



## NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

*National Headquarters*  
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ALEXANDRIA, VA 22314-2753  
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August 3, 2023

### **Board Memo 096-2023: S&DC Presentation Update**

**Executive Board,**

Attached is the latest update on the implementation of the S&DC facilities.

Thank you, and be safe.

NAPS Headquarters

# Sorting & Delivery Center (S&DC)

Unions &  
Management Associations

CRDO

Updated as of: 08/03/2023

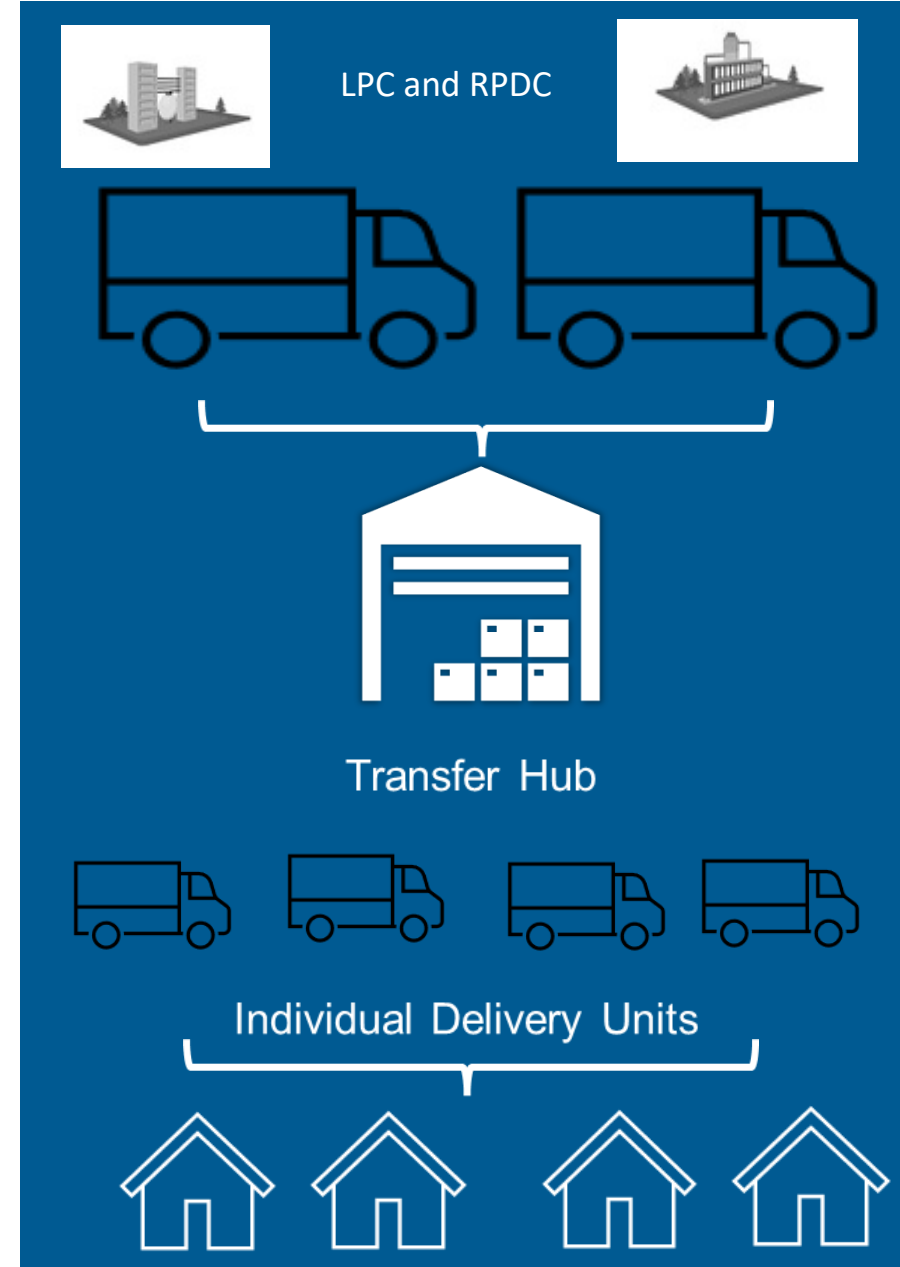
# Overview – S&DC Transfer Hub

## Key Objectives

- Support the Delivering for America Plan
- Realign the entire network, ensuring sustainability for the USPS
- Create a route network with multiple cross dock operations

## Goals

- ✓ Enhance the productivity of the local regular network
- ✓ Consolidate multiple deliveries and process exported activities at central location
- ✓ Improve building design to achieve an integrated layout
- ✓ Gain efficiencies in transportation and mail handling costs



# Virginia District

Transfer Hubs

# Transfer Hub Implementation

## ROUTE-TRIP: 22931-1 & 22931-3

DEPARTURE TIME: 04:50

DEPARTURE TIME: 07:40

KESWICK (22947)

GORDONSVILLE (22942)

(22972, 22923)

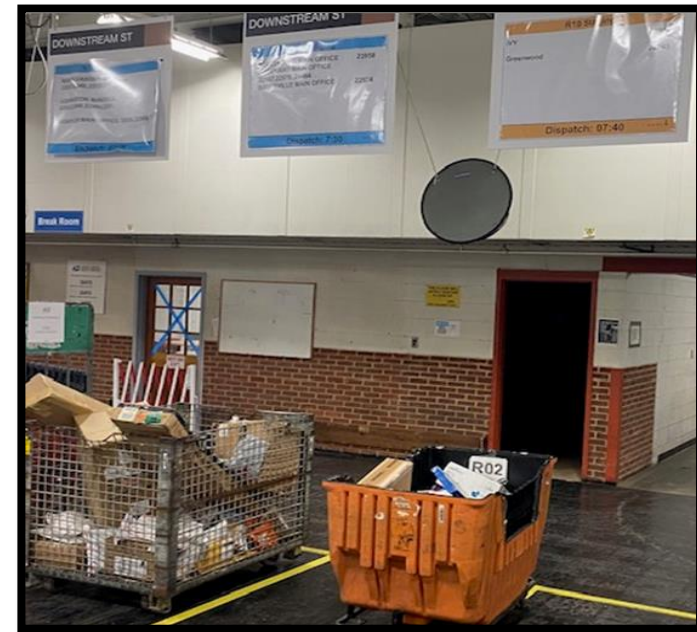
ORANGE (22960)  
(22948, 22957, 22989)

Dock Door 12

Light Blue



New Mail Recovery Station



Manual Bullpen/Swim Lanes



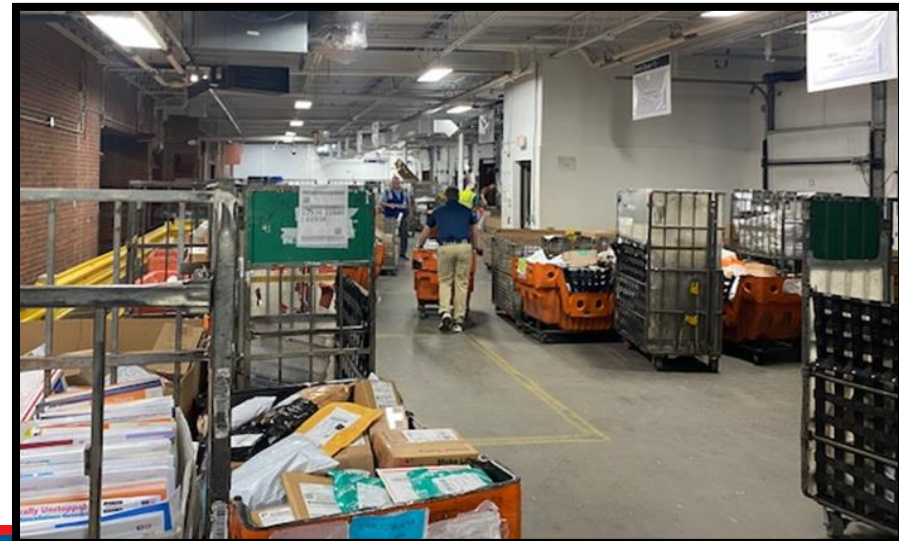
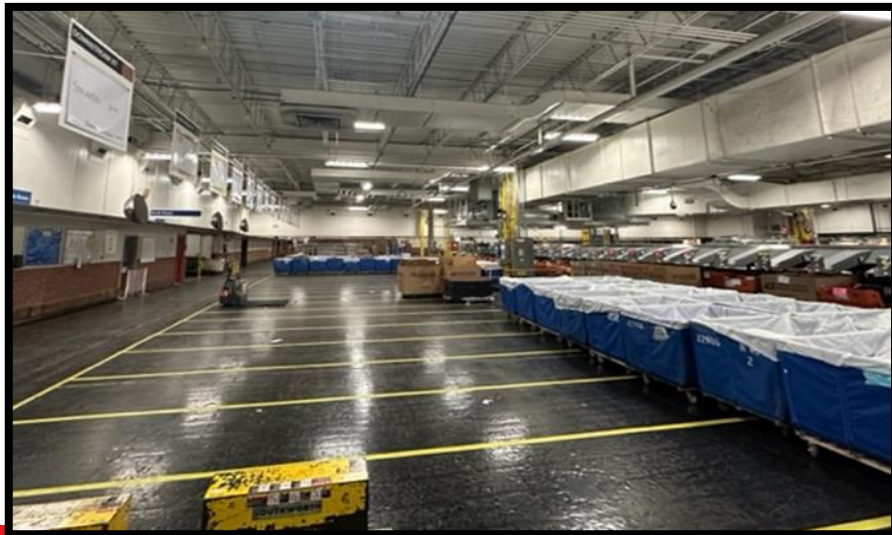
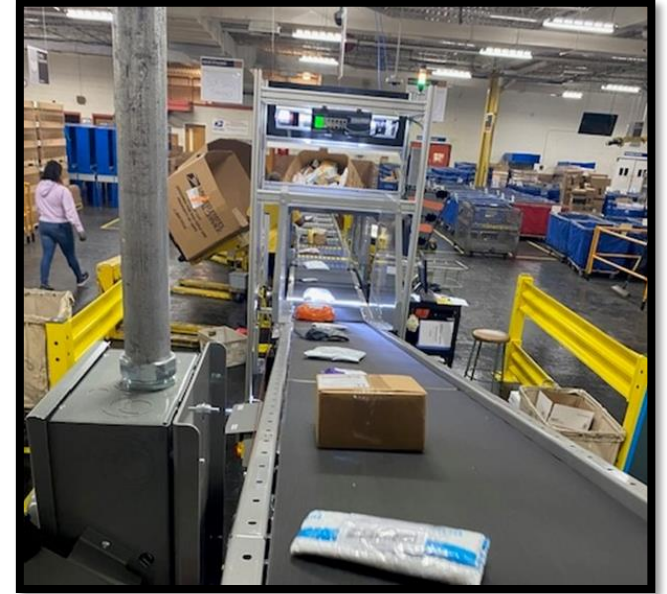
Updated Dock Signage for Visual Management



# Transfer Hub Implementation



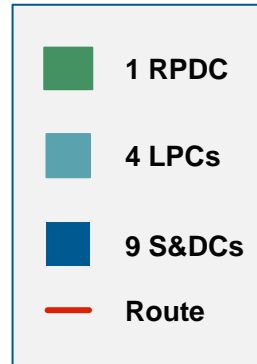
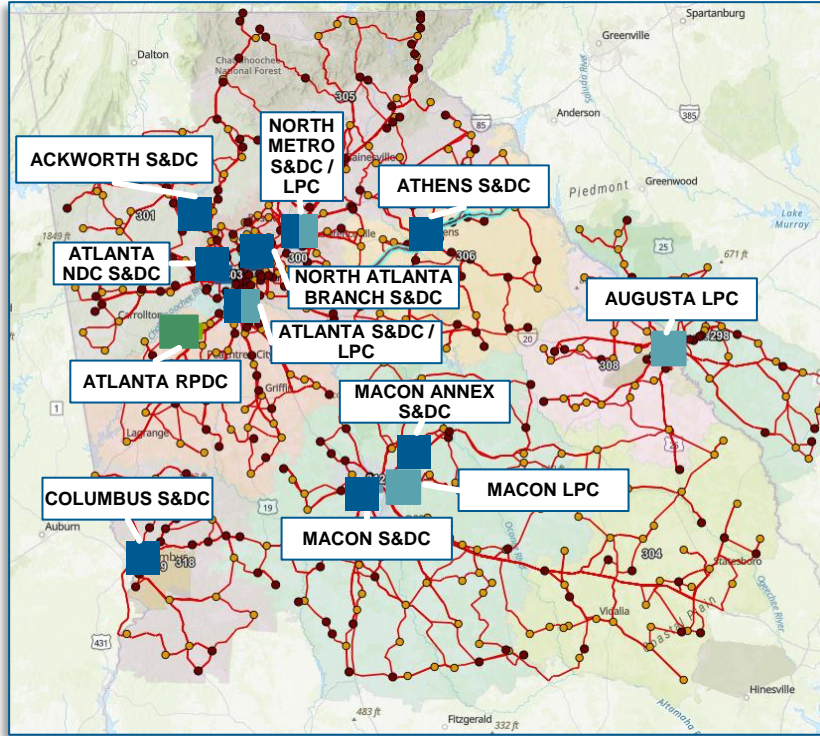
Facility (SDUS)	Date	Operational Throughput	Run Time Throughput	SDUS Pkg Pieces Fed
		4,265	4,368	74,400
CHARLOTTESVILLE PO	08/02/2023	4,540	4,589	16,783
CHARLOTTESVILLE PO	08/01/2023	4,440	4,569	12,715
CHARLOTTESVILLE PO	07/31/2023	4,360	4,435	20,065
RICHMOND - MAIN OFFICE-VMF	08/02/2023	4,382	4,409	7,099
RICHMOND - MAIN OFFICE-VMF	08/01/2023	4,177	4,244	7,978
RICHMOND - MAIN OFFICE-VMF	07/31/2023	3,697	3,888	9,760



# Georgia District

Transfer Hubs

# After stress test 1.0, Atlanta parcel flow adjusts for space and time constraints at S&DCs



# Offices | 549 (268 DUs + 223 Standalone POs)

3 Digit ZIP Codes | 298, 300, 301, 302, 303, 304, 305, 306, 308, 309, 310, 311, 312, 318, 319, 399

Parent & Child Offices | TBD

### Initial stress test

**PALMETTO GA RPDC**

*Time constrained - Volume for 299 carriers leave no time for DU/PO sorting*

	ATLANTA GA LPC Catchment Area			PALMETTO LPC Catchment Area			MACON GA LPC Catchment Area		
	ACWORTH GA S&DC	ATLANTA NDC GA S&DC	NORTH ATLANTA BRANCH GA S&DC	ATLANTA GA S&DC/LPC	ATHENS GA S&DC	NORTH METRO GA S&DC/LPC	MACON ANNEX S&DC	COLUMBUS GA S&DC	SOUTH MACON GA S&DC
Parcel sort plans meet DUTs	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
PO + DU sorts needed / available	36 / 154	29 / 282	14 / 98	51 / 106	55 / 128	0 / 190 <sup>1</sup>	91 / 114	25 / 146	24 / 98
Dock doors needed / available <sup>1</sup>	2	15	4	12	16	14	8	15	5
Staging space needed / available (SF) <sup>2</sup>	4.3K / 1.2K	4.2K / 5.7K	1.7K / 1.5K	7.8K / 2K	3.5K / 4.5K	16.3K / 14.9K	5.3K / 3.4K	1.0K / 2.4K	1.3K / 0.6K

**S&DC Space Constraints lead to 3 things:**

- Potential shift of separations to RPDC
- Potential cross-dock burden for LPC
- Potential need for net new transfer hub

**For confirmation: Recommend modeling future-state with reduced DU sorts at constrained sites.**

### Current End-State after Stress-Test 1.0

**PALMETTO GA RPDC**  
173 splits

	ATLANTA GA LPC Catchment Area			PALMETTO LPC Catchment Area			MACON GA LPC Catchment Area		
	ACWORTH GA S&DC	ATLANTA NDC GA S&DC	NORTH ATLANTA BRANCH GA S&DC	ATLANTA GA S&DC/LPC	ATHENS GA S&DC	NORTH METRO GA S&DC/LPC	MACON ANNEX S&DC	COLUMBUS GA S&DC	SOUTH MACON GA S&DC
Parcel sort plans meet DUTs	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
PO + DU splits needed / available	15 / 154	28 / 282	12 / 98	56 / 162	55 / 122	66 / 194	33 / 114	25 / 146	9 / 98
Carrier splits needed / available	125 / 154	244 / 282	89 / 98	143 / 162	122 / 122	180 / 194	98 / 114	161 / 146	74 / 98
Dock doors needed / available <sup>1</sup>	2	15	4	12	16	14	8	15	5
Dock space needed / available (SF) <sup>2</sup>	0.4K / 0.4K	4.0K / 4.0K	0.9K / 0.9K	2.1K / 2.1K	3.5K / 4.5K	4.3K / 4.3K	1.1K / 1.1K	1.0K / 2.4K	0.2K / 0.2K



# Summary of Atlanta region After Stress Test 1.0

3 ZIPS: 298, 300, 301, 302, 303, 304, 305, 306, 308, 309, 310, 311, 312, 318, 319, 399

**PALMETTO GA RPDC**  
474k network parcels  
173 RPDC separations

- ~50% of network parcel volume sorted<sup>1</sup>
- ~20% of downstream office separations<sup>2</sup>

Facility Info	Atlanta GA LPC Catchment Area <i>Co-located with Atlanta LPC</i>				Augusta GA LPC Catchment Area	Duluth GA LPC Catchment Area <i>Co-located with North Metro LPC</i>		Macon GA LPC Catchment Area			
	ACWORTH GA S&DC	ATLANTA - NDC GA S&DC	NORTH ATLANTA BRANCH GA S&DC	ATLANTA GA S&DC	AUGUSTA GA LPC - XD	ATHENS GA S&DC	NORTH METRO / DULUTH GA S&DC	COLUMBUS GA S&DC	MACON ANNEX GA S&DC	MACON GA LPC - XD	MACON GA S&DC
S&DC Carriers	123	237	86	237	-	115	175	152	90	-	71
DUs / POs Sorted	0 / 15	12 / 16	1 / 11	31 / 25	- / -	25 / 30	- / -	11 / 14	24 / 9	- / -	2 / 7
DUs / POs XD	0 / 0	0 / 0	0 / 0	26 / 3	42 / 20	- / -	34 / 0	- / -	- / -	47 / 26	- / -
DU/PO parcels sorted	0.1K	20K	2K	33K	-	18k	20k	2k	3k	-	0.2k
Carrier parcels sorted	16K	30K	9K	16K	-	13K	24K	19K	12K	-	7K
Parcels XD	-	-	-	61k	28k	-	114k	-	-	23K	-
% of Parcels	3%	11%	3%	23%	6%	7%	34%	5%	3%	5%	2%

 Co located with RPDC

 LPC and S&DC colocated

# After Stress Test 1.0, Atlanta end-state enables all S&DCs to function within facility limits while RPDC stays under 190 separations

**+/-** Net change in # of separations after stress test 1.0 – **still need to account for L606**  
**Red Box** LPC / S&DC co-located

**PALMETTO GA RPDC**  
 173 separations

- ~50% of network parcel volume sorted<sup>3</sup>
- ~20% of downstream office separations<sup>4</sup>

	ATLANTA GA LPC Catchment Area				AUGUSTA LPC	PALMETTO LPC Catchment Area		MACON GA LPC Catchment Area			
	ACWORTH GA S&DC	ATLANTA NDC GA S&DC	NORTH ATLANTA BRANCH GA S&DC	ATLANTA GA S&DC/LPC	AUGUSTA GA LPC	ATHENS GA S&DC	NORTH METRO / DULUTH GA S&DC/LPC	MACON ANNEX S&DC	COLUMBUS GA S&DC	MACON GA LPC	SOUTH MACON GA S&DC
Parcel sort plans meet DUTs	Yes	Yes	Yes	Yes	-	Yes	Yes	Yes	Yes	-	Yes
PO + DU sorts needed / available	15 / 154	28 / 282	12 / 98	56 / 162	-	55 / 122	66 / 194	33 / 114	25 / 146	-	9 / 98
Carrier sorts needed / available	125 / 154	244 / 282	89 / 98	143 / 162	-	122 / 122	180 / 194	96 / 114	161 / 146	-	74 / 98
Dock doors available <sup>1</sup>	2	15	4	12	-	16	14	8	15	-	5
Dock space needed / available (SF) <sup>2</sup>	0.4K / 0.4K	4.0K / 4.0K	0.9K / 0.9K	2.1K / 2.1K	-	3.5K / 4.5K	4.3K / 4.3K	1.1K / 1.1K	1.0K / 2.4K	-	0.2K / 0.2K
Net change in S&DC separations	+21	+1	+2	+77	-	0	+61	-8	0	-	-15

1. Dock door assessment based on container requirements divided by # of containers/truck, assuming up to 3 truck dispatches/dock door/hr; 2. Combined platform and workroom space; 3. calculated as (# of parcels sorted at RPDC) / (total region volume) 4. calculated as (# of DU/PO sorts at RPDC) / (total number of offices in region)

**Portland**

**Transfer Hubs**

# Portland Region | Pre-stress-test parcel flow

3 ZIPS: 970, 971, 972, 973, 974, 975, 976, 977, 978, 986


**PORTLAND OR RPDC**  
317k network parcels  
187 RPDC Separations

PARCEL FLOW ONLY

AS OF 07/13

Facility Info	Medford OR LPC Catchment Area	Portland OR LPC Catchment Area		Springfield OR LPC Catchment Area	
	MEDFORD OR S&DC	BEAVERTON OR S&DC	PORTLAND OR LPC <i>Co-located with Portland RPDC</i>	EUGENE OR S&DC <i>Co-located with Springfield LPC</i>	SALEM OR S&DC
S&DC Carriers	74	85	-	113	103
DUs / POs Sorted	- / -	3 / 21	- / -	63 / 16	43 / 17
DUs / POs XD	21 / 10	- / -	150 / 34	6 / -	1 / -
Parcels Sorted	14k	13k	-	38k	43k
Parcels XD	16k	-	173k	16k	4k
% of Parcels	10%	4%	54%	17%	15%

1. Future DUs and PO Box locations in the network whose volume will be hubbed through the given S&DC.
2. Includes S&DC carrier volume and downstream DU volume

 **Co located with RPDC**

 **LPC and S&DC colocated**



**Charlotte**

**Transfer Hubs**

# Gastonia Region | Pre-stress-test parcel flow

Pre-Stress Test

3 ZIPS: 242, 246, 280, 281, 282, 286, 287, 288, 289, 293, 296, 297, 376

**GASTONIA NC RPDC**  
354k network parcels  
201 RPDC Separations

PARCEL FLOW ONLY

AS OF 07/13

Facility Info	Greenville SC LPC Catchment Area			Johnson City TN LPC Catchment Area	Mid Carolina NC P&DC Catchment Area	
	ASHEVILLE NC S&DC	GREENVILLE - MAIN OFFICE SC S&DC	GREENVILLE SC S&DC	JOHNSON CITY TN LPC	CHARLOTTE NC S&DC	MID CAROLINA NC P&DC
S&DC Carriers	149	110	157	-	293	-
DUs / POs Sorted	15 / 36	17 / 15	34 / 26	- / -	34 / 92	- / -
DUs / POs XD	- / -	- / -	40 / -	63 / 46	- / -	85 / -
Parcels Sorted	23k	23k	41k	-	38k	-
Parcels XD	-	-	59k	34k	-	136k
% of Parcels	7%	7%	28%	10%	11%	38%

Co-located with Greenville LPC

1. Future DUs and PO Box locations in the network whose volume will be hubbed through the given S&DC.
2. Includes S&DC carrier volume and downstream DU volume

 Co located with RPDC

 LPC and S&DC colocated

# September 2023 S&DCs

# Existing Facilities S&DC Activation Roadmap – Implementation List

District	Facility Type	Facility Name	Total Spoke Units	# of Spoke Delivery ZIPS	Total Delivery ZIPS	S&DC Existing Routes	# of Spoke Routes	Total Routes	Total Delivery Points	Total Population	Facility Review	Finalized Spokes Approved	S&DC Activation Date
AR-OK	Transfer Hub	TULSA - DOWNTOWN STATION	0	0	4	30	0	30	18,067	25,666	2/24/23	NA	9/9/23
CALIFORNIA 1	CRDO S&DCs	PALO ALTO - MAIN OFFICE	1	1	6	102	17	119	55,092	137,214	2/14/23	3/21/23	9/9/23
CALIFORNIA 2	Transfer Hub	STOCKTON - WEST LANE STATION DDC	0	0	5	86	0	86	53,496	133,304	2/15/23	3/21/23	9/9/23
CALIFORNIA 4	CRDO S&DCs	IRVINE - MAIN OFFICE	1	1	5	72	1	73	61,082	126,007	2/16/23	3/14/23	9/9/23
CALIFORNIA 6	CRDO S&DCs	CHULA VISTA - MAIN OFFICE	1	1	3	92	13	105	67,130	189,149	2/17/23	3/14/23	9/9/23
CONNECTICUT	Transfer Hub	BRIDGEPORT - MAIN OFFICE	0	0	4	43	0	43	32,041	75,024	2/8/23	NA	TBD
GEORGIA	Plant Mod S&DCs	ATLANTA - NDC*	9	14	14	0	237	237	199,571	398,282	12/13/22	3/14/23	TBD
GEORGIA	CRDO S&DCs	ATLANTA - NORTH ATLANTA BRANCH	2	3	5	46	40	86	71,072	138,580	2/8/23	3/14/23	9/23/23
ILLINOIS 1	Transfer Hub	ROCKFORD - P&DF	0	0	7	118	0	118	60,957	139,701	3/3/23	3/21/23	9/9/23
INDIANA	CRDO S&DCs	TERRE HAUTE - P&DF	1	3	6	45	35	80	49,702	149,043	3/2/23	3/21/23	9/9/23
KY-WV	Transfer Hub	MORGANTOWN - MAIN OFFICE	0	0	4	71	0	71	50,449	98,741	2/8/23	3/21/23	9/9/23
MICHIGAN 1	CRDO S&DCs	JACKSON - DDC	1	1	10	101	2	103	59,577	132,615	3/1/23	3/14/23	9/9/23
NEW YORK 2	CRDO S&DCs	HUNTINGTON STATION - MAIN OFFICE	2	2	4	70	13	83	37,054	100,892	2/7/23	3/14/23	9/9/23
NEW YORK 3	CRDO S&DCs	MID HUDSON - P&DC	13	13	13	0	115	115	72,219	175,591	7/12/22	3/21/23	9/9/23
SOUTH CAROLINA	Transfer Hub	COLUMBIA - MAIN OFFICE and VMF	0	0	4	84	0	84	57,555	105,678	2/7/23	3/14/23	9/9/23
TEXAS 1	CRDO S&DCs	WACO - MAIN OFFICE/P&DF	4	6	8	45	55	100	65,010	136,749	2/23/23	3/21/23	9/9/23
Total			35	45	102	1,005	528	1,533	1,010,074	2,262,236			

No carrier moves until Feb 2024



# February 2024 S&DCs

# Existing Facilities S&DC Activation Roadmap – Implementation List

District	Facility Type	Facility Name	Total Spoke Units	# of Spoke Delivery ZIPS	Total Delivery ZIPS	S&DC Existing Routes	# of Spoke Routes	Total Routes	Total Delivery Points	Total Population	Facility Review	Finalized Spokes Approved	S&DC Activation Date	Transfer Hub Activation Date
VA	CRDO S&DCs	RICHMOND - MAIN OFFICE - VMF	5	10	14	63	152	215	164,936	321,022	3/2/23	5/25/23	2/24/24	7/29/23
OHIO 1	Transfer Hub - No Parking	CANTON - MAIN OFFICE/P&DF	0	0	5	86	0	86	48,014	99,526	2/15/23	5/31/23	TBD	
ME-NH-VT	CRDO S&DCs	PORTLAND - MAIN OFFICE	2	5	13	127	62	189	93,748	264,125	10/24/22	5/31/23	2/24/24	
WASHINGTON	CRDO S&DCs	EVERETT - P&DF/NORTH DDC	2	4	7	57	105	162	131,116	342,537	11/8/22	5/31/23	2/24/24	
DE-PA 2	CRDO S&DCs	SOUTHEASTERN - P&DC	3	4	11	107	52	159	78,720	166,797	2/21/23	5/31/23	2/24/24	
NEW YORK 3	CRDO S&DCs	BINGHAMTON - MAIN OFFICE/P&DF	10	10	16	78	72	150	125,891	189,771	9/7/22	5/31/23	2/24/24	
INDIANA	CRDO S&DCs	LAFAYETTE - P&DF	6	6	11	116	9	125	54,618	196,921	3/2/23	5/31/23	2/24/24	
OHIO 1	No Fit	MANSFIELD - MAIN OFFICE	0	0	6	72	0	72	44,865	90,436	2/15/23	5/31/23	NA	
CALIFORNIA 3	CRDO S&DCs	OXNARD - MAIN OFFICE & VMF	1	1	6	97	20	117	88,946	276,335	2/16/23	5/31/23	2/24/24	
PENNSYLVANIA 1	CRDO S&DCs	ERIE - P&DC	3	3	12	106	7	113	69,987	150,562	2/16/23	5/31/23	2/24/24	
VIRGINIA	CRDO S&DCs	CHARLOTTESVILLE - MAIN OFFICE	4	5	10	96	12	108	68,592	144,002	3/21/23	5/25/23	2/24/24	7/29/23
ID-MT-OR	CRDO S&DCs	SALEM - P&DF/VMF	3	4	6	42	60	102	82,051	239,122	2/28/23	5/31/23	2/24/24	
KY-WV	CRDO S&DCs	HUNTINGTON - P&DF	2	4	9	65	33	98	63,164	117,142	3/8/23	5/31/23	2/24/24	
VIRGINIA	Plant Mod S&DCs	NORFOLK - P&DC	7	10	10	0	95	95	75,268	168,867	TBD	5/25/23	2/24/24	10/1/23
VIRGINIA	CRDO S&DCs	HAMPTON - MAIN OFFICE and VMF	2	3	6	75	19	94	66,737	137,564	3/22/23	5/25/23	2/24/24	8/12/23
NORTH CAROLINA	CRDO S&DCs	ASHEVILLE - P&DF	1	2	4	49	41	90	64,389	110,419	2/14/23	5/31/23	2/24/24	
MICHIGAN 1	CRDO S&DCs	FLINT - MAIN OFFICE	4	7	9	27	98	125	79,630	152,514	2/28/23	5/31/23	2/24/24	
AL-MS	CRDO S&DCs	HATTIESBURG - MAIN OFFICE	1	1	2	29	28	57	44,254	83,546	2/14/23	5/31/23	2/24/24	

# FY24 S&DC Activations – February Sites Hub and Spokes: Atlantic

Hub/Spoke Area	Hub/Spoke District	Hub Property Name	Formalized S&DC Name (Hub Only)	Spoke Property Name	S&DC Hub Launch Date
<b>ATLANTIC (B)</b>	<b>VIRGINIA</b>	<b>RICHMOND - MAIN OFFICE-VMF</b>	<b>Richmond VA SDC</b>	<b>1 - S&amp;DC + TRANSFER HUB</b>	<b>2/24/2024</b>
ATLANTIC (B)	VIRGINIA	RICHMOND - MAIN OFFICE-VMF		HANOVER - MAIN OFFICE	2/24/2024
ATLANTIC (B)	VIRGINIA	RICHMOND - MAIN OFFICE-VMF		RICHMOND - FOREST HILL STATION	2/24/2024
ATLANTIC (B)	VIRGINIA	RICHMOND - MAIN OFFICE-VMF		RICHMOND - MONTROSE HEIGHTS STA	2/24/2024
ATLANTIC (B)	VIRGINIA	RICHMOND - MAIN OFFICE-VMF		RICHMOND - SOUTHSIDE STATION	2/24/2024
ATLANTIC (B)	VIRGINIA	RICHMOND - MAIN OFFICE-VMF		RICHMOND - WESTHAMPTON STATION	2/24/2024
<b>ATLANTIC (B)</b>	<b>VIRGINIA</b>	<b>HAMPTON - MAIN OFFICE and VMF</b>	<b>Hampton VA SDC</b>	<b>1 - S&amp;DC + TRANSFER HUB</b>	<b>2/24/2024</b>
ATLANTIC (B)	VIRGINIA	HAMPTON - MAIN OFFICE and VMF		HAMPTON - POQUOSON BRANCH	2/24/2024
ATLANTIC (B)	VIRGINIA	HAMPTON - MAIN OFFICE and VMF		NEWPORT NEWS - PARK VIEW STA	2/24/2024
<b>ATLANTIC (B)</b>	<b>VIRGINIA</b>	<b>NORFOLK - P&amp;DC</b>	<b>Norfolk VA SDC</b>	<b>1 - S&amp;DC + TRANSFER HUB</b>	<b>2/24/2024</b>
ATLANTIC (B)	VIRGINIA	NORFOLK - P&DC		NORFOLK - DEBREE STA	2/24/2024
ATLANTIC (B)	VIRGINIA	NORFOLK - P&DC		NORFOLK - LAFAYETTE STATION	2/24/2024
ATLANTIC (B)	VIRGINIA	NORFOLK - P&DC		NORFOLK - MILAN STATION	2/24/2024
ATLANTIC (B)	VIRGINIA	NORFOLK - P&DC		NORFOLK - BERKLEY STATION	2/24/2024
ATLANTIC (B)	VIRGINIA	NORFOLK - P&DC		CHESAPEAKE - INDIAN RIVER STATION	2/24/2024
ATLANTIC (B)	VIRGINIA	NORFOLK - P&DC		CHESAPEAKE - DEEP CREEK STATION	2/24/2024
ATLANTIC (B)	VIRGINIA	NORFOLK - P&DC		CHESAPEAKE - S NORFOLK STA	2/24/2024
<b>ATLANTIC (B)</b>	<b>VIRGINIA</b>	<b>CHARLOTTESVILLE - MAIN OFFICE</b>	<b>Charlottesville VA SDC</b>	<b>1 - S&amp;DC + TRANSFER HUB</b>	<b>2/24/2024</b>
ATLANTIC (B)	VIRGINIA	CHARLOTTESVILLE - MAIN OFFICE		EARLYSVILLE - MAIN OFFICE	2/24/2024
ATLANTIC (B)	VIRGINIA	CHARLOTTESVILLE - MAIN OFFICE		FREE UNION - MAIN OFFICE	2/24/2024
ATLANTIC (B)	VIRGINIA	CHARLOTTESVILLE - MAIN OFFICE		NORTH GARDEN - MAIN OFFICE	2/24/2024
ATLANTIC (B)	VIRGINIA	CHARLOTTESVILLE - MAIN OFFICE		TROY - MAIN OFFICE	2/24/2024

# FY24 S&DC Activations – February Sites Hub and Spokes: Atlantic (cont'd)

Hub/Spoke Area	Hub/Spoke District	Hub Property Name	Formalized S&DC Name (Hub Only)	Spoke Property Name	S&DC Hub Launch Date
<b>ATLANTIC (B)</b>	<b>NORTH CAROLINA</b>	<b>ASHEVILLE - P&amp;DF</b>	<b>Asheville NC SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
ATLANTIC (B)	NORTH CAROLINA	ASHEVILLE - P&DF		ASHEVILLE - LONDON RD CARRIER ANNEX	2/24/2024
<b>ATLANTIC (B)</b>	<b>NEW YORK 3</b>	<b>BINGHAMTON - MAIN OFFICE/P&amp;DF</b>	<b>Binghamton NY SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
ATLANTIC (B)	NEW YORK 3	BINGHAMTON - MAIN OFFICE/P&DF		CHENANGO BRIDGE - MAIN OFFICE	2/24/2024
ATLANTIC (B)	NEW YORK 3	BINGHAMTON - MAIN OFFICE/P&DF		CHENANGO FORKS - MAIN OFFICE	2/24/2024
ATLANTIC (B)	NEW YORK 3	BINGHAMTON - MAIN OFFICE/P&DF		CONKLIN - MAIN OFFICE	2/24/2024
ATLANTIC (B)	NEW YORK 3	BINGHAMTON - MAIN OFFICE/P&DF		ENDICOTT - MAIN OFFICE	2/24/2024
ATLANTIC (B)	NEW YORK 3	BINGHAMTON - MAIN OFFICE/P&DF		ENDICOTT - UNION STATION	2/24/2024
ATLANTIC (B)	NEW YORK 3	BINGHAMTON - MAIN OFFICE/P&DF		MAINE - MAIN OFFICE	2/24/2024
ATLANTIC (B)	NEW YORK 3	BINGHAMTON - MAIN OFFICE/P&DF		PORT CRANE - MAIN OFFICE	2/24/2024
ATLANTIC (B)	NEW YORK 3	BINGHAMTON - MAIN OFFICE/P&DF		VESTAL - MPO	2/24/2024
ATLANTIC (B)	NEW YORK 3	BINGHAMTON - MAIN OFFICE/P&DF		WHITNEY POINT - MAIN OFFICE	2/24/2024
ATLANTIC (B)	NEW YORK 3	BINGHAMTON - MAIN OFFICE/P&DF		WINDSOR - MAIN OFFICE	2/24/2024
<b>ATLANTIC (B)</b>	<b>PENNSYLVANIA 1</b>	<b>ERIE - P&amp;DC</b>	<b>Erie PA SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
ATLANTIC (B)	PENNSYLVANIA 1	ERIE - P&DC		HARBORCREEK - MAIN OFFICE	2/24/2024
ATLANTIC (B)	PENNSYLVANIA 1	ERIE - P&DC		MC KEAN - MAIN OFFICE	2/24/2024
ATLANTIC (B)	PENNSYLVANIA 1	ERIE - P&DC		WATTSBURG - MAIN OFFICE	2/24/2024
<b>ATLANTIC (B)</b>	<b>ME-NH-VT</b>	<b>PORTLAND - MAIN OFFICE</b>	<b>Portland ME SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
ATLANTIC (B)	ME-NH-VT	PORTLAND - MAIN OFFICE		SOUTHERN MAINE - P&DC	2/24/2024
ATLANTIC (B)	ME-NH-VT	PORTLAND - MAIN OFFICE		YARMOUTH - MAIN OFFICE	2/24/2024
<b>ATLANTIC (B)</b>	<b>DE-PA 2</b>	<b>SOUTHEASTERN - P&amp;DC</b>	<b>Southeastern PA SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
ATLANTIC (B)	DE-PA 2	SOUTHEASTERN - P&DC		BRYN MAWR - MAIN OFFICE	2/24/2024
ATLANTIC (B)	DE-PA 2	SOUTHEASTERN - P&DC		GLADWYNE - MAIN OFFICE	2/24/2024
ATLANTIC (B)	DE-PA 2	SOUTHEASTERN - P&DC		PHOENIXVILLE - MAIN OFFICE	2/24/2024
<b>ATLANTIC (B)</b>	<b>NEW YORK 3</b>	<b>STEWART (MID HUDSON - P&amp;DC)</b>	<b>Stewart NY SDC</b>	<b>1 - S&amp;DC</b>	<b>9/9/2024</b>
ATLANTIC (B)	NEW YORK 3	STEWART (MID HUDSON - P&DC)		FISHKILL - MAIN OFFICE	2/24/2024
ATLANTIC (B)	NEW YORK 3	STEWART (MID HUDSON - P&DC)		MONTGOMERY - MAIN OFFICE	2/24/2024
ATLANTIC (B)	NEW YORK 3	STEWART (MID HUDSON - P&DC)		WALDEN - MAIN OFFICE	2/24/2024



# FY24 S&DC Activations – February Sites Hub and Spokes: Central

Hub/Spoke Area	Hub/Spoke District	Hub Property Name	Formalized S&DC Name (Hub Only)	Spoke Property Name	S&DC Hub Launch Date
<b>CENTRAL (J)</b>	<b>MICHIGAN 1</b>	<b>FLINT - MAIN OFFICE</b>	<b>Flint MI SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
CENTRAL (J)	MICHIGAN 1	FLINT - MAIN OFFICE		FLINT - CARRIER ANNEX NE	2/24/2024
CENTRAL (J)	MICHIGAN 1	FLINT - MAIN OFFICE		FLINT - CODY STATION	2/24/2024
CENTRAL (J)	MICHIGAN 1	FLINT - MAIN OFFICE		FLINT - NORTH SIDE STATION	2/24/2024
CENTRAL (J)	MICHIGAN 1	FLINT - MAIN OFFICE		FLINT - SOUTHWEST BRANCH	2/24/2024
<b>CENTRAL (J)</b>	<b>KY-WV</b>	<b>HUNTINGTON - P&amp;DF</b>	<b>Huntington WV SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
CENTRAL (J)	KY-WV	HUNTINGTON - P&DF		ASHLAND - MAIN OFFICE	2/24/2024
CENTRAL (J)	KY-WV	HUNTINGTON - P&DF		LAVALLETTE - MAIN OFFICE	2/24/2024
<b>CENTRAL (J)</b>	<b>INDIANA</b>	<b>LAFAYETTE - P&amp;DF</b>	<b>Lafayette IN SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
CENTRAL (J)	INDIANA	LAFAYETTE - P&DF		BATTLE GROUND - MAIN OFFICE	2/24/2024
CENTRAL (J)	INDIANA	LAFAYETTE - P&DF		BROOKSTON - MAIN OFFICE	2/24/2024
CENTRAL (J)	INDIANA	LAFAYETTE - P&DF		CLARKS HILL - MAIN OFFICE	2/24/2024
CENTRAL (J)	INDIANA	LAFAYETTE - P&DF		LINDEN - MAIN OFFICE	2/24/2024
CENTRAL (J)	INDIANA	LAFAYETTE - P&DF		OTTERBEIN - MAIN OFFICE	2/24/2024
CENTRAL (J)	INDIANA	LAFAYETTE - P&DF		WESTPOINT - MAIN OFFICE	2/24/2024
<b>CENTRAL (J)</b>	<b>MICHIGAN 1</b>	<b>JACKSON - DDC</b>	<b>Jackson MI SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
CENTRAL (J)	MICHIGAN 1	JACKSON - DDC		PLEASANT LAKE - MAIN OFFICE	2/24/2024

# FY24 S&DC Activations – February Sites Hub and Spokes: Southern

Hub/Spoke Area	Hub/Spoke District	Hub Property Name	Formalized S&DC Name (Hub Only)	Spoke Property Name	S&DC Hub Launch Date
<b>SOUTHERN (G)</b>	<b>AL-MS</b>	<b>HATTIESBURG - MAIN OFFICE</b>	<b>Hattiesburg MS SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
SOUTHERN (G)	AL-MS	HATTIESBURG - MAIN OFFICE		HATTIESBURG - DOWNTOWN STATION	2/24/2024
<b>SOUTHERN (G)</b>	<b>GEORGIA</b>	<b>SOUTH ATLANTA (ATLANTA - NDC)</b>	<b>South Atlanta GA SDC</b>	<b>1 - S&amp;DC</b>	<b>2/2/2024</b>
SOUTHERN (G)	GEORGIA	SOUTH ATLANTA (ATLANTA - NDC)		LITHIA SPRINGS - MAIN OFFICE	2/24/2024
SOUTHERN (G)	GEORGIA	SOUTH ATLANTA (ATLANTA - NDC)		MABLETON - MAIN OFFICE	2/24/2024
SOUTHERN (G)	GEORGIA	SOUTH ATLANTA (ATLANTA - NDC)		NORTH SIDE CARRIER ANNEX	2/24/2024
<b>SOUTHERN (G)</b>	<b>TEXAS 1</b>	<b>WACO - MAIN OFFICE/P&amp;DF</b>	<b>Waco TX SDC</b>	<b>1 - S&amp;DC</b>	<b>9/9/2023</b>
SOUTHERN (G)	TEXAS 1	WACO - MAIN OFFICE/P&DF		HEWITT - MAIN OFFICE	2/24/2024
SOUTHERN (G)	TEXAS 1	WACO - MAIN OFFICE/P&DF		LORENA - MAIN OFFICE	2/24/2024
SOUTHERN (G)	TEXAS 1	WACO - MAIN OFFICE/P&DF		MCGREGOR - MAIN OFFICE	2/24/2024

# FY24 S&DC Activations – February Sites Hub and Spokes: West Pac

Hub/Spoke Area	Hub/Spoke District	Hub Property Name	Formalized S&DC Name (Hub Only)	Spoke Property Name	S&DC Hub Launch Date
<b>WESTPAC (E)</b>	<b>WASHINGTON</b>	<b>EVERETT - P&amp;DF/NORTH DDC</b>	<b>Everett WA SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
WESTPAC (E)	WASHINGTON	EVERETT - P&DF/NORTH DDC		BOTHELL - MILL CREEK	2/24/2024
WESTPAC (E)	WASHINGTON	EVERETT - P&DF/NORTH DDC		SEATTLE - NORTH CITY ANNEX	2/24/2024
<b>WESTPAC (E)</b>	<b>CALIFORNIA 3</b>	<b>OXNARD - MAIN OFFICE &amp; VMF</b>	<b>Oxnard CA SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
WESTPAC (E)	CALIFORNIA 3	OXNARD - MAIN OFFICE & VMF		VENTURA - MAIN OFFICE	2/24/2024
<b>WESTPAC (E)</b>	<b>ID-MT-OR</b>	<b>SALEM - P&amp;DF/VMF</b>	<b>Salem OR SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
WESTPAC (E)	ID-MT-OR	SALEM - P&DF/VMF		SALEM - VISTA STATION	2/24/2024
WESTPAC (E)	ID-MT-OR	SALEM - P&DF/VMF		SALEM - WEST SALEM STATION	2/24/2024
WESTPAC (E)	ID-MT-OR	SALEM - P&DF/VMF		TURNER - MAIN OFFICE	2/24/2024
<b>WESTPAC (E)</b>	<b>CALIFORNIA 4</b>	<b>IRVINE - MAIN OFFICE</b>	<b>Irvine CA SDC</b>	<b>1 - S&amp;DC</b>	<b>2/24/2024</b>
WESTPAC (E)	CALIFORNIA 4	IRVINE - MAIN OFFICE		SILVERADO - MAIN OFFICE	2/24/2024

# Thank You / Questions

