

Sorting & Delivery Center (S&DC)

07.29.2022

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

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 – NORTH PARK	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

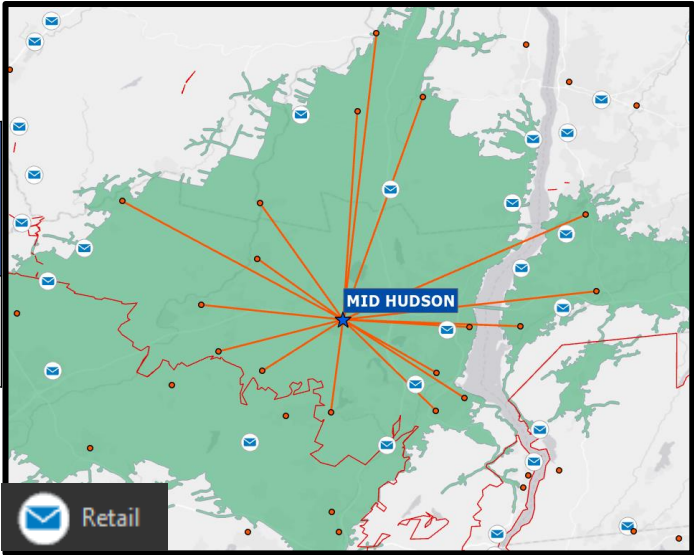
Mid-Hudson (NY)

Bryan (TX)

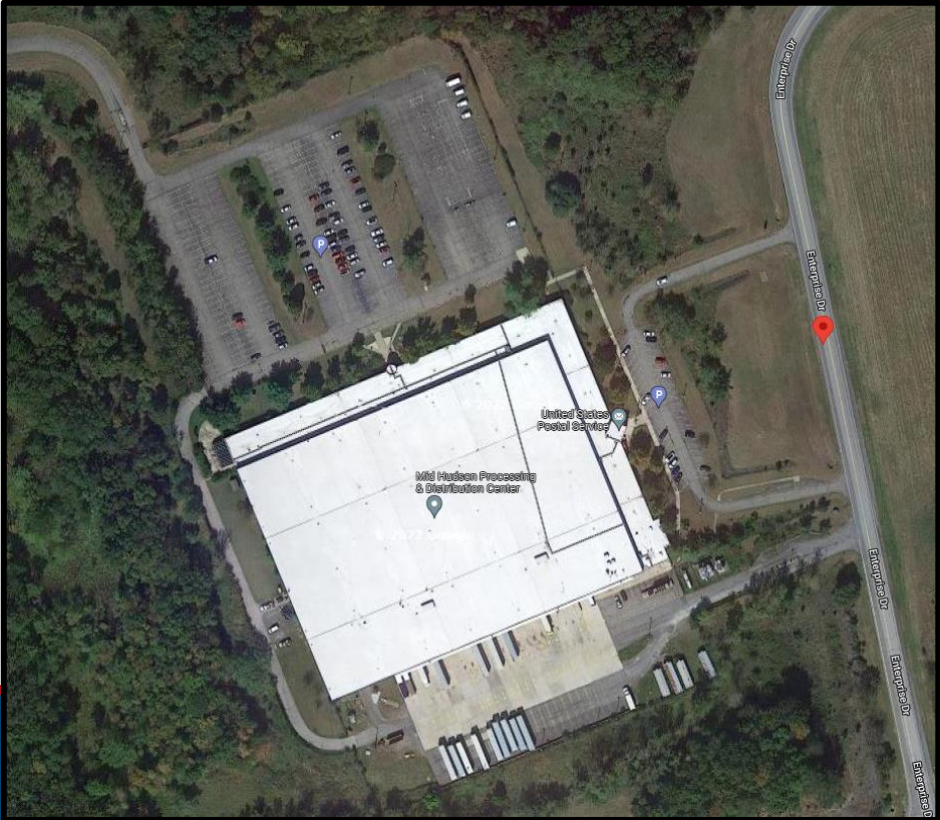
Athens (GA) (six (6) of the 12 capable spoke offices)

Mid Hudson, NY – Facility Concept

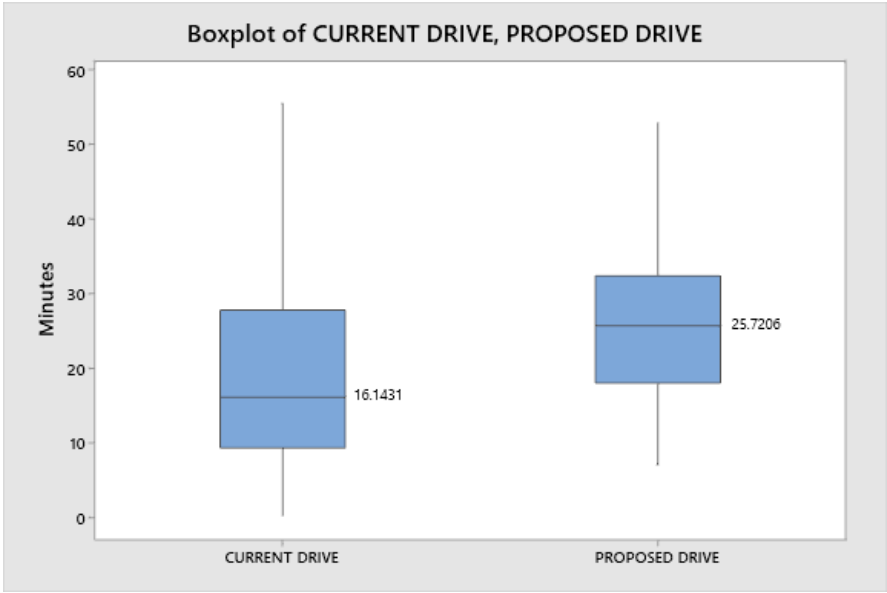
TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
180,489	118,400	371/0	0	160	160	Former PDC	100.0K	243.5K



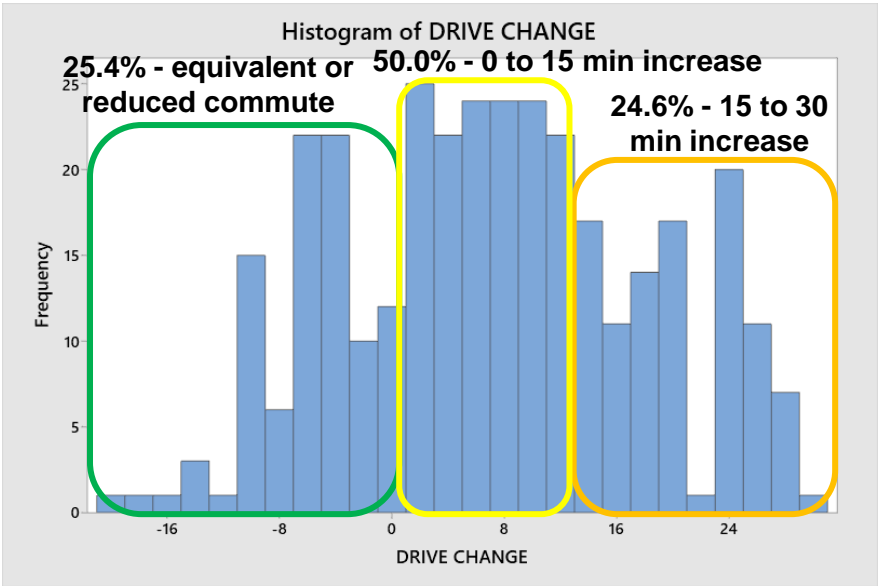
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
BEACON	12	19	10	120	Delivery, Retail, PO Box	
CLINTONDALE	1	27	16	16	Delivery, Retail, PO Box	
CORNWALL	5	21	10	50	Delivery, Retail, PO Box	
CORNWALL ON HUDSON	3	23	11	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



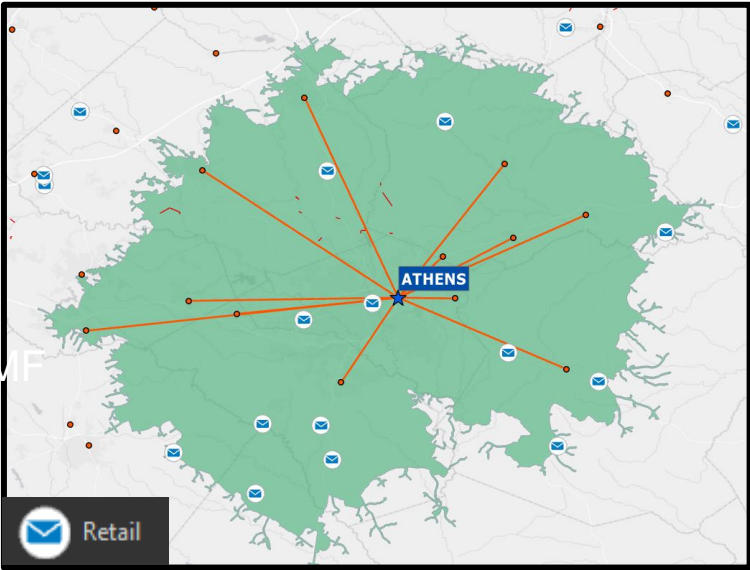
Median commute increased from ~16 to 26 minutes



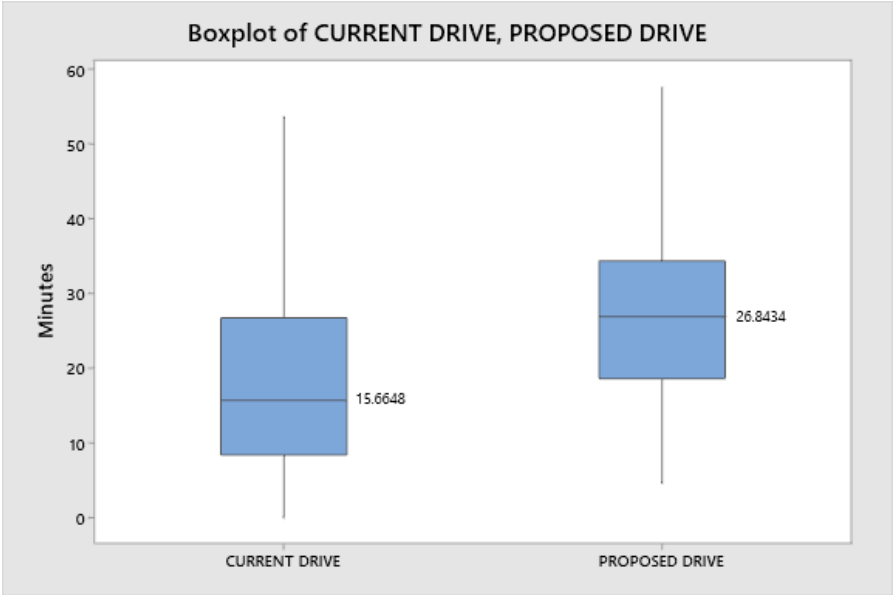
Athens, GA PO -- Facility Concept

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

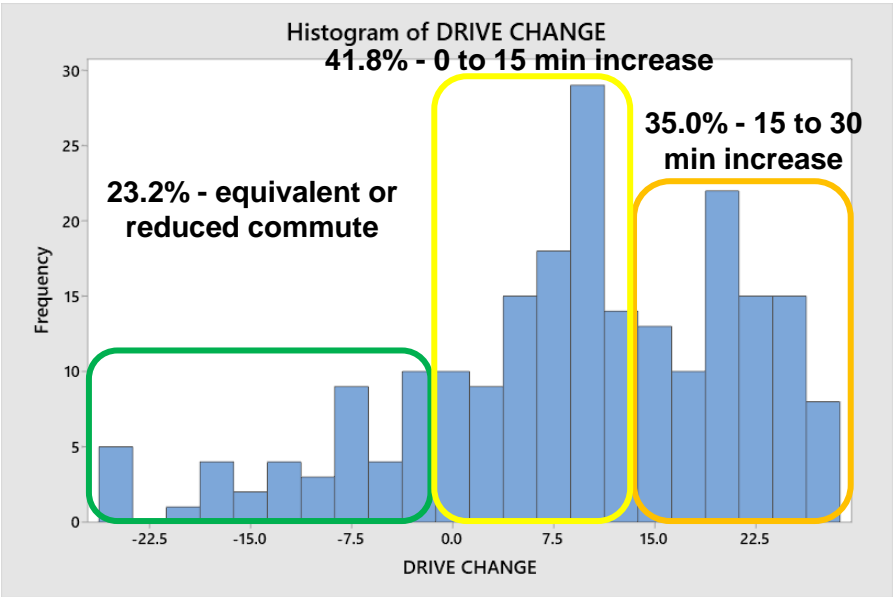
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
BETHLEHEM	8	28	26	208	Delivery, Retail, PO Box	Dec 2023
BOGART	7	17	13	93	Delivery, Retail, PO Box	Sep 2026
COLBERT	4	14	11	43	Delivery, Retail, PO Box	
COMER	3	20	16	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

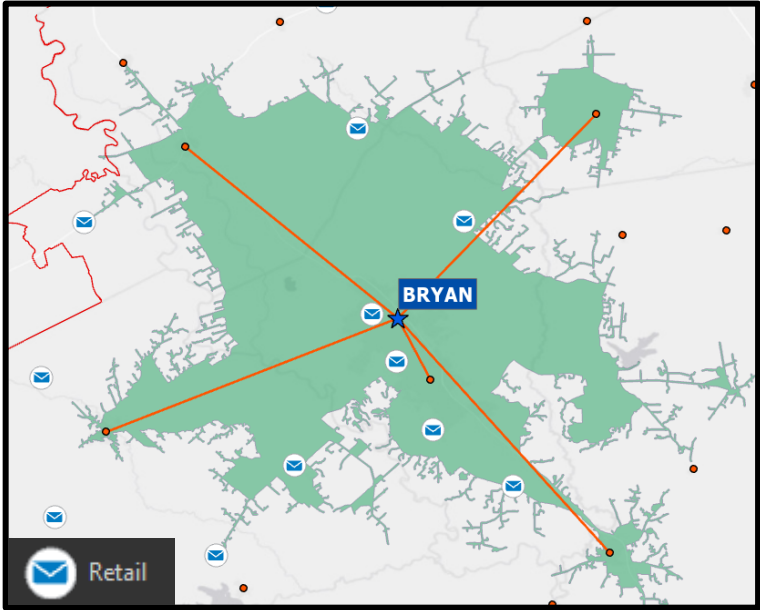


Median commute
increased from ~16
to 27 minutes

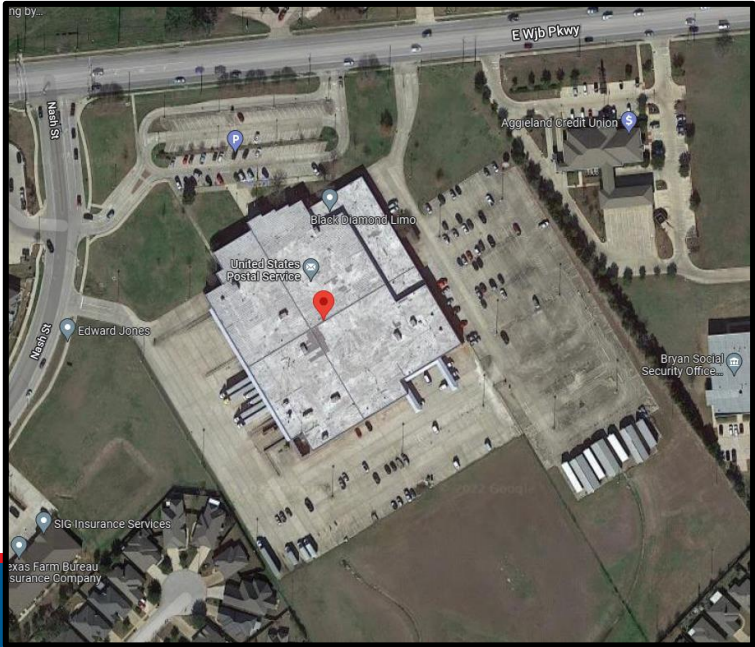


Bryan P&DF, TX – Facility Concept

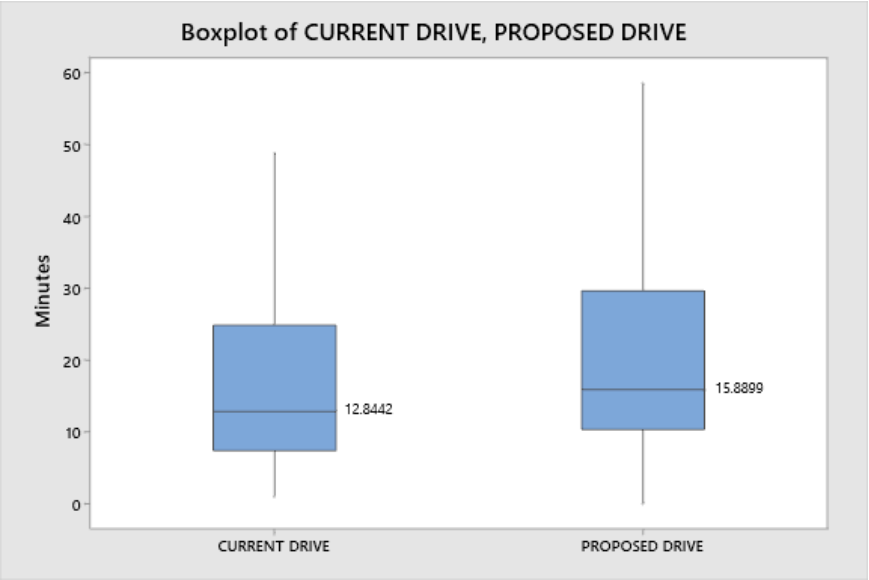
TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
119,702	58,572	371 / 102	55	96	151		117.0K	265.3K



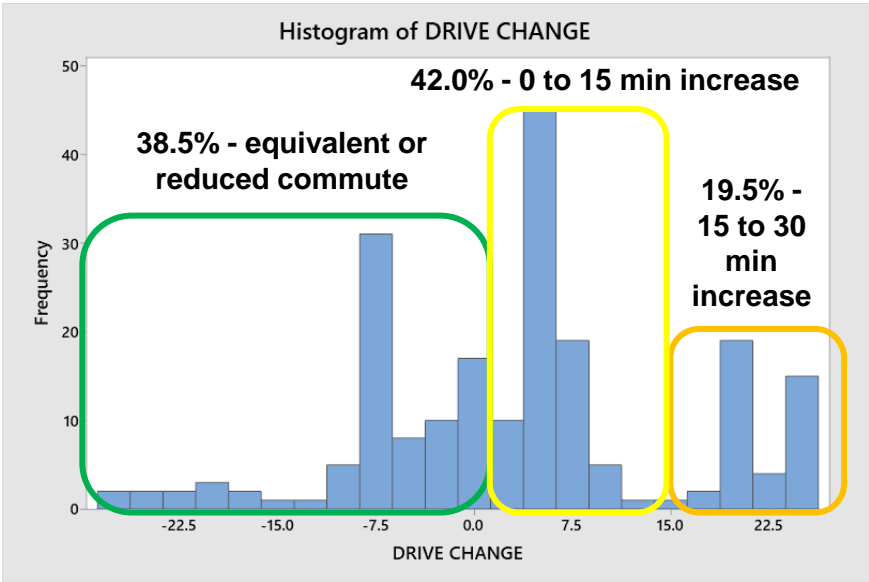
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
CALDWELL	10	28	25	249	Delivery, Retail, PO Box	
COLLEGE STATION	68	9	7	479	Delivery, Retail, PO Box	
HEARNE	6	23	23	135	Delivery, Retail, PO Box	
NAVASOTA	10	25	25	255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



Bryan Employee Commute Analysis

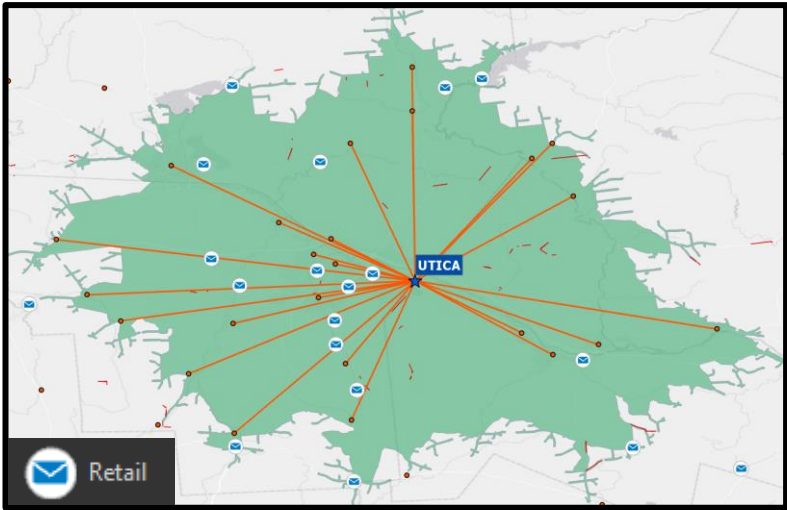


Median commute increased from ~13 to 16 minutes



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

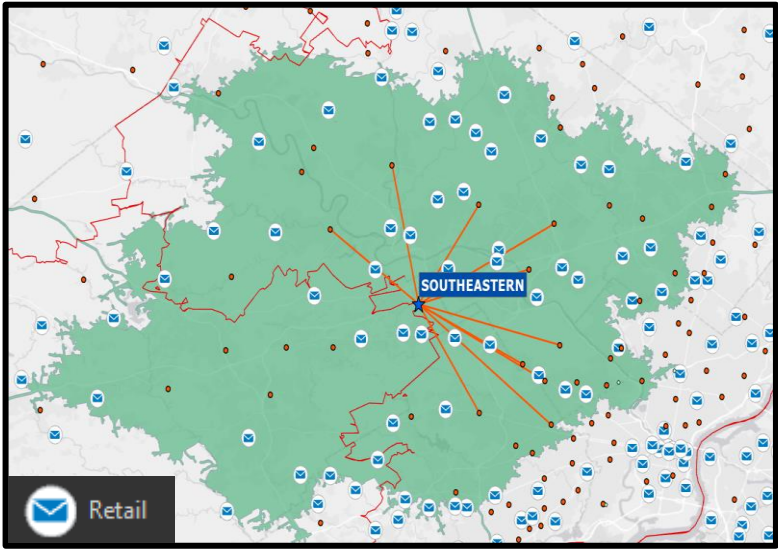


Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
BARNEVELD	2	24	16	32	Delivery, Retail, PO Box	
CASSVILLE	1	24	19	19	Delivery, Retail, PO Box	
CLINTON	8	18	12	94	Delivery, Retail, PO Box	
COLD BROOK	3	30	20	61	Delivery, 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	
REMSSEN	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	

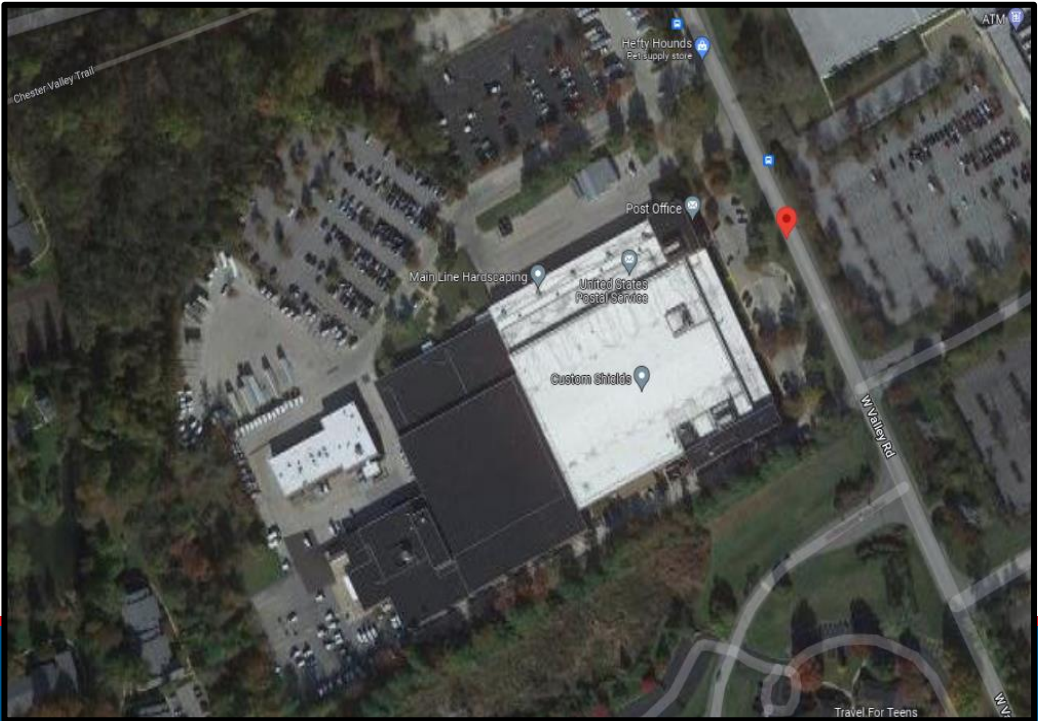


Tri-County, PA – Facility Concept

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



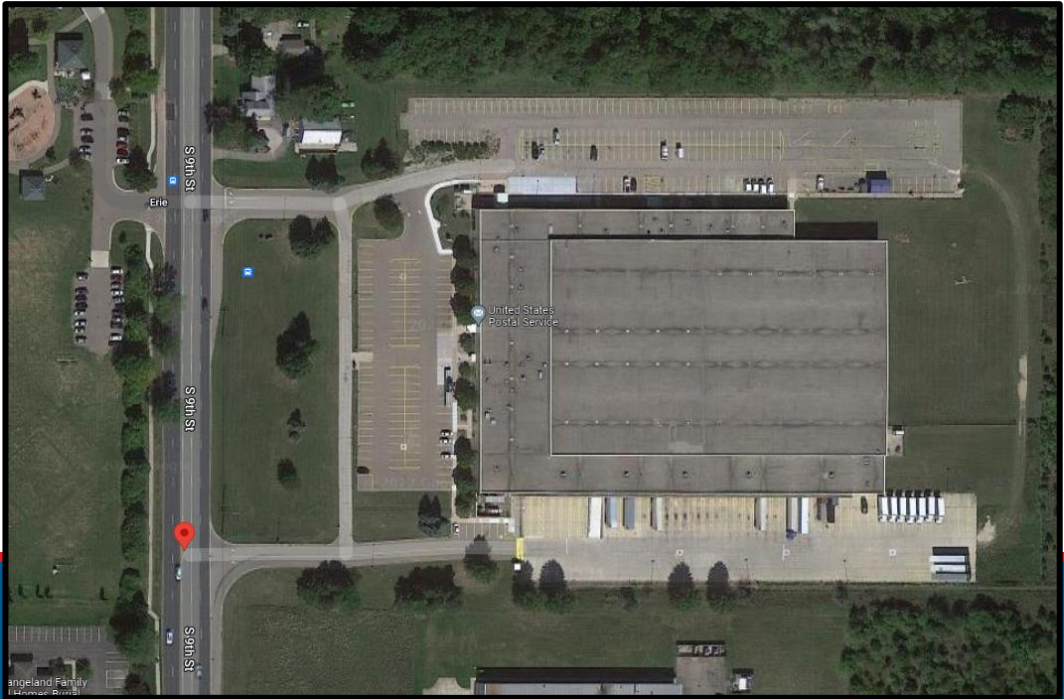
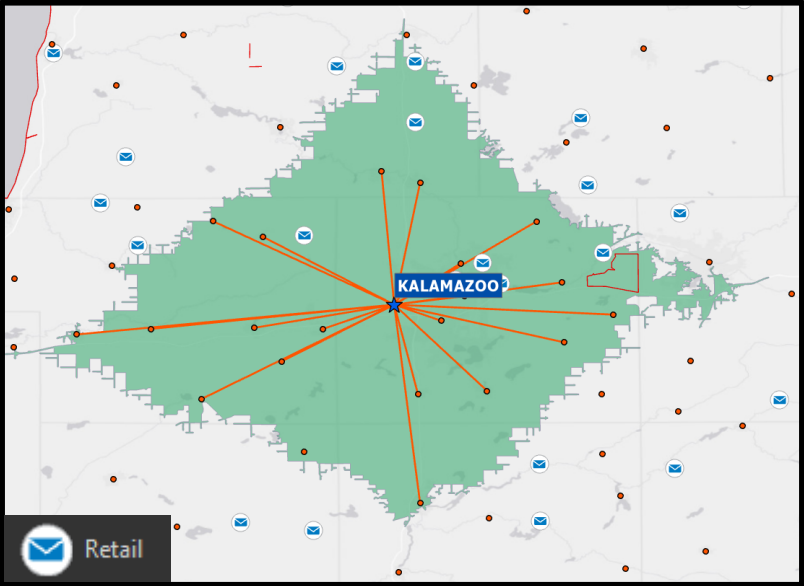
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
ARDMORE	19	21	10	196	Delivery, Retail, PO Box	
BLUE BELL	27	19	13	347	Delivery, Retail, PO Box	
BROOMALL	19	19	9	170	Delivery, Retail, PO Box	
BRYN MAWR	17	18	9	150	Delivery, 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

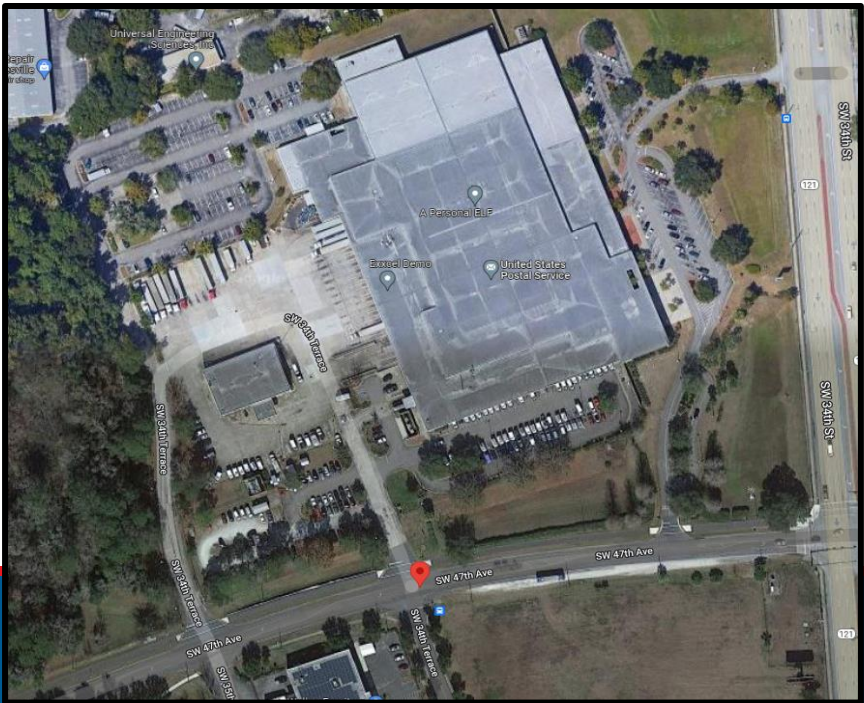
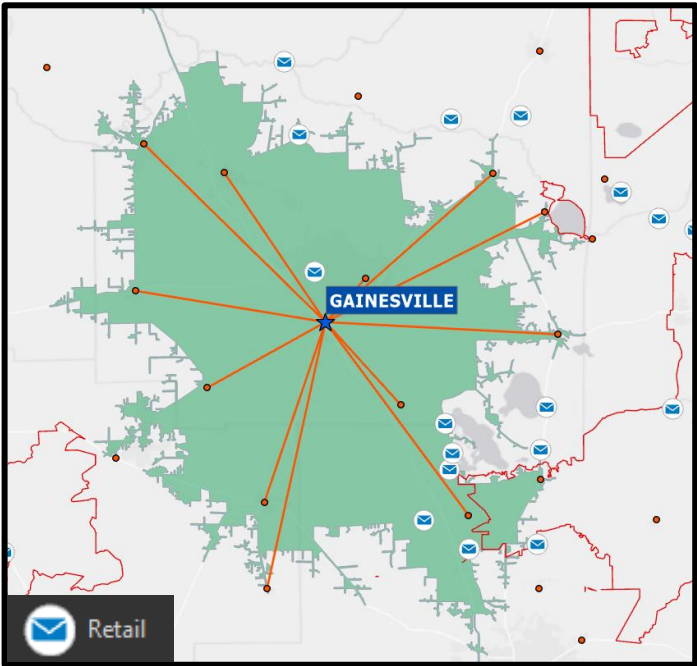
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
BLOOMINGDALE	2	29	23	47	Delivery, Retail, PO Box	
CLIMAX	2	24	23	45	Delivery, Retail, PO Box	
DECATUR	4	24	23	93	Delivery, Retail, PO Box	
GALESBURG	4	18	16	66	Delivery, 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

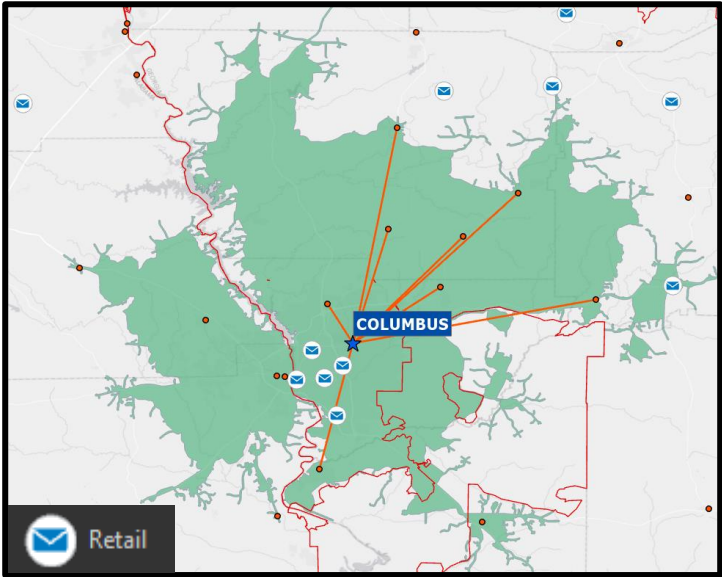
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
ALACHUA	11	19	18	202	Delivery, Retail, PO Box	
ARCHER	6	18	12	73	Delivery, Retail, PO Box	
EARLETON	1	29	22	22	Delivery, Retail, PO Box	
MAIN STREET	66	15	6	422	Delivery, 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

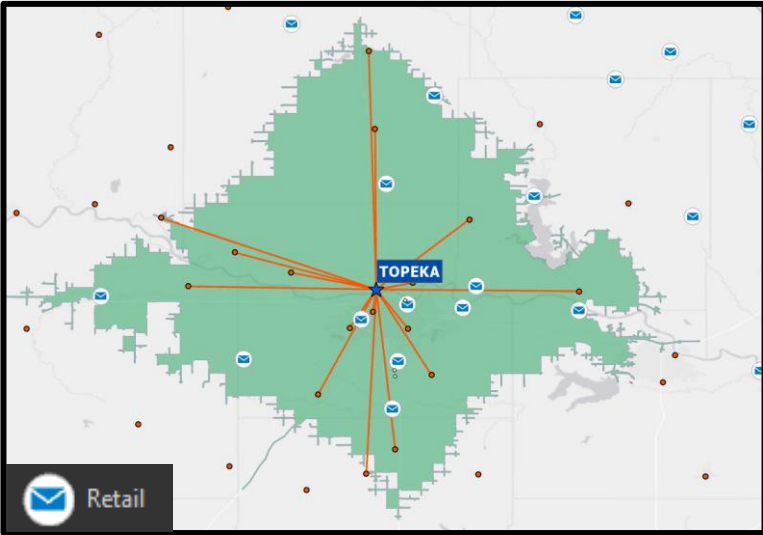
TOTAL NET INT SF	DELIVERY WORKROOM SF	PARKING (EMP/CUST)	CURRENT ROUTE COUNT	ADDITIONAL GAINING ROUTES	TOTAL FUTURE ROUTES	AMP CSBCS	Delivery Points	Population
80,216	47,822	250 / 70	113	39	152		108.2K	234.1K

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	

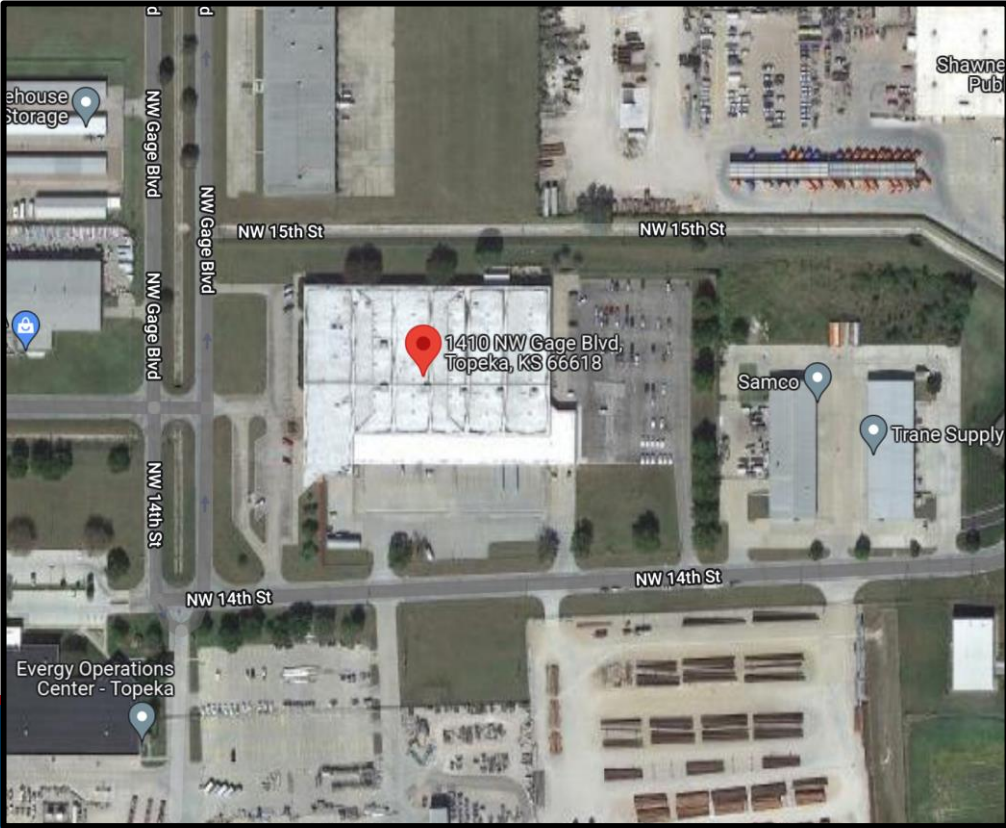


Topeka Northpark, KS – Facility Concept

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



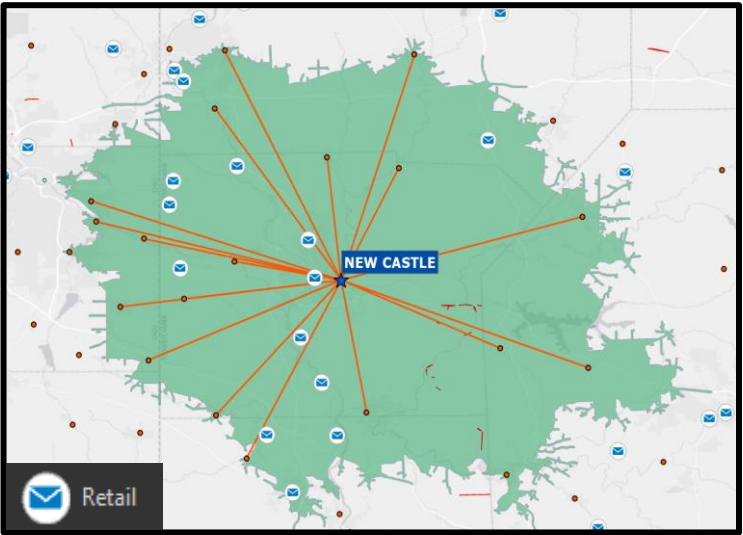
Facility Name	Route Count	One Way Travel Minutes	One Way Travel Miles	Route Count x One Way Miles	Delivery / Retail / PO Box	BEV Date
AUBURN	3	22	17	51	Delivery, Retail, PO Box	
BERRYTON	4	22	17	69	Delivery, Retail, PO Box	
CARBONDALE	2	24	23	46	Delivery, Retail, PO Box	
HOLTON	7	28	28	197	Delivery, 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

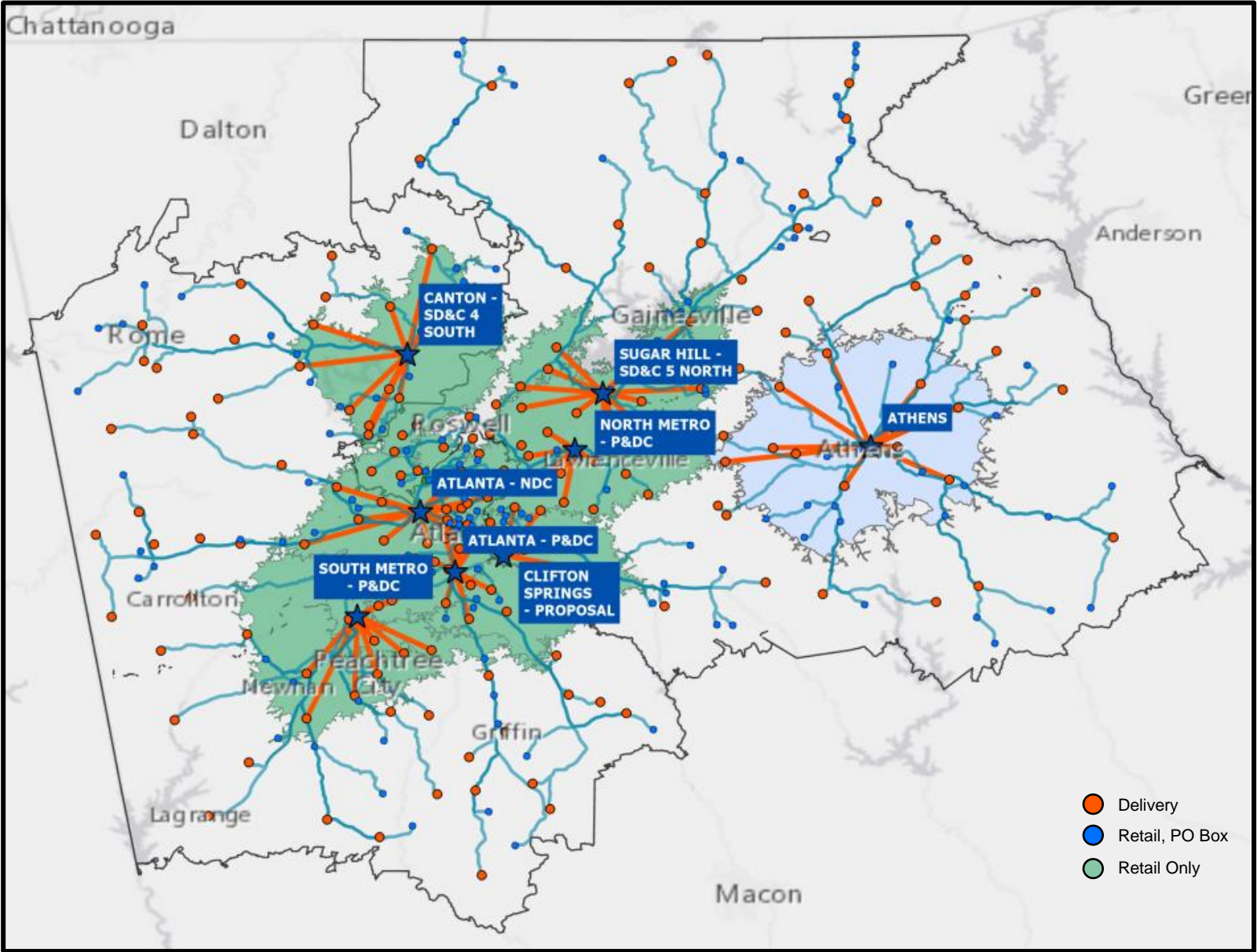
- ❑ 928 existing facilities with available space identified
 - ❑ Ranked by selected criteria to support initiative goals
 - ❑ Initial site surveys and project plan initiated

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



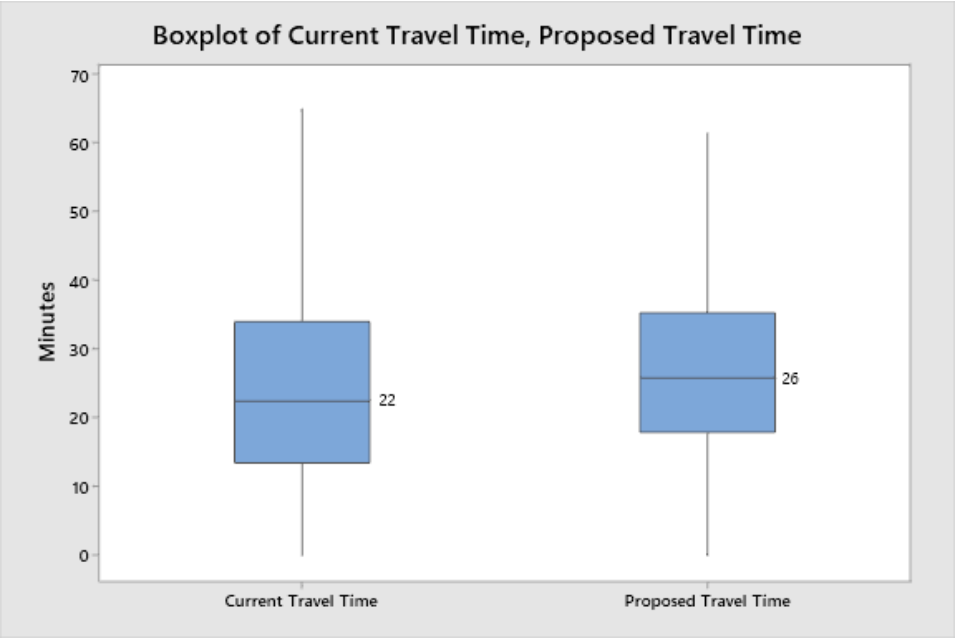
		NORTH	SOUTH	TOTAL
Delivery - Included in Model	Facilities	38	48	86
	ZIPs	66	75	141
	Routes	1,216	1,288	2,504
	Avg 1-Way Travel Minutes	18	18	18
	Avg 1-Way Travel Miles	12	11	12
	Delivery Points	888.9K	974.3K	1.86M
	Population	2.16M	2.13M	4.29M
Delivery - Outside of Model	Facilities	51	45	96
	ZIPs	87	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

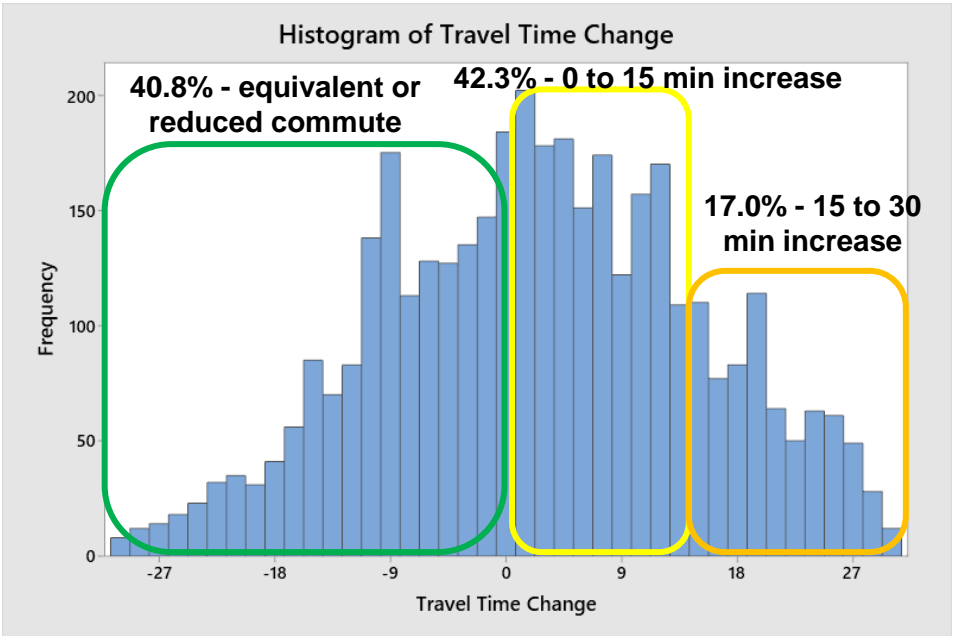
Property Name	Facilities	ZIPs	Routes	Avg 1-Way Travel Minutes	Avg 1-Way Travel Miles	Delivery Points	Population
SUGAR HILL - NORTH - New	13	22	592	20	13	390.1K	989.8K
CLIFTON SPRINGS - Lease	6	14	222	18	11	200.9K	463.8K
ATLANTA - NDC	15	26	469	20	11	365.4K	742.4K
SOUTH METRO - P&DC	11	14	231	16	11	176.0K	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

Atlanta Employee Commute Analysis

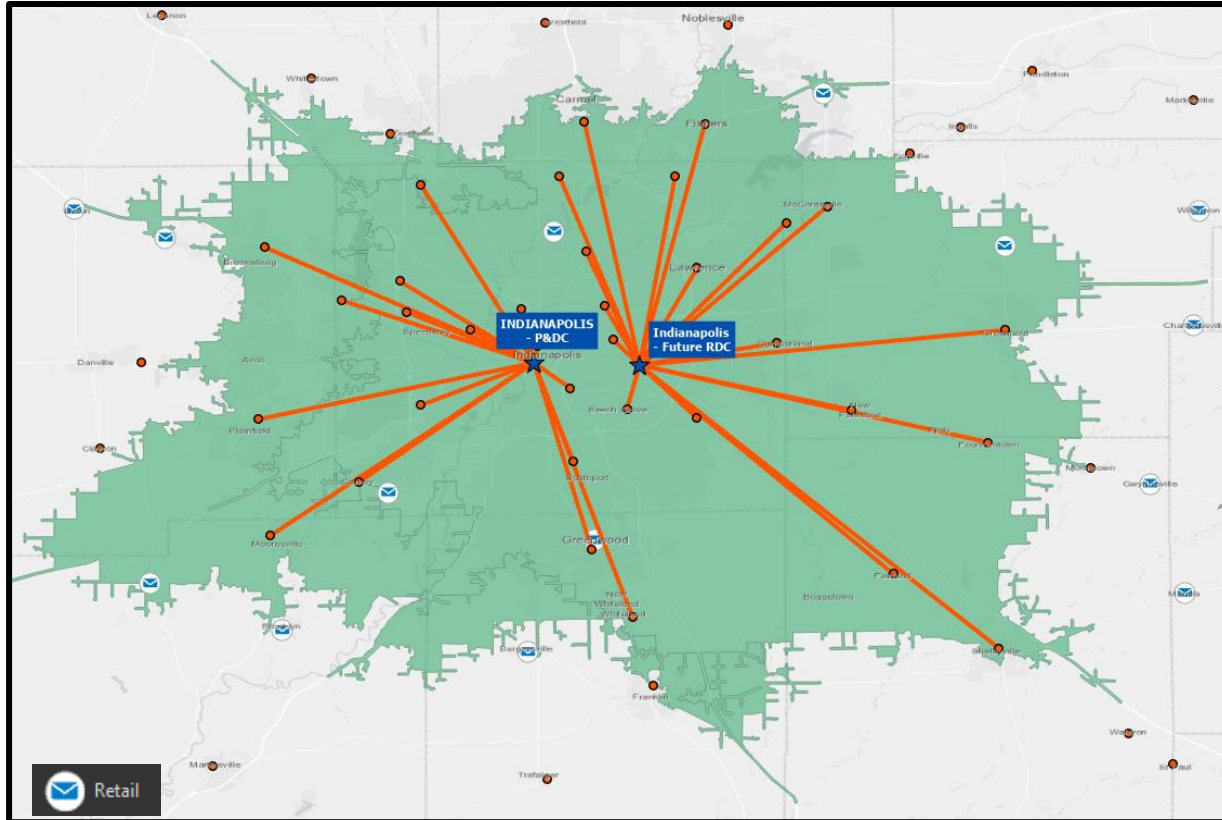


**Median commute
increased from ~22
to 26 minutes**



Indianapolis

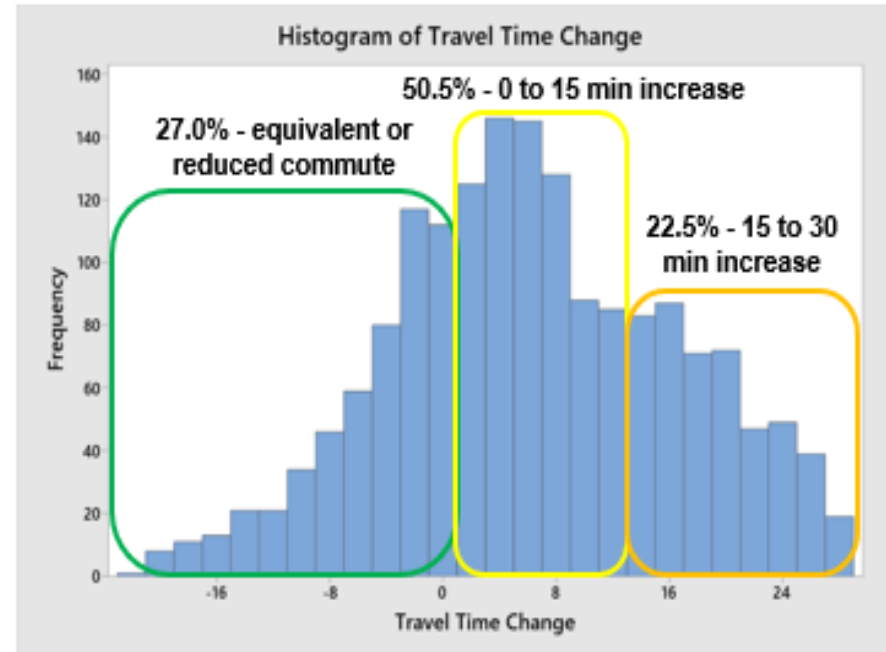
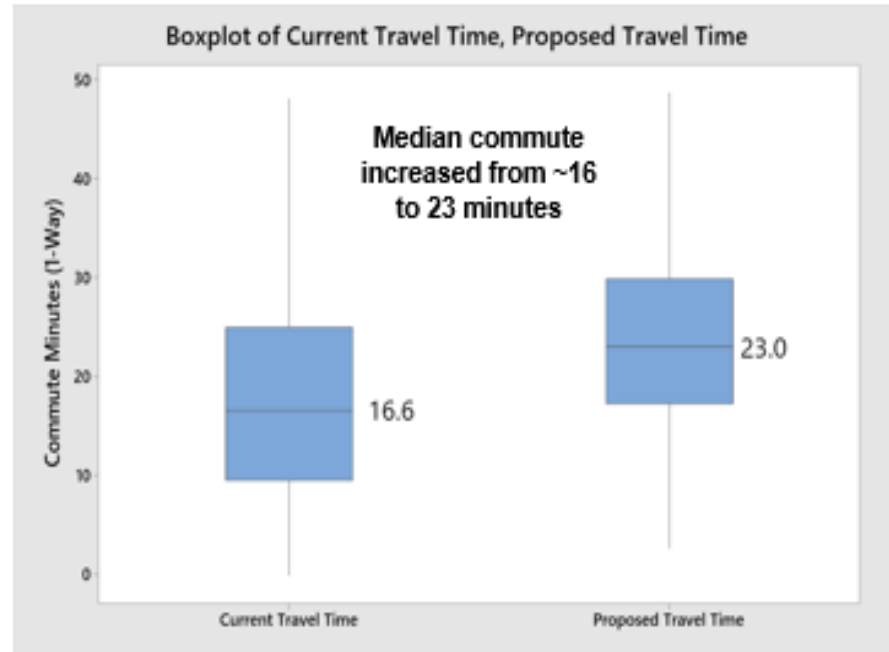
Indy SCFs: 460-464, 469, 472-474, 478, 479



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

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)

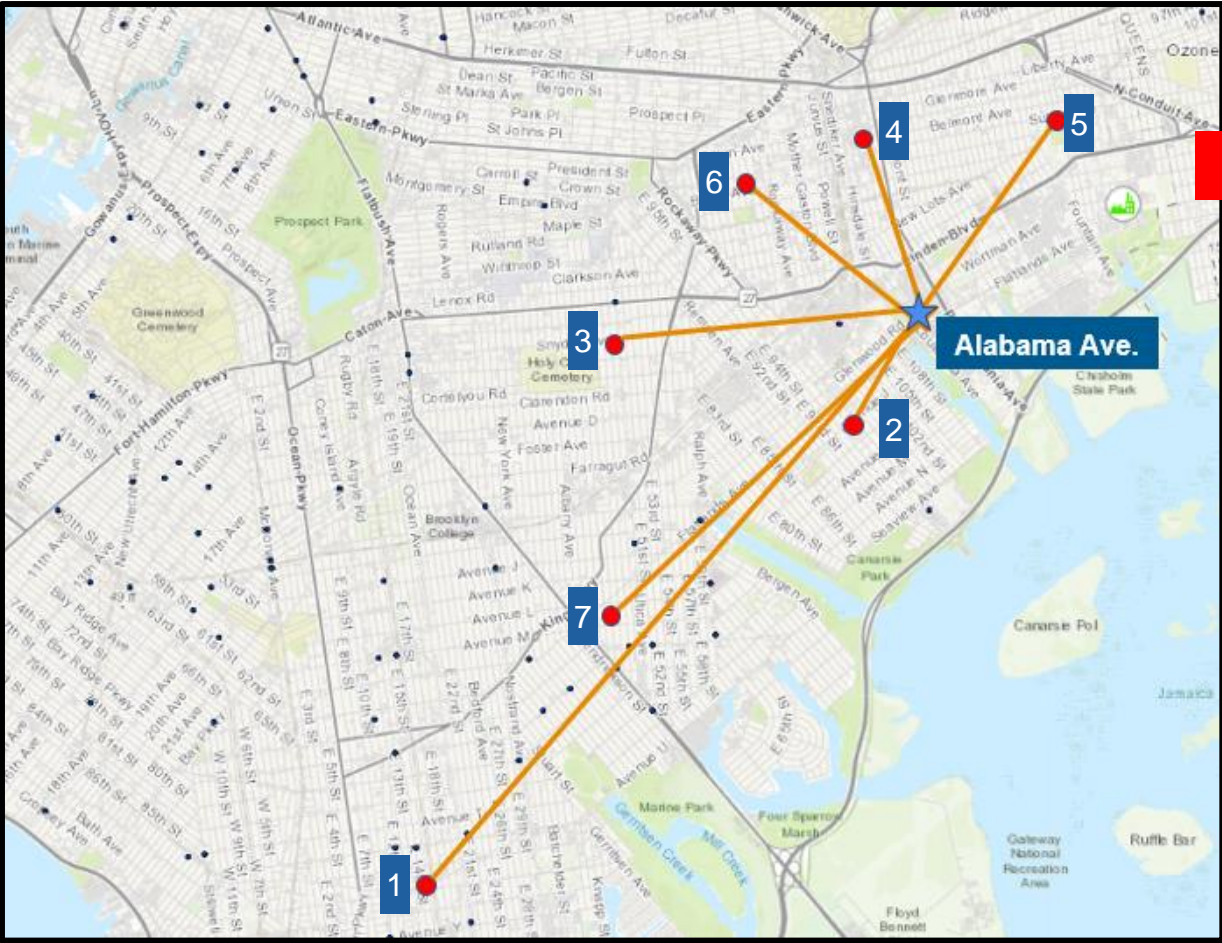
S&DC-Foot/Parcel Route Project Analysis

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?