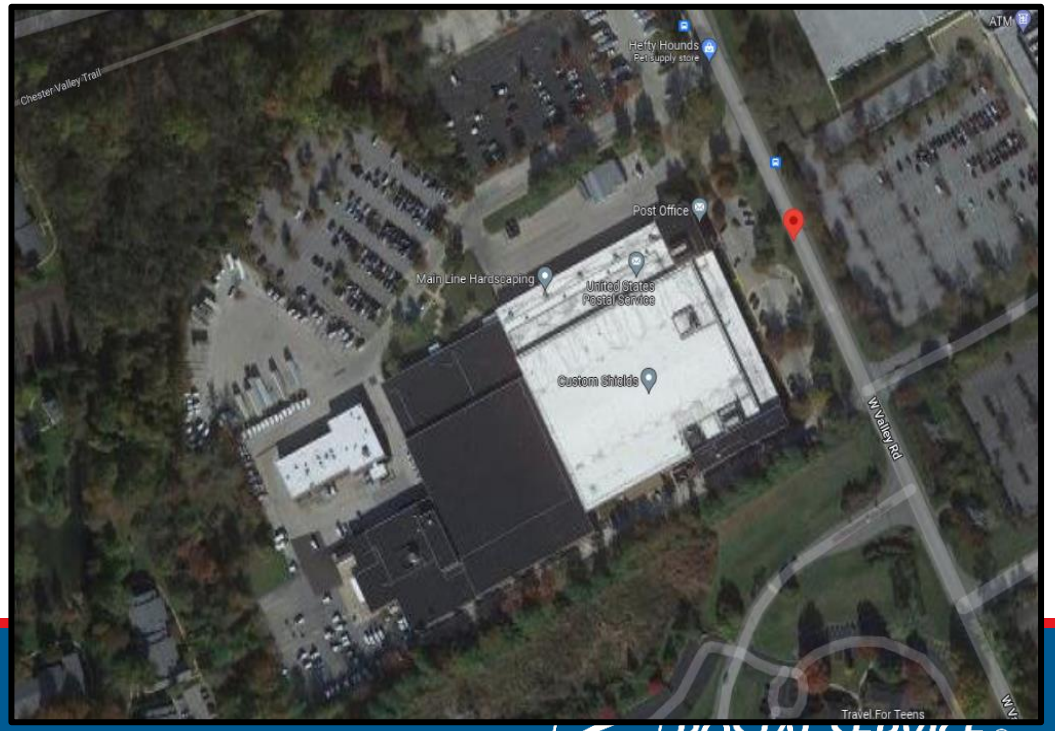


Tri-County, PA – Facility Concept

TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
318,155	88,352	570/55	107	281	388	Former PDC	201.2K	454.3K



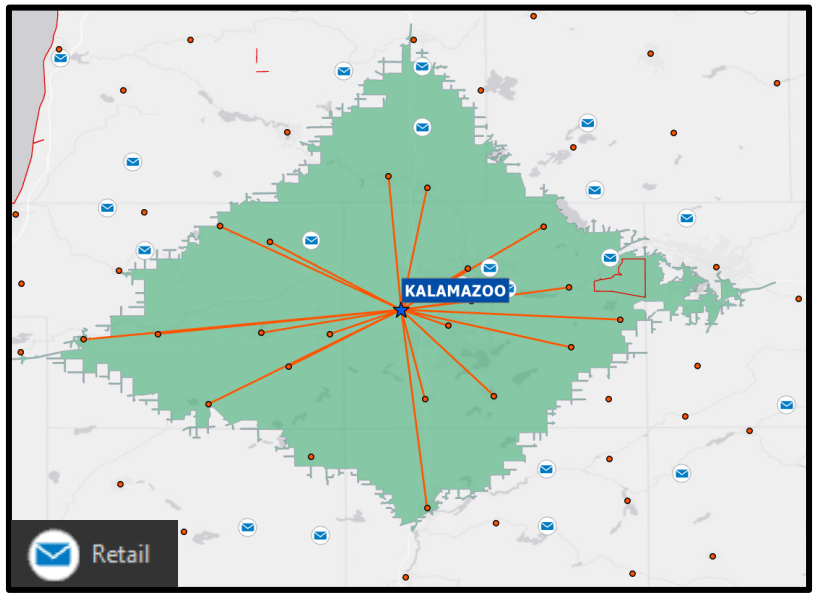
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
ARDMORE	19	21	10	196	Delivery, Retail, PO Box	
BLUE BELL	27	19	13	347	Delivery, Retail, PO Box	
BROOMALL	19	19	9	170	Delivery, Retail, PO Box	
BRYN MAWR	17	18	9	150	Delivery, Retail, PO Box	
COLLEGEVILLE	30	19	12	370	Delivery, Retail, PO Box	
GLADWYNE	4	19	10	40	Delivery, Retail, PO Box	
NEWTOWN SQUARE	20	21	10	205	Delivery	
NORRISTOWN	39	15	8	327	Delivery	
PHOENIXVILLE	31	20	10	323	Delivery, Retail, PO Box	
ROYERSFORD	19	22	15	289	Delivery, Retail, PO Box	
SPRING CITY	8	23	15	124	Delivery, Retail, PO Box	
UPPER DARBY	48	27	12	596	Delivery, Retail, PO Box	

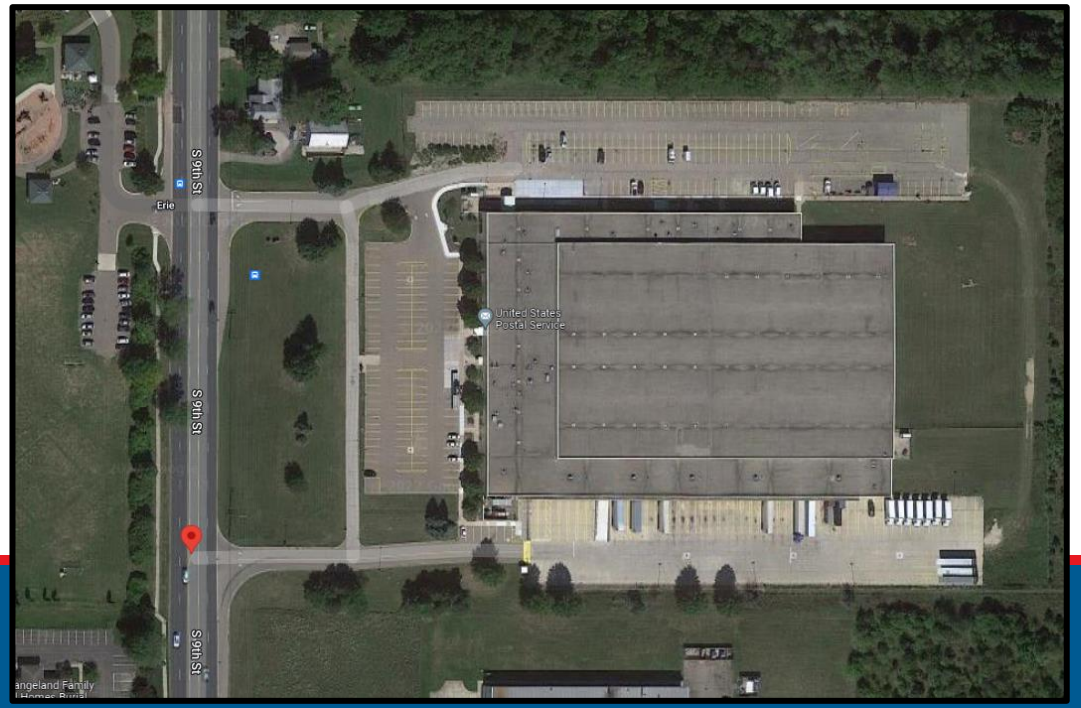


Kalamazoo P&DC, MI – Facility Concept

TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
171,698	121,728	295/110	0	262	262	Former PDC	162.7K	355.4K

Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
BLOOMINGDALE	2	29	23	47	Delivery, Retail, PO Box	
CLIMAX	2	24	23	45	Delivery, Retail, PO Box	
DECATUR	4	24	23	93	Delivery, Retail, PO Box	
GALESBURG	4	18	16	66	Delivery, Retail, PO Box	
GOBLES	4	21	18	70	Delivery, Retail, PO Box	
HARTFORD	5	27	28	140	Delivery, Retail, PO Box	
PARCHMENT	12	17	9	110	Delivery, Retail, PO Box	
WESTWOOD	58	10	4	221	Delivery, Retail, PO Box	
KALAMAZOO, KALAMAZOO VMF	56	13	10	532	Delivery, Retail, PO Box	
LAWRENCE	3	22	22	67	Delivery, Retail, PO Box	
LAWTON	4	18	16	65	Delivery, Retail, PO Box	
MATTAWAN	7	9	7	52	Delivery, Retail, PO Box	
OTSEGO	7	20	17	122	Delivery, Retail, PO Box	
PAW PAW	10	14	13	132	Delivery, Retail, PO Box	
PLAINWELL	13	18	16	206	Delivery, Retail, PO Box	
PORTAGE	36	8	6	208	Delivery, Retail, PO Box	
RICHLAND	6	24	20	118	Delivery, Retail, PO Box	
SCHOOLCRAFT	4	13	12	47	Delivery, Retail, PO Box	
SCOTTS	3	22	21	63	Delivery, Retail, PO Box	
THREE RIVERS	14	28	24	330	Delivery, Retail, PO Box	
VICKSBURG	8	21	17	137	Delivery, Retail, PO Box	

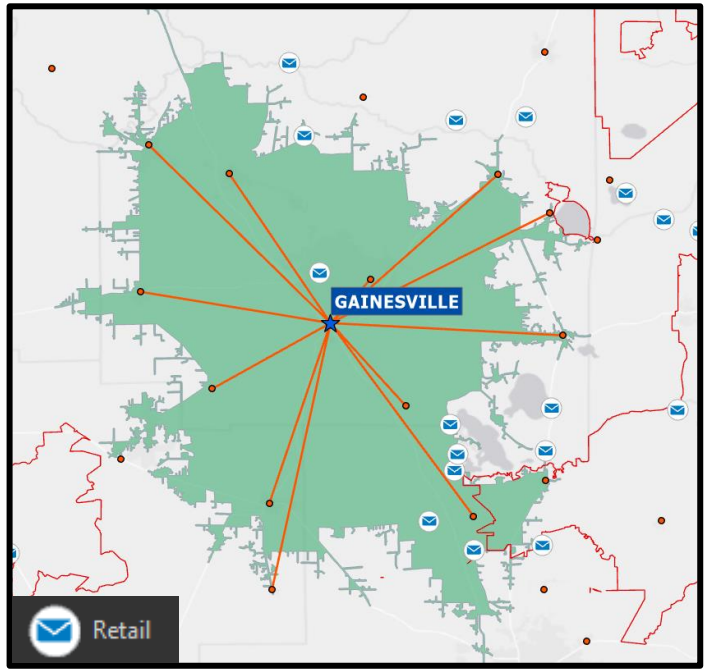


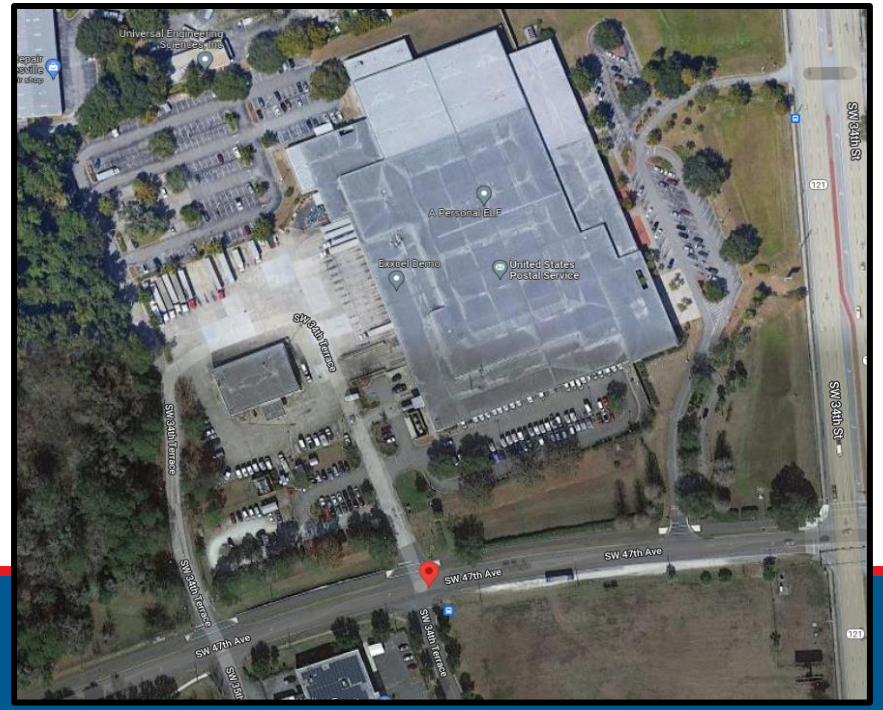


Gainesville, FL – Facility Concept

TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
189,469	127,711	254/53	61	134	195	Former PDC	136.5K	295.5K

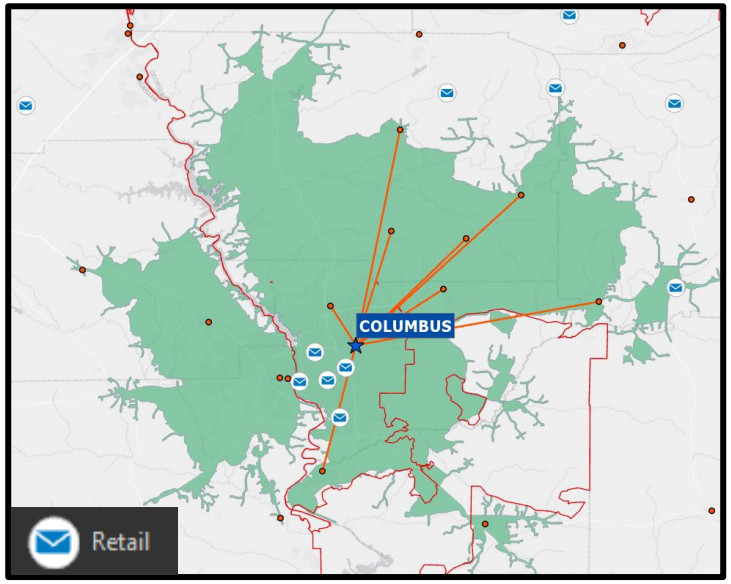
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
ALACHUA	11	19	18	202	Delivery, Retail, PO Box	
ARCHER	6	18	12	73	Delivery, Retail, PO Box	
EARLETON	1	29	22	22	Delivery, Retail, PO Box	
MAIN STREET	66	15	6	422	Delivery, Retail, PO Box	
HAWTHORNE	7	27	21	145	Delivery, Retail, PO Box	
HIGH SPRINGS	9	24	23	205	Delivery, Retail, PO Box	
MICANOPY	3	14	10	31	Delivery, Retail, PO Box	
MORRISTON	5	30	25	124	Delivery, Retail, PO Box	
NEWBERRY	12	23	17	206	Delivery, Retail, PO Box	Feb 2027
REDDICK	4	24	22	87	Delivery, Retail, PO Box	
WALDO	1	26	19	19	Delivery, Retail, PO Box	
WILLISTON	9	21	17	153	Delivery, Retail, PO Box	Feb 2027



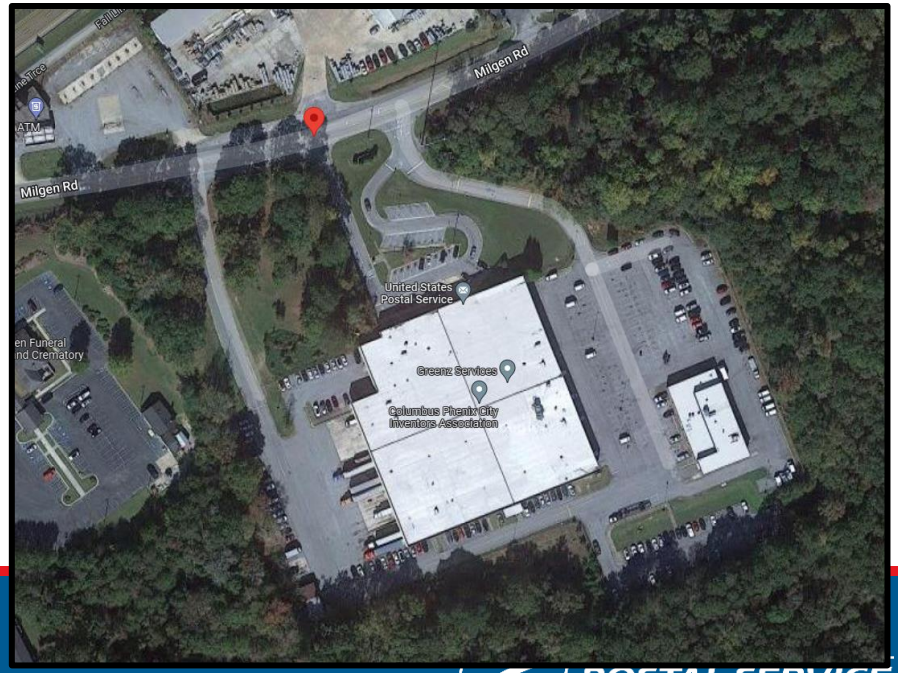


Columbus Main Office, GA – Facility Concept

TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
80,216	47,822	250 / 70	113	39	152		108.2K	234.1K



Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
BOX SPRINGS	3	20	18	54	Delivery, Retail, PO Box	
CATAULA	4	17	11	43	Delivery, Retail, PO Box	
FORT BENNING	6	20	14	85	Delivery, Retail, PO Box	
ELLERSLIE	2	20	14	28	Delivery, Retail, PO Box	
FORTSON	6	10	6	36	Delivery, Retail, PO Box	
HAMILTON	5	30	21	103	Delivery, Retail, PO Box	
MIDLAND	10	14	10	98	Delivery, Retail, PO Box	
WAVERLY HALL	3	26	19	58	Delivery, Retail, PO Box	



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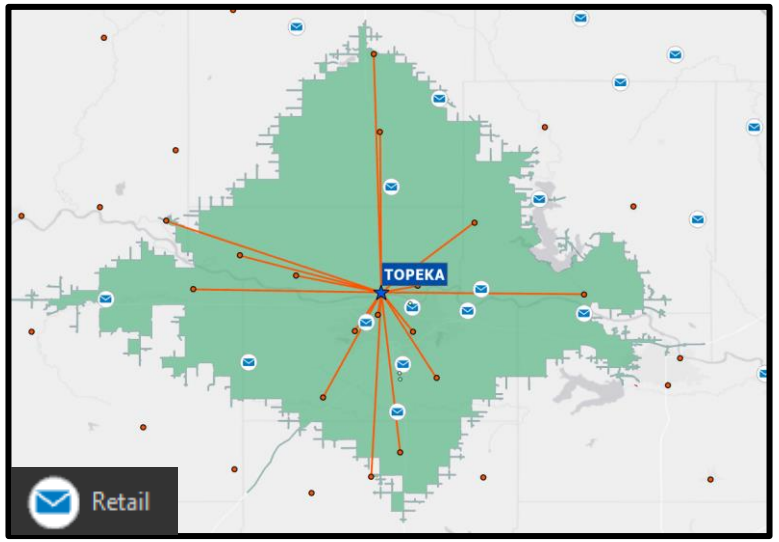
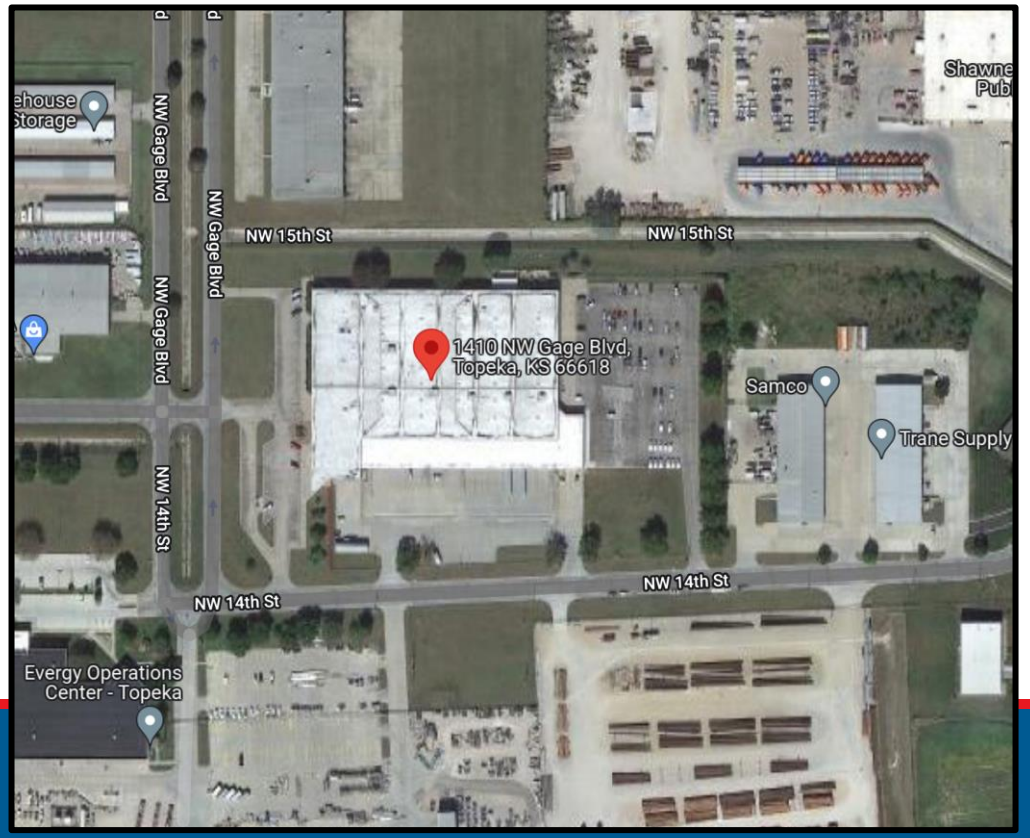
Topeka Northpark, KS – Facility Concept

TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
116,996	66,592	187/49	35	138	173	Former PDC	97.8K	215.1K



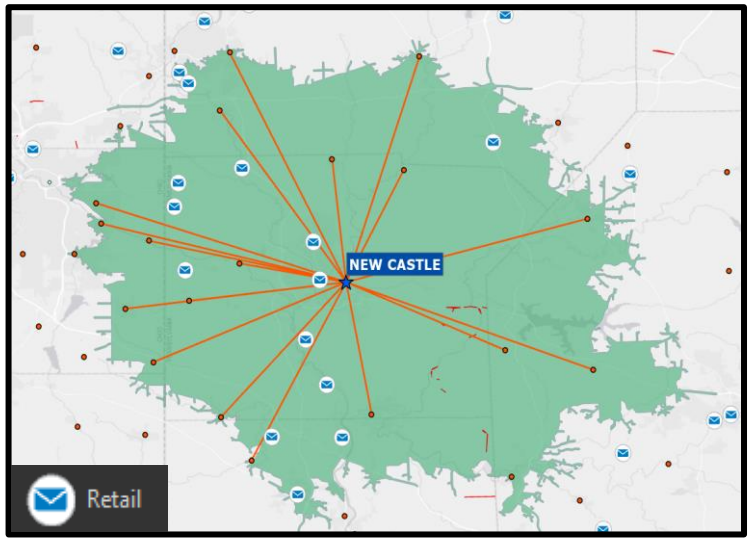
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
AUBURN	3	22	17	51	Delivery, Retail, PO Box	
BERRYTON	4	22	17	69	Delivery, Retail, PO Box	
CARBONDALE	2	24	23	46	Delivery, Retail, PO Box	
HOLTON	7	28	28	197	Delivery, Retail, PO Box	
MAPLE HILL	1	22	21	21	Delivery, Retail, PO Box	
MAYETTA	3	18	19	57	Delivery, Retail, PO Box	
MERIDEN	5	20	16	79	Delivery, Retail, PO Box	
PERRY	4	23	20	79	Delivery, Retail, PO Box	
ROSSVILLE	1	20	15	15	Delivery, Retail, PO Box	
SAINT MARYS	4	29	23	91	Delivery, Retail, PO Box	
SCRANTON	2	30	28	56	Delivery, Retail, PO Box	
SILVER LAKE	2	12	10	19	Delivery, Retail, PO Box	
GAGE CENTER	21	8	4	84	Delivery, Retail, PO Box	
HICREST	31	12	9	267	Delivery, Retail, PO Box	
SHERWOOD CARRIER ANNEX	31	11	8	255	Delivery, Retail	
NORTH TOPEKA	17	7	5	82	Delivery, Retail, PO Box	

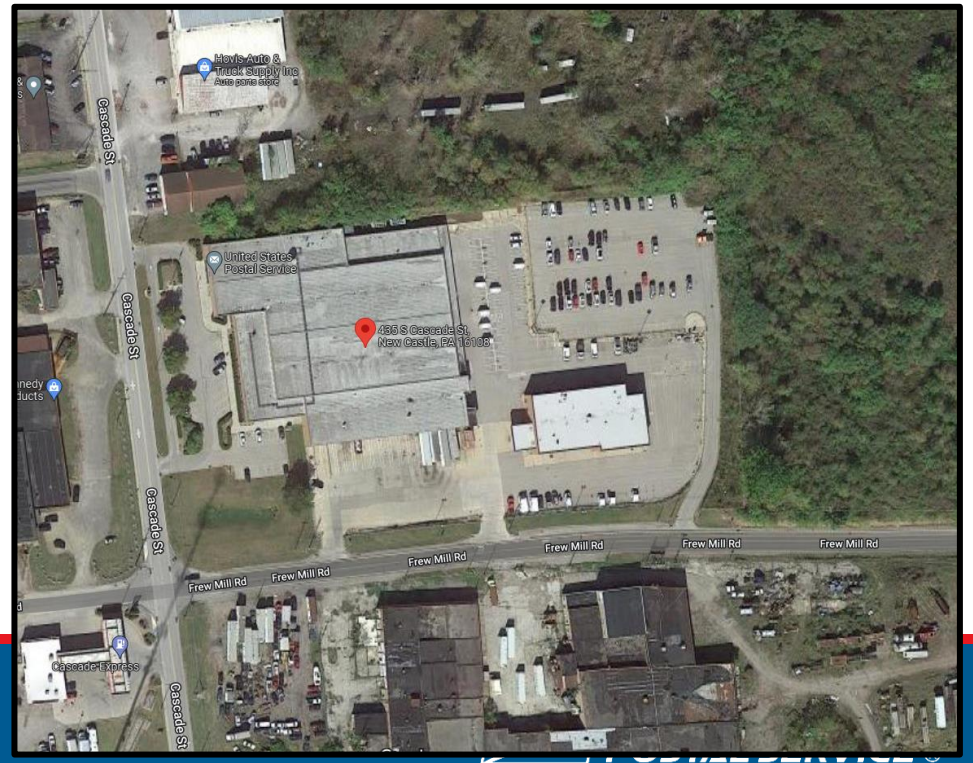


New Castle P&DF, PA – Facility Concept

TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
75,112	37,335	207 / 25	45	105	150	75,112	82.9K	179.8K

Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
CAMPBELL	8	28	18	143	Delivery, Retail, PO Box	
LOWELLVILLE	4	25	14	54	Delivery, Retail, PO Box	
NEW MIDDLETOWN	3	29	15	46	Delivery, Retail, PO Box	
PETERSBURG	1	27	14	14	Delivery, Retail, PO Box	
STRUTHERS	10	30	19	189	Delivery, Retail, PO Box	
BESSEMER	1	22	11	11	Delivery, Retail, PO Box	
DARLINGTON	4	30	18	71	Delivery, Retail, PO Box	
EDINBURG	2	16	8	16	Delivery, Retail, PO Box	
ELLWOOD CITY	16	22	13	207	Delivery, Retail, PO Box	
ENON VALLEY	2	29	17	34	Delivery, Retail, PO Box	
MERCER	13	28	19	247	Delivery, Retail, PO Box	
NEW WILMINGTON	7	21	11	75	Delivery, Retail, PO Box	
PORTERSVILLE	3	23	16	47	Delivery, Retail, PO Box	
PROSPECT	2	30	21	42	Delivery, Retail, PO Box	
HERMITAGE	15	29	21	320	Delivery, Retail, PO Box	
SLIPPERY ROCK	8	25	16	130	Delivery, Retail, PO Box	
VOLANT	3	15	10	29	Delivery, Retail, PO Box	
WEST MIDDLESEX	3	24	17	52	Delivery, Retail, PO Box	





S&DC Existing Space – Summary

- Sorting and Delivery Center concept will allow for:
  - Standardization
  - Better Customer Service and Mailer Options through expanded reach
  - Updated facilities and working conditions
  - Optimization and improved efficiencies of the transportation network

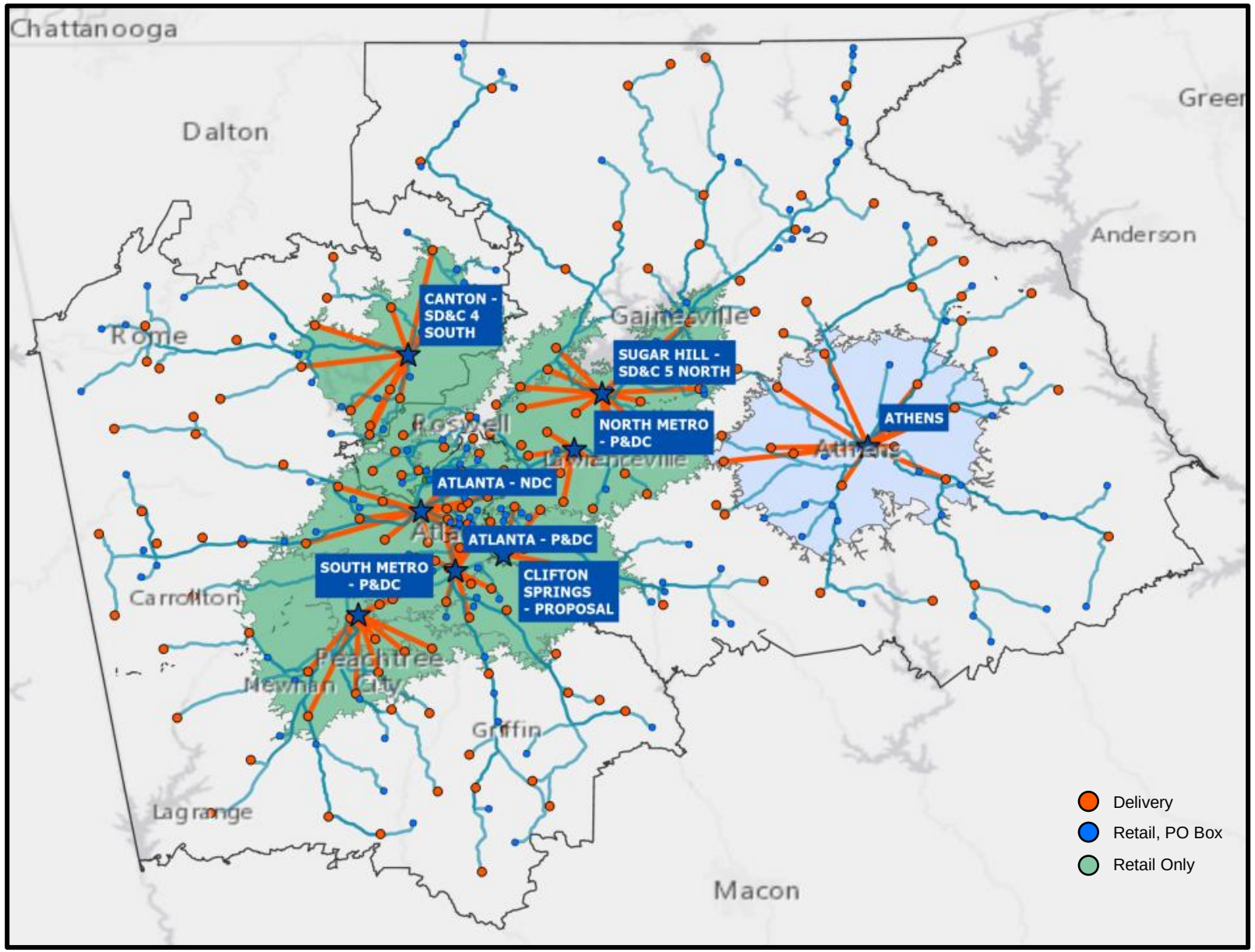
- 928 existing facilities with available space identified
  - Ranked by selected criteria to support initiative goals
  - Initial site surveys and project plan initiated

Sorting and Delivery Center—Metro Locations

S&DCs - Metro Locations

- ❑ Reviewed projected locations for new Regional Processing and Distribution Centers (RPDC)
- ❑ Worked with processing operations to identify and model space within each RPDC to co-locate an S&DC
- ❑ Used same modeling methodology to identify spoke offices as aforementioned
- ❑ Modeled potential locations to build or purchase a facility for additional S&DCs to achieve the goals of increasing customer/mailer reach and improving facilities

Atlanta Metro – Facilities Inside and Outside of Model



		NORTH	SOUTH	TOTAL
Delivery - Included in Model	Facilities	38	48	**86**
	ZIPs	66	75	**141**
	Routes	1,216	1,288	**2,504**
	Avg 1-Way Travel Minutes	18	18	**18**
	Avg 1-Way Travel Miles	12	11	**12**
	Delivery Points	888.9K	974.3K	**1.86M**
	Population	2.16M	2.13M	**4.29M**
Delivery - Outside of Model	Facilities	51	45	**96**
	ZIPs	87	66	**153**
	Routes	961	786	**1,747**
	Avg 1-Way Travel Minutes	50	46	**48**
	Avg 1-Way Travel Miles	39	36	**38**
	Delivery Points	631.9K	555.5K	**1.19M**
	Population	1.41M	1.25M	**2.66M**
Retail – Outside of Model	Facilities	0	3	**3**
	ZIPs	0	0	**0**
	Routes	0	0	**0**
	Avg 1-Way Travel Minutes	0	16	**16**
	Avg 1-Way Travel Miles	0	8	**8**
	Delivery Points	0.0K	0.0K	**0.0K**
	Population	0.0K	0.0K	**0.0K**
Retail, PO Box – Outside of Model	Facilities	76	68	**144**
	ZIPs	0	0	**0**
	Routes	0	0	**0**
	Avg 1-Way Travel Minutes	42	32	**37**
	Avg 1-Way Travel Miles	35	23	**29**
	Delivery Points	0.0K	0.0K	**0.0K**
	Population	0.0K	0.0K	**0.0K**
Total	Facilities	165	164	**329**
	ZIPs	153	141	**294**
	Routes	2,177	2,074	**4,251**
	Avg 1-Way Travel Minutes	39	31	**35**
	Avg 1-Way Travel Miles	31	23	**27**
	Delivery Points	1.52M	1.53M	**3.05M**
	Population	3.58M	3.38M	**6.95M**

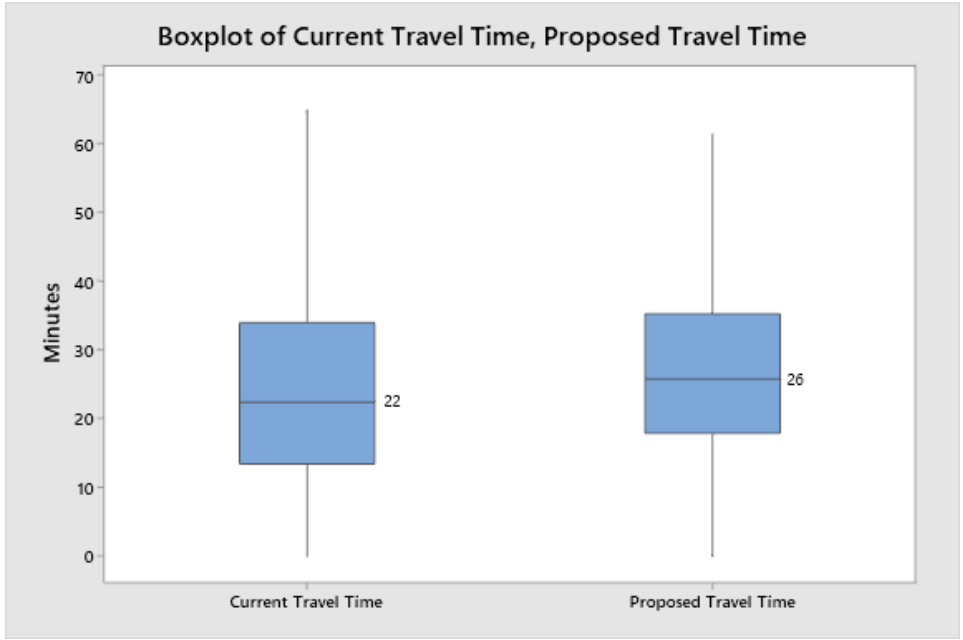
Atlanta North and South

Property Name	Facilities	ZIPs	Routes	Avg 1-Way Travel Minutes	Avg 1-Way Travel Miles	Delivery Points	Population
SUGAR HILL - NORTH - New	13	22	592	20	13	390.1K	989.8K
CLIFTON SPRINGS - Lease	6	14	222	18	11	200.9K	463.8K
ATLANTA - NDC	15	26	469	20	11	365.4K	742.4K
SOUTH METRO - P&DC	11	14	231	16	11	176.0K	396.4K
ATLANTA - P&DC	11	17	225	13	7	206.5K	453.8K
CANTON - SOUTH - New	11	18	363	22	16	226.3K	534.9K
NORTH METRO - P&DC	6	8	225	16	9	174.8K	432.6K
Total	**73**	**119**	**2,327**	**18**	**11**	**1.74M**	**4.01M**

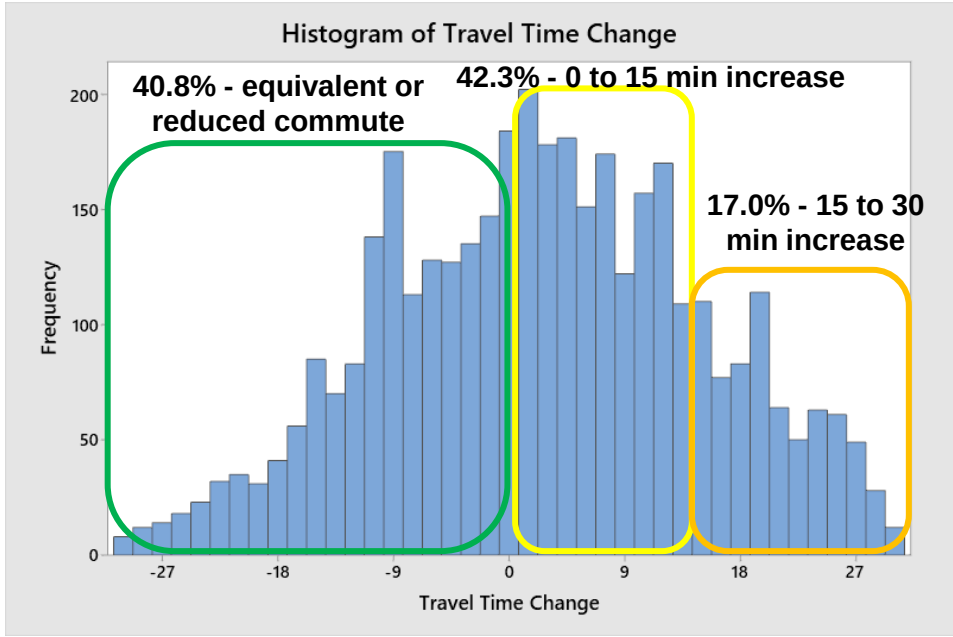
	Delivery Units			Routes			Delivery Points		
	Total	**Captured**	**Remaining**	**Total**	**Captured**	**Remaining**	**Total**	**Captured**	**Remaining**
North	88	25	63	2,152	1,039	1,113	1.5M	766K	732K
South	94	48	46	2,099	1,288	811	1.6M	974K	578K
Total	**182**	**73**	**109**	**4,251**	**2,327**	**1,924**	**3.1M**	**1.7M**	**1.3M**

Sensitive Commercial Information – Do Not Disclose / Attorney-Client Privileged / Attorney Work Product

Atlanta Employee Commute Analysis

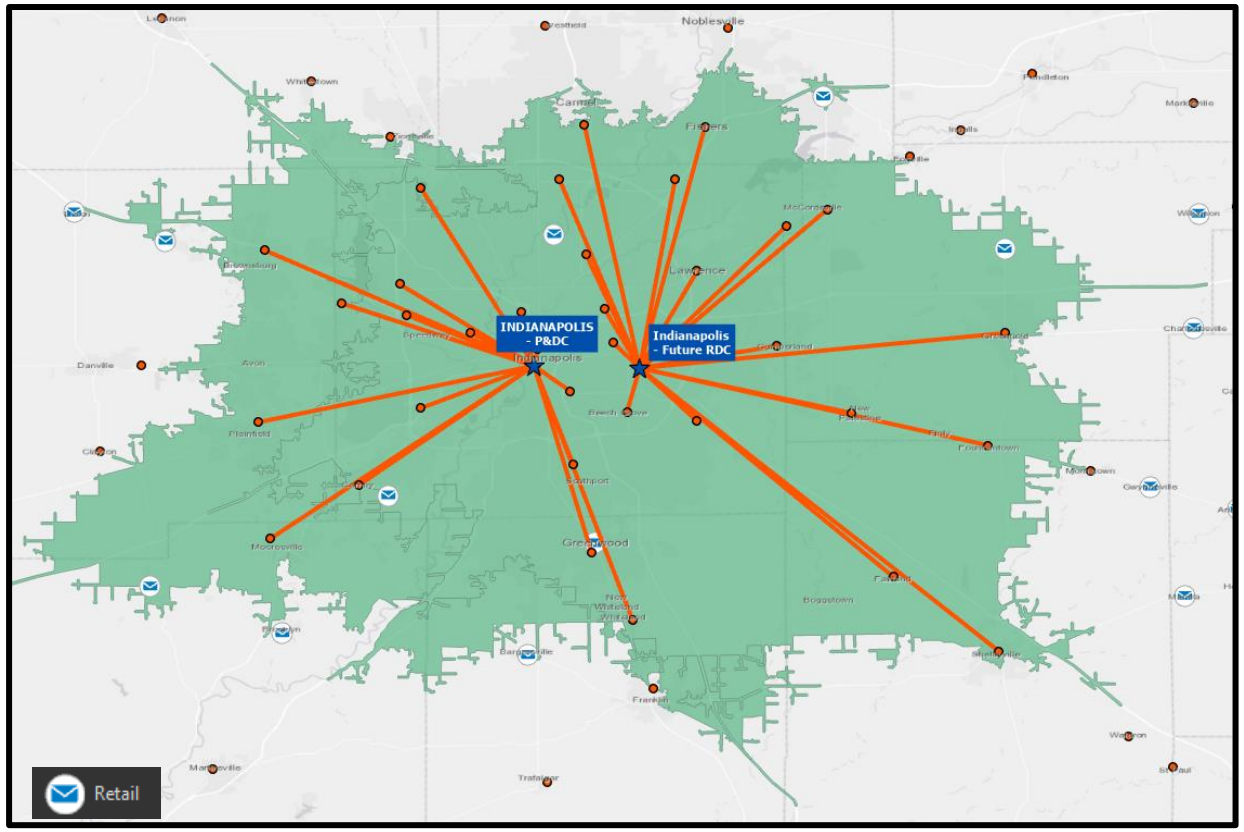


Median commute increased from ~22 to 26 minutes



Indianapolis

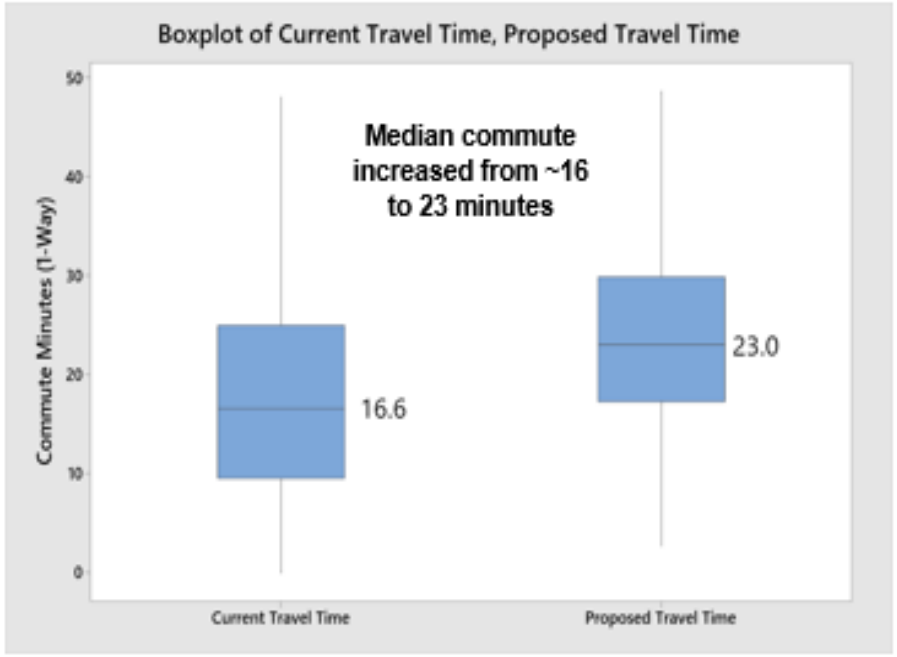
Indy SCFs: 460-464, 469, 472-474, 478, 479

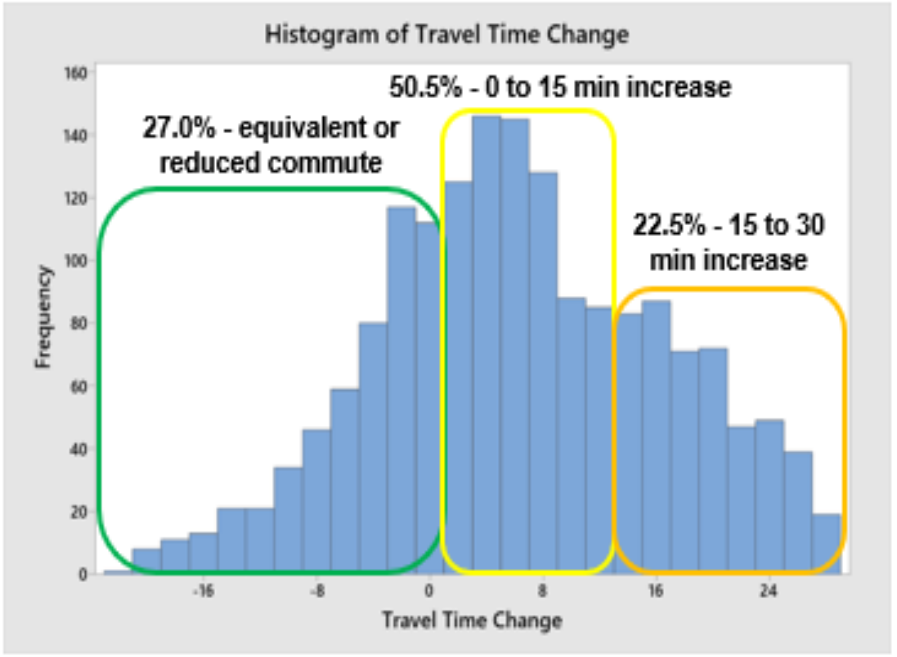


Property Name	Facilities	ZIPs	Routes	Avg 1-Way Travel Minutes	Avg 1-Way Travel Miles	Delivery Points	Population	Approx. Space Needed
Indianapolis - Future RDC	19	30	566	19	13	373.0K	782.7K	250K
Indianapolis - P&DC	16	29	492	18	11	337.0K	707.6K	220K
Total	**35**	**59**	**1,058**	**18**	**12**	**710.1K**	**1.49M**	**470K**

Delivery Units			Routes			Delivery Points		
Total	Captured	Remaining	Total	Captured	Remaining	Total	Captured	Remaining
233	35	198	2,855	1,058	1,797	1.77M	710K	1.06M

Indianapolis Employee Commute Analysis





S&DC & Metro Locations-Summary

- Sorting and Delivery Center-Metro Locations:
  - Allows for efficiencies in transportation by co-locating S&DCs in RPDCs
  - Updated facilities and working conditions improve with new facilities
  - Customer and mailer reach expands increasing revenue

- Two (2) Locations Modeled—Atlanta and Indianapolis
  - Potential of eight (8) S&DCs in the Atlanta Metro
  - Potential of two (2) S&DCs in the Indianapolis Metro area
  - Still in the modeling and planning phase
  - Expansion of initiative with each RPDC location

Sensitive Commercial Information – Do Not Disclose / Attorney-Client Privileged / Attorney Work Product

S&DC-Foot/Parcel Route

Selection Method – S&DC-Foot/Parcel Route

- ❑ Reviewed opportunities to replicate the “Plan B” initiative from Peak 2021
- ❑ Identified all units with a high concentration of foot/walk-out routes that also had parcel /truck routes
- ❑ Analyzed the volume data
- ❑ Modeled units within 30- minute travel time to identify opportunities to combine parcel delivery for multiple zones in one location—expanding customer reach

S&DC-Foot/Parcel Route Project Analysis

2017 - 2021				
Region	Letter Volume	Flat Volume	Parcel Volume	Avg New Routes / Year
Atlantic	-12.19%	-29.13%	18.33%	255
Central	-9.61%	-30.13%	24.63%	123
Southern	-6.70%	-19.76%	30.15%	95
Westpac	-10.45%	-26.43%	28.61%	331
Total	-9.95%	-26.68%	24.95%	541

Area Structure Summary

Area	Foot Routes	Parcel Routes	Combo Routes
Atlantic	5,727	1,177	812
Central	328	1	190
Southern	44	7	27
WestPac	298	126	140
TOTAL	**6,397**	**1,311**	**1,169**

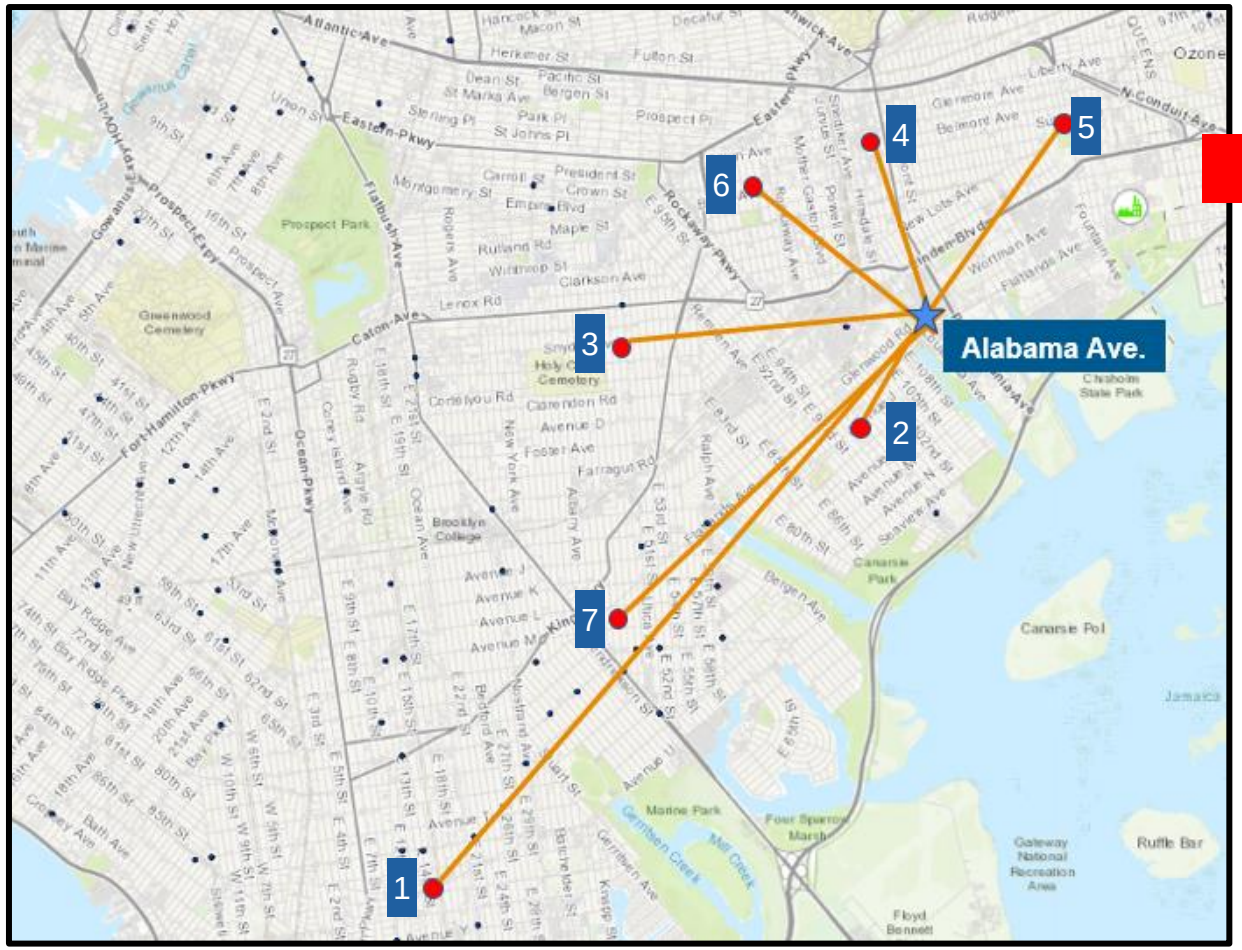
Districts Structure Analysis

District	Foot Routes	Parcel Routes	Combo Routes
New York 1 (NYC)	2,915	774	317
New York 2 (Queens/Long Island)	735	118	71
New Jersey	557	149	11
MA-RI	413	23	186
New York 3 (NY Upstate)	392	33	121
DE-PA2 (Philadelphia)	350	39	64
Pennsylvania 1 (Pittsburgh)	288	5	31
California 1 (San Francisco)	216	33	45
Illinois 1 (Chicago)	167	0	89
Maryland (Washington DC)	39	36	1

Source: eFlash and Workforce Planning (Bid Assignments)

S&DC-Foot/Parcel Route Project Analysis
Brooklyn – Spoke Stations

Key	Station Name	ZIP Codes	Address
1	Bay	11235	2628 E 18th St.
2	Canarsie	11236	10201 Flatlands Ave.
3	Rugby	11203	726 Utica Ave.
4	East New York	11207	2645 Atlantic Ave.
5	New Lots	11208	1223 Sutter Ave.
6	Brownsville Station	11212	167 BRISTOL ST
7	Ryder Station	11234	1739 E 45TH ST



966 Alabama Ave. – 40,000 Sq. Ft of Workroom floor

- Total of 36 Facilities and 38 Zip codes in Brooklyn
- Population of 2.57 Million
- 95% or 1,083 of the 1,129 Brooklyn routes are walk out routes
- 7 Walk out route Facilities Identified with High Density Parcel Volume
- Average of 22,279 Parcels per day and 235,475 Delivery Points
- 16.25 Parcels Per Hour Productivity “Peak Like No Other”.
- Targeted Transportation Reduction

S&DC & Foot/Parcel Route-Summary

- Sorting and Delivery Center-Parcel/Truck Route
  - Allows for efficiencies in transportation by consolidating Parcel/Truck Routes into one S&DC
  - Updated facilities and working conditions improve with new facilities
  - Customer and mailer reach expands increasing revenue
  - Allows for optimization and timely parcel delivery

- Brooklyn-Alabama Ave—S&DC
  - Potential to consolidate parcel/truck routes from 7 Brooklyn stations
  - Building used at peak is available—leased through 2023
  - Planning and preparation for a launch prior to Election Season and Peak 2022

Thank You / Questions?