

FALL 2021

The Eagle

PUBLISHED QUARTERLY FOR EMPLOYEES
OF THE UNITED STATES POSTAL SERVICE®

MAGAZINE

DESIGNED TO **DELIVER**

TRANSFORMING OUR PROCESSING, TRANSPORTATION,
DELIVERY, AND RETAIL NETWORKS





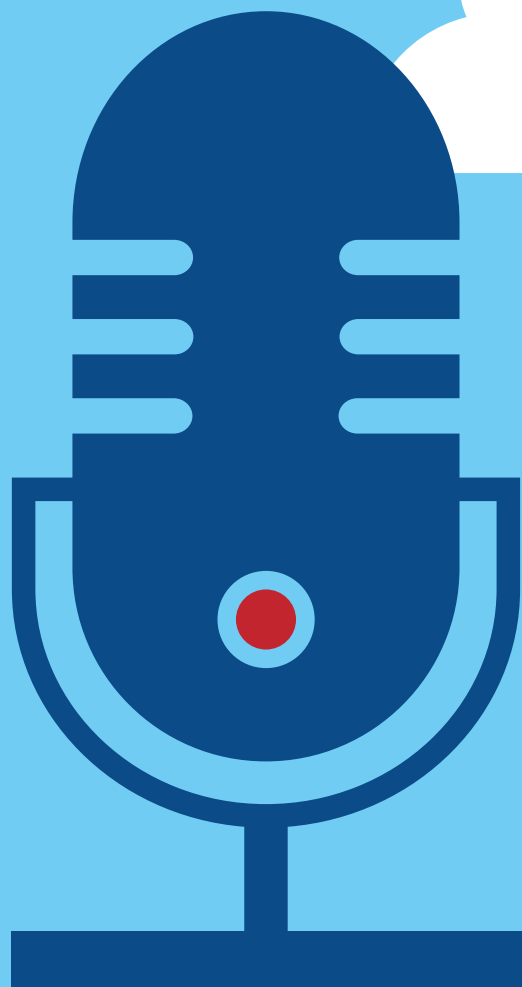
Mailin' it!

The Official Podcast of the United States Postal Service

Nearly every person in America experiences the Postal Service every day — by saying hello to a mail carrier, passing postal vehicles on the street, visiting a Post Office™ location or just by the simple act of reading one's mail at the end of the day. But really, how well do you know the United States Postal Service?

Mailin' It! takes you behind the scenes and explores the rich role and history of a thoroughly American institution. Join our hosts Yasmine Di Giulio and Dale Parsan for a fun look at your United States Postal Service.

Visit about.usps.com/newsroom or scan the QR code below to begin listening.



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ON THE COVER

Our bold, 10-year Delivering for America plan establishes clear strategies that dramatically improve service for our customers, optimize and modernize our capabilities, strengthen our networks, and provide postal employees long and rewarding careers. Find out more at about.usps.com/what/strategic-plans/delivering-for-america

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This first edition of *The Eagle* magazine focuses on how the Postal Service is adapting to a changing marketplace and rolling out the many initiatives contained in our 10-year strategic plan, *Delivering for America*. We explore changes to our processing, transportation, delivery, and retail networks; new offerings; and how we are driving value for our customers by bridging the physical and the digital. Each quarter, you will receive *The Eagle* to help you learn about important initiatives and developments in our business, as well as perspectives on the competitive landscape.

The Postal Service plays a vital role in so many aspects of America's society and economy. Trends in technology, innovation, communications, e-commerce, marketing and consumer preferences all shape how we approach the marketplace and serve the public. This publication is designed to provide context for the paths we pursue, the products and services we develop, and the external forces that define our business environment.

We compete across every product category. Every employee plays a role in attracting and retaining our customer base — by helping the organization deliver excellent customer experiences and secure, affordable, reliable, predictable and universal delivery to every American address. We do this in an increasingly mobile and constantly changing environment — and this creates challenges and opportunities throughout our business.

We are uniquely a business with a public service mission. As we establish a new business model that achieves dramatic improvements in service performance and enables long-term financial sustainability, we remain focused on demonstrating our value every day, in every community, by delivering for our customers — both literally and figuratively.

I hope you find this magazine useful and engaging.

As always, thank you for the great work you do every day.

Louis DeJoy

Postmaster General and Chief Executive Officer
United States Postal Service

FALL 2021

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WILLIAM “BUTCH” LYLE

Postmaster
Mary Esther, FL

Spotlight

POWERing Through

How finding strength and purpose amid health challenges gave one postmaster a new outlook.

For good reason, Butch Lyle gets the call for any unexpected heavy lifting at the Mary Esther Post Office™ site. He is the postmaster; he is also a national champion powerlifter and dedicated strength and fitness advocate.

“I’ve always been a physically active person, but my passion for powerlifting has broadened a lot since my wife was diagnosed with kidney disease,” said Butch. “At that point, my focus on health became much more real and tangible.” Melanie Lyle joined Butch in the gym as a powerlifting and bodybuilding partner and now is nationally ranked in both disciplines.

“Melanie was able to gain a few years without dialysis because of all the work on her fitness. It just shows that you can take control of many health issues — some more than others — and that creates a great sense of accomplishment,” noted Butch.

When he is not winning powerlifting competitions — and setting world records — Butch is advocating for those suffering from kidney diseases and encouraging healthy behaviors and strength training. “Promoting fitness in my community is a great way of giving back,” said Butch. “As a postmaster, I have a role to play in serving my community, and I like the idea that I can help in other ways.”

“Strength training comes from my motivation to be healthy and help my wife Melanie stay healthy.”

Butch and Melanie are on Instagram @floridafitnessliving.








SIZING UP THE MARKETPLACE AND OUR MISSION

The world has been transformed by COVID-19, with nearly every industry and aspect of society disrupted or influenced in some meaningful way.

While many of the habits and routines adopted by Americans during the pandemic will likely be discarded as the country returns to some semblance of normalcy, the immediacy, convenience and practicality of e-commerce ensures that demand on the Postal Service to provide reliable, timely and cost-effective package delivery services will continue to grow.

The pandemic had an instant and formidable impact on the Postal Service's

network. Almost as soon as COVID-19-related shutdowns began in March 2020, the Postal Service was delivering package volumes typically seen only during the holiday peak period. And, as more than 100 million people became accustomed to using online and mobile services for their daily and weekly purchasing needs, the Postal Service delivered a record high daily average of 23 million packages throughout 2020.



**ONLY THE UNITED STATES
POSTAL SERVICE OPERATES
IN EVERY COMMUNITY IN
AMERICA AND CAN REACH
EVERY ADDRESS.**

The pandemic familiarized people with e-commerce to such an extent that they now regularly order items they would not have purchased online before. And even though COVID-19 risks are better managed and vaccines now widely available, this change in consumer behavior appears to be a new normal.

E-commerce deliveries in the United States are now expected to grow by nearly 77 percent in the next five years. That is equivalent to an additional \$715 billion in consumer goods delivered each year. [eMarketer, May 2021]

It is the proverbial rising tide. It has been rising steadily for the past 10 years and is rising faster now due to factors caused by the COVID-19 pandemic.

DELIVERING FOR AMERICA

The Postal Service has played a vital role in enabling America's e-commerce economy. We are also very effective at competing to deliver America's packages.

As the overall demand for package delivery has grown, the Postal Service share of those deliveries has also grown. That is a testament to the product strategies and service quality that have kept pace with the evolving needs of consumers.

THE PANDEMIC'S IMPACT INCLUDES MORE OPPORTUNITIES TO CHANGE AND BETTER SERVE THE PUBLIC.

In the past decade, we strengthened our Priority Mail™ products by offering free tracking, insurance, and expected date of delivery information. That narrowed the gap between us and our competitors, and we have continued to leverage our competitive advantages.

We introduced next-day and Sunday delivery and created a wide range of solutions to help America's businesses fully compete in the e-commerce marketplace.

Preparations for the Peak Holiday Season

And because the competition is fierce for every e-commerce delivery, we are bringing new ideas to market — including the USPS Connect™ suite of offerings (described on pages 12-17) — to capture more revenue and deliver more value to business and residential customers alike.

Dramatically improving on-time service performance is a core promise of the Postal Service's 10-year plan, Delivering for America.

This transformation plan puts the Postal Service on the path to provide best-in-class delivery services and to function as a high-performing, financially self-sustaining organization — and importantly, to significantly improve the quality of the services we provide and to play a larger and more valued role in America's communities.

PROFOUND INNOVATIONS

The economic impacts of the pandemic had a negative effect on mail volumes. Many businesses curtailed marketing budgets and reduced their use of mail to reach consumers. As the economy strengthens and as more businesses return to traditional levels of marketing, the prospects for mail volumes should solidify.

The Postal Service is fully committed to enhancing the value of mail for senders and receivers and working to grow the mailing industry.

Innovations in mail — through mobile tools like Informed Delivery® notifications and data platforms like Informed Visibility® reporting — are key to meeting the rising expectations of the business and residential customers we serve.

The pandemic has had a profound impact on our mail and package businesses. It has created more competition — but also more opportunities to evolve, improve and better serve the public with new offerings and higher performance.

Enhancing the value of every mail and package delivery ensures that the Postal Service will continue to engage customers who have myriad ways of marketing and communicating. It puts the 644,000 women and men of the Postal Service — who live, work and serve in every American community — in the best possible position to fulfill their mission of public service every day.

The pandemic has created a meaningful and permanent change in consumer shopping habits, as evidenced by the extraordinary package volumes we experienced during the 2020 holiday season. To deliver the nation's holiday packages on time, the Postal Service is dramatically expanding capacity to deliver the same volumes as 2020 or higher this coming peak season.

14.3 billion / The total number of pieces of mail and packages delivered by the Postal Service last holiday season, including 1.19 billion packages. We are expecting to deliver high above average volume again this upcoming holiday season.

41 million / We are designing our network to ingest and deliver this number of packages every day between Thanksgiving and Christmas — even though only a few days will reach this high daily number.


40,000 / The number of employees the Postal Service will hire, including both full-time and seasonal staff, to ensure adequate staffing for every operation during peak season.

115 / The number of annexes the Postal Service is leasing this year and over the next few years to ensure adequate space to process mail and packages in a timely and efficient manner. Our expanded facility footprint will prevent bottlenecks and improve mail flow.

112 / The number of new automated package processing sorters to be installed prior to peak season.

13 / The number of Surface Transportation Centers realigned to streamline transportation operations.





DESIGNED to DELIVER

Transforming the postal processing, transportation, delivery, and retail networks

The 2020 peak holiday quarter marked an important juncture in Postal Service history. For the first time, domestic First-Class Mail® and Marketing Mail® delivery contributed less than half of the Postal Service's revenue, and — significantly — close to half of the income generated in the quarter came from package delivery.

This milestone illustrates how dramatically the delivery needs of the nation have changed. First-Class Mail delivery, which traditionally produced the Postal Service's highest sales, has now been surpassed by the shipping and packages segment, and that disparity will only grow in the years to come.

With e-commerce expected to play a larger role in the lives of the public, there is an urgent need for the Postal Service to reevaluate and restructure its operations — from retail and delivery to transportation and processing. It is time, too, to reverse the underinvestment in automation, technology, people and best-in-class processes that have impeded the Postal Service for more than a decade.

Raising on-time delivery performance to 95%

One of the guiding lights of the Postal Service plan, Delivering for America, is the commitment to raising

on-time performance levels to 95 percent across all mailing and shipping services.

The major constraint that has held the Postal Service back from achieving this goal? The outdated design of the processing and transportation network.

For decades, the Postal Service has built facilities and oriented operations around the capability to deliver mail and packages to any point in the contiguous United States within three days.

Doing so requires heavy reliance on air transport, just-in-time operations that require myriad touchpoints and handlings around a 24-hour clock, and aggressive management of multiple mail and package workflows across the postal enterprise.



Unfortunately, as mail volumes have declined and package volumes have increased, the inefficiencies of maintaining the three-day capability have compounded and service performance has lagged well below targets — particularly over long distances.

For this reason, the redesign of postal operations begins with reorienting the network to meet new service standards that reduce air freight dependency and streamline transportation and processing operations.

Combined with a \$40 billion investment in new automation, vehicles, technology and training — as well as new facilities and infrastructure to expand package delivery capability — a dramatic improvement of 95 percent consistent, on-time delivery is attainable by 2023.

Leaving an unreliable 3-day network for a highly reliable 3-4-5-day network

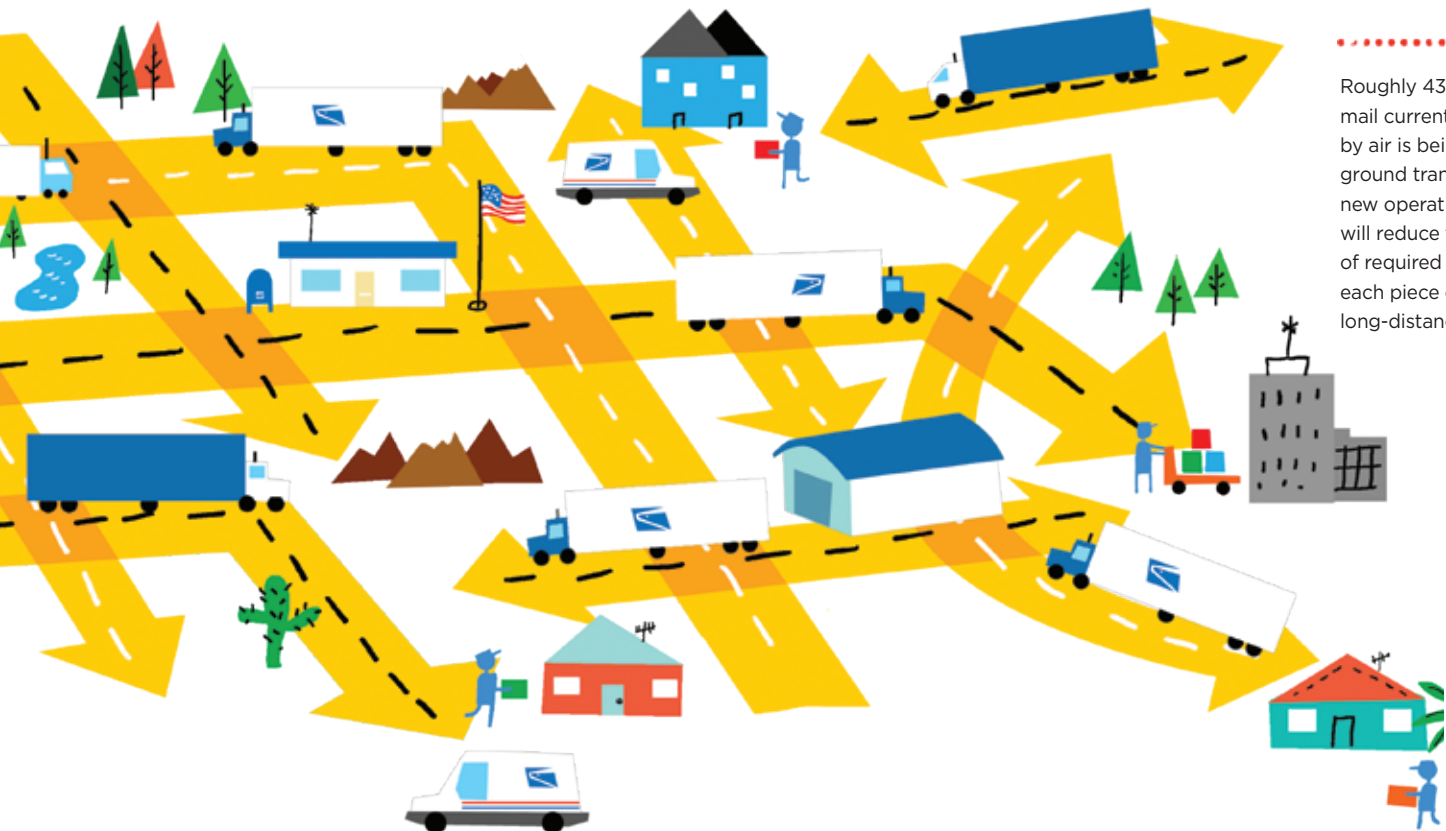
The Postal Service introduced new First-Class Mail service standards in October of 2021. Their biggest impact is on long-distance transit times — allowing four days for mail traveling between roughly 930 and 1,900 miles, and five days for mail traveling more than 1,900 miles. There has been little effect on local or regional

transit times, with 70 percent of all First-Class Mail volume receiving a standard of one to three days.

With these new standards, roughly 43 percent of all mail currently transported by air is being shifted to ground transport. Most importantly, the new operating model will reduce the number of required handlings for each piece of mail on its long-distance journey.

The “middle-mile” operation — as opposed to the “first- and last-mile” delivery unit and Post Office operations — has for many years consisted of up to 11 steps and handlings. These include processing within a facility, transport to a plane, transport from a plane to a hub, back to a plane, possibly back to another hub, then finally to a destination facility and off to the delivery unit for home delivery — often over the course of an evening to meet the delivery standard.

Very similar to the airline passenger who has to make multiple flight connections in a day to get across the



Roughly 43 percent of all mail currently transported by air is being shifted to ground transport. The new operating model will reduce the number of required handlings for each piece of mail on its long-distance journey.

country, a delay at any stage causes a chain reaction, and an unpredictable outcome. With an extra day or two, depending on distance, mail can travel more predictably by truck and arrive with greater reliability at its destination. Those middle-mile steps and handlings will drop from 11 to five, further reducing the opportunities for errors or delays.

Unifying and streamlining mail and package flows

One of the core benefits of the new postal network design is that it enables the Postal Service to transport mail and packages using the same long-distance trucking capacity.

Due to longstanding service standard requirements, the Postal Service has often been obligated to run mail and packages as separate transportation operations — requiring more trips and operations, too frequently resulting in excess capacity in the form of partially filled trucks. With the new operating model, mail and package transport would be streamlined — resulting in full trucks operating on a set long-distance schedule — and enabling more reliable timing of processing operations.

Reconfiguring processing and capacity

With package volumes expected to increase over the course of the coming decade, and with greater marketplace desire for same-day, next-day and two-day delivery, the Postal Service is also redesigning the journey for packages within its network.

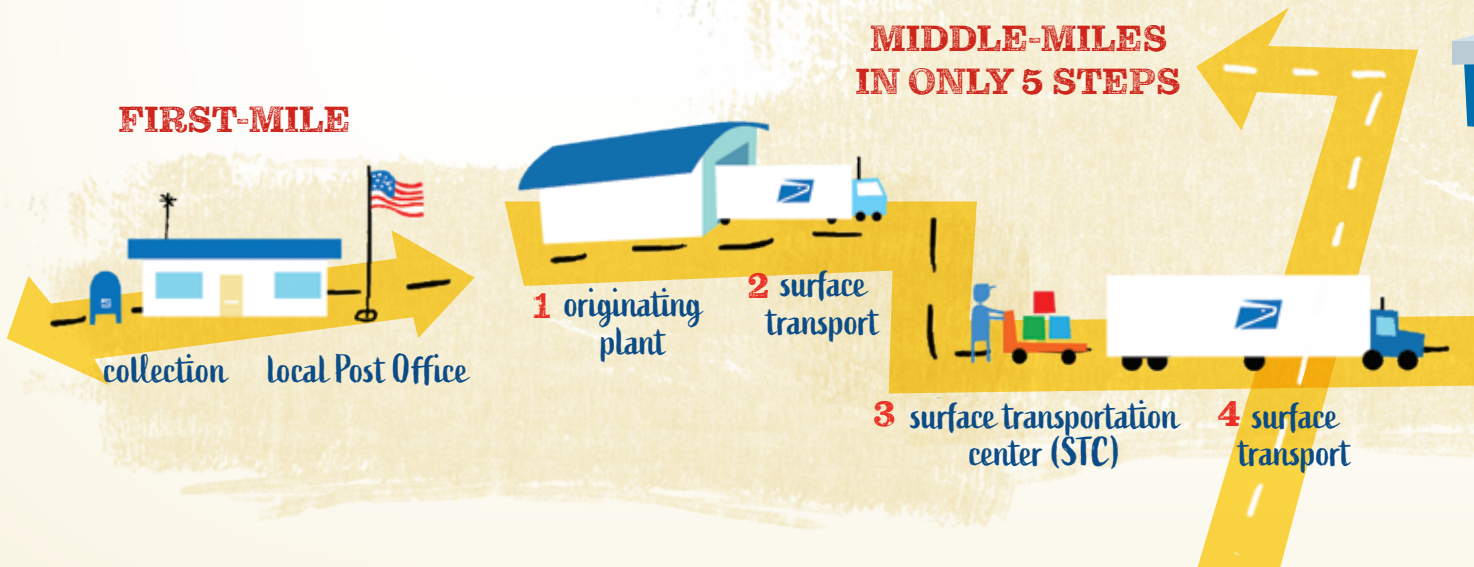
Packages will increasingly route through dedicated Regional Distribution Centers — which will streamline package processing operations and enable more direct distribution to local delivery units.



“We are well into the initial implementation of the Delivering for America plan and are already seeing positive movement toward a high-performing Postal Service that fully leverages the power of its people, processes, information, and technology to meet the changing needs of the public.”

— Pritha Mehra, Chief Information Officer

The overall capacity of the network is being expanded through the acquisition of more than 40 annexes dedicated solely to package processing. Package processing is also getting a big boost through aggressive



expansion of package sorter equipment automation, with planned installations in 23 delivery units and in 89 processing facilities.

By the holiday season of 2021, the Postal Service will have dramatically expanded its ability to ingest and process package volumes of up to 41 million per day.

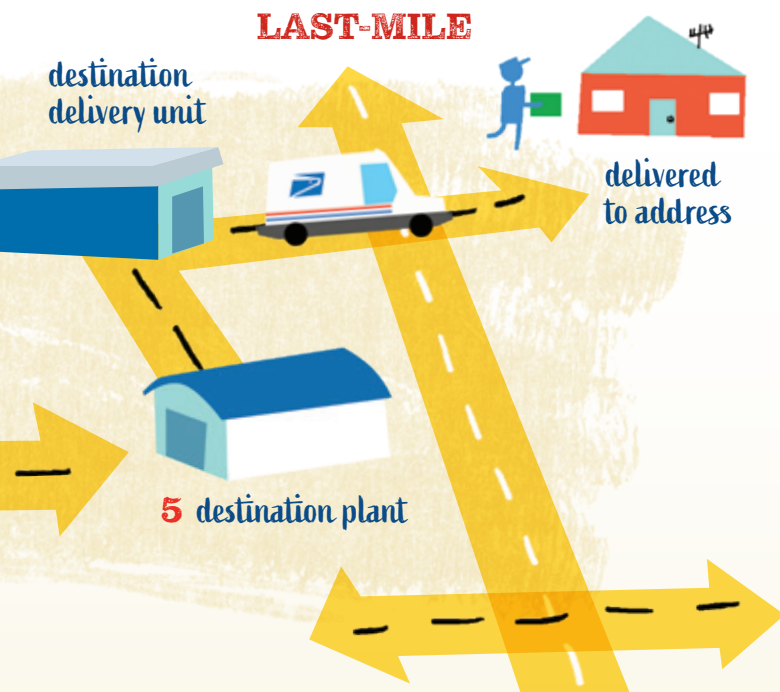
Higher package processing capacity will translate into on-time delivery throughout the upcoming holiday season and for the growing package volumes expected in the holiday seasons in the years to come.

Attaining best-in-class

As the Postal Service moves toward a best-in-class network — and fully leverages state-of-the-art tools and information technology to better empower employees at every level across the enterprise — performance will improve dramatically.

Predictability and reliability will jump as mail and package journeys are simplified and streamlined. Transportation will be more regular and on schedule. Delivery units will receive mail and packages earlier and with greater regularity, resulting in customers having a better experience and senders getting a better return on their investment.

It is all part of a network design and investment process now underway — with significant progress and implementation by the end of 2022 — to dramatically improve the way we serve the American public.



A MORE STABLE POSTAL WORKFORCE

The 644,000 women and men of the United States Postal Service live, work and serve in every community in America.

The continuity of our career workforce brings critical stability to the service we provide; it enables carriers and clerks to get to know their residential and business customers over many years and ensures strong discipline and superior operational performance across the organization.

Over the past 10 years, our non-career turnover rate has been too high — negatively impacting performance and increasing operational cost. This is why we are focused on improving employee retention, with the goal of cutting non-career employee turnover in half.

To achieve this, we have three areas of focus to improve the retention rate for our non-career employee category: (1) improve the experience for employees during their initial 90 days of employment; (2) better equip and train our supervisors/managers to manage our non-career workforce; and (3) utilize our collective bargaining process to address work rules and conditions of employment, as necessary.

Since March, we have promoted the development of our workforce by initiating pilot programs for on-the-job training and mentoring for city carrier assistants, and have implemented several recommendations provided by the Leave Replacement Task Force in collaboration with the National Rural Letter Carriers' Association.

We have set clear expectations for our supervisors and deployed training and tools to effectively onboard and manage our new employees. As a part of our longer-term strategy, we have also initiated a study of supervisor positions to update the job descriptions and refresh the supervisor competency model.

We will continue to work with postal unions on these initiatives and jointly explore other ways to improve the non-career experience.

We expect that our focus on this issue will stabilize our non-career employee category, resulting in higher retention and less turnover, leading to increased efficiency and improved service to our customers.

50%

As part of our 10-year Delivering for America plan, our goal is to reduce non-career employee turnover by half.





— WE'RE GIVING —

MAIN STREET

— A BOOST —

THE POSTAL SERVICE'S NEW USPS CONNECT™ program empowers businesses to meet changing e-commerce needs.

Main Street is where the Postal Service lives. We support the ingenuity and determination of local businesses that keep communities vibrant — and ensure they can fully participate in the rapidly growing e-commerce economy. That commitment to local merchants is at the heart of the Postal Service's new USPS Connect™ program, which we are piloting in stages to help organizations of all sizes — including micro and small businesses — adapt and succeed in a world where e-commerce is now essential. One of the dominant Main Street retail trends of the past 10 years is the shift to retail-store fulfillment. In years past, most companies would concentrate online order fulfillment in dedicated inventory distribution centers while retail locations existed solely to serve retail customers.

Now, powered by major improvements in information technology, it is more likely that the retail store you visit is also taking orders online and preparing packages based on the inventory it has on hand. This repurposing of the retail function can be highly efficient and keeps more brick-and-mortar stores open even as consumers increase their reliance on e-commerce.

The impact of COVID-19 on shopping habits accelerated this fulfillment trend. Online ordering is now the preferred way of shopping for millions of Americans. Boosted by a growing trust in e-commerce, Americans are placing online orders more frequently and in greater numbers. As evidence, according to the National Retail Federation, non-store and online sales are expected to grow between 18 percent and 23 percent this year over 2020. And large weekly orders are being replaced by smaller, on-demand purchases made when shoppers think of them or as the need arises.

USPS CONNECT DELIVERY HAS THE CAPACITY TO GREATLY EXPAND SAME-DAY AND NEXT-DAY DELIVERIES AND RETURNS.

Shoppers today want their orders fulfilled and delivered quickly, all with complete visibility — which can be a logistical and financial challenge, especially for micro and small businesses. Because the Postal Service has a tremendous physical footprint from

USPS Connect Local / how it works

1 *business customers prepare parcels with Click-N-Ship® labels printed with their destination delivery unit (DDU) location at the bottom*

2 *now, they can go directly to the back dock of their local DDU facility*

*shippers who arrive between 5 to 7 a.m. will receive **SAME-DAY** service where available*

*parcels that arrive after 7 a.m. — until 30 minutes before back dock closing — will be sorted for **NEXT-DAY** service*

which to serve local communities, we are opening access to that network to provide new local and regional offerings which enable same-day (at select locations) and next-day delivery and returns.

USPS Connect Local gives shippers affordable rates when they bring their packages first thing in the morning for expected same-day delivery, or up until late afternoon for next-day delivery. This is an ideal scenario for a local retail chain to offer fast deliveries for its e-commerce business — such as a neighborhood candy shop that wants to have gifts arrive the next day.

The USPS Connect prices we are offering are only possible because the customer assumes a leg of the trip — which

saves us time and money — but in return they get fast, affordable delivery options they could not access before.

Local businesses simply create and pay for shipping labels through Click-N-Ship — no additional software needed — and bring their prepaid labeled packages to the back dock of the designated postal facility. Carriers then deliver the packages as part of their normal routes. Local business owners get the benefit of same-day or next-day delivery at rates that are usually only available to large volume shippers.

On a regional scale, the Postal Service plans to provide larger volume shippers with a similar solution, USPS Connect Regional, that will harness the power of our unparalleled network of 200+ distribution centers to give businesses one- and two-day delivery to customers within a 300-mile radius.

Businesses that position their inventory near their customer base can leverage our distribution network to boost their efficiency, cut delivery times and connect directly to the most comprehensive last-mile delivery service in the country.



With USPS Connect Regional, the Postal Service will give high-volume shippers access to its network of distribution centers for one- to two-day delivery.



USPS CONNECT: TEXAS PILOT

The Postal Service began testing USPS Connect Local in Dallas and Houston, then North and East Texas in the summer of 2021 and will expand to the rest of the state this fall.

3 *their parcels are verified and scanned "ACCEPTED," loaded for dispatch, and scanned "DELIVERED" when they arrive at their destinations*

4 *an electronic confirmation is then sent to the business customer*

The Postal Service is determined to energize this drive to shop locally, empowering businesses to meet the needs of today's consumer by leveraging our unrivaled infrastructure to grow their business through mail and shipping services. We are also improving our online shipping platform with updated interfaces, so shippers find it more user-friendly and more efficient to ship with the Postal Service. And, later this year, shippers can use a new array of payment options such as Apple Pay and Google Pay, in addition to PayPal, which has been an available option for several years.

Expanded access to our network will help businesses reach consumers more quickly.

No other organization can deliver the powerful personal connection that the Postal Service offers to more than 161 million homes and businesses across America. And, unlike our competitors, the Postal Service serves every address in the country, in most cases six days a week — and often seven.

WE ARE MAKING RETURNS EASIER.

An integral part of the online shopping experience and an increasing necessity for consumers is a simple, easy and transparent process to return purchases. With USPS handling one in every four returns in America, we understand the challenges businesses face in providing an effortless experience for their customers.

That is why we offer USPS Connect Returns™ — to provide free, contactless pickup from a home mailbox or doorstep, six days a week, with little more than a printed label and a notification on the USPS mobile app.

We are piloting USPS Connect services in stages because we want to get it right for the customers who consistently vote us as "Most Trusted Government Agency." Nobody knows America like USPS. Every day in every ZIP Code, the Postal Service is there, and when it comes to package delivery, that connection is more important than ever.

Visit uspsconnect.com to learn more about how USPS Connect delivery is helping businesses of all sizes grow and better meet consumer demand for fast, affordable package delivery.

CHANGE

Bringing USPS Connect to Life



JAKKI KRAGE STRAKO

Executive Vice President,
Chief Commerce and Business
Solutions Officer

Jakki Krage Strako, Executive Vice President, Chief Commerce and Business Solutions Officer, and **Mary Smith**, Juanita Craft Station Manager, talk about the Dallas-area pilot of USPS Connect this past summer.

It seems like the Postal Service is taking a go-slow approach with the USPS Connect Local pilot. What's the thinking behind the Dallas-area launch?

JAKKI KRAGE STRAKO: "The potential for USPS Connect Local is huge, so obviously we want to get it right and get the systems and procedures well tested before we expand to other cities and states. That's why we first piloted the program at seven locations in Dallas and Houston in July. We wanted to engage customers with the offering, have customers start using our payment systems, bring volumes to local delivery units, and test and learn."

MARY SMITH: "I think the most powerful part of the process was the collaboration between the teams that created USPS Connect Local and all of our folks locally who got to be a part of that testing and finding real, on-the-ground-floor ways of improving the implementation. I'm sure what we learned is going to help every market be more successful."

LEADERS

What was the most important lesson from the launch?

JAKKI KRAGE STRAKO: “I have to say, we learned a lot from our postal employee teams on the ground about the importance of local engagement and communication. We also learned a lot from our customers about marketing the product and how to ensure they had a good experience and saw value right away.”

MARY SMITH: “It’s really important for those customers — especially the smaller businesses — that they get a positive, confident feeling when they drop off those packages for next-day or same-day delivery. They value hearing someone say: ‘We’ve got this, it’s going on the delivery trucks in the next couple of hours.’ That brings it all home. This is a local effort, supporting local businesses and reaching local customers. It should create a local, friendly experience.”

What was the customer reaction to USPS Connect Local?

JAKKI KRAGE STRAKO: “Really favorable. We started with a lot of expressed interest from day one. As we started accepting volume and proving the operational aspects in a small-scale pilot, we’ve been able to generate wider interest as we prepare to scale up. So that’s a strong indication that we’re delivering a needed solution. We expect to grow volume throughout the year in Dallas and Houston, and everywhere afterward.”

MARY SMITH: “I’ve known many of these customers for years, and they all said something similar: ‘This is a local-focused offering that gets us closer to our customers, and we really needed a solution for same-day

and next-day deliveries.’ I’m just thrilled that we were able to be on the cutting-edge of giving them what they needed.”

What’s the timetable for rolling out USPS Connect nationally?

JAKKI KRAGE STRAKO: “USPS Connect Local will be piloted throughout Texas this fall. It’s an exciting time and it’s very rewarding to be having a positive impact within the Postal Service and for all of our business customers.”

MARY SMITH

Juanita Craft
Station Manager,
Dallas, TX



MAIL'S DIGITAL DIMENSION

There is no getting away from the fact that we live in an increasingly mobile world. We give smartphones an ever-larger slice of our time and attention. Some 97 percent of us own mobile devices and we spend close to three hours every day engaging with them. That is why our Informed Delivery feature and USPS mobile app play such an important role in the Postal Service's business strategy: they bring the physical delivery of mail and packages into the daily digital lives of the American public.





Our Informed Delivery and Informed Visibility programs are changing how people and businesses interact with mail, and they have an important role to play in the future of the Postal Service.

Mobile Transformation with Informed Delivery

In the same way people check the weather, traffic and headlines in the morning, they are now getting a quick preview of what is coming to their physical mailboxes.

So, what does that quick preview mean to the Postal Service? First, it transforms the relationship people have with their mail. It is no longer just a physical experience that happens at the mailbox and in the home; it is also a digital experience that occurs early in the day. That builds anticipation throughout the day of the user's soon-to-be-delivered mail.

Mail is a powerful medium for marketing and communications. The Mail Moment® — that critical time when people slow down and absorb what they get in their mail — is what delivers value for both the sender and receiver.

Informed Delivery notifications multiply the Mail Moments because people interact with their mail several times throughout the day.

With 42 million Americans receiving Informed Delivery notifications, senders are garnering much more exposure for their statements, marketing pieces and catalogs. People are simply thinking more often about what is in the mail. That adds value to the sender, and it helps keep postal business customers more interested in the future of mail.

The content that Informed Delivery notifications provide includes gray-scale images of mail that is soon to be delivered, as well as package tracking information.

Mail senders can replace the Informed Delivery images with their own images that link to websites, apps and other digital properties. We are calling these “rich-content campaigns.”

So far, business customers have run more than 100,000 of these campaigns — and they have been highly effective at engaging the consumer.

Businesses are getting really creative with their rich content. They are using compelling, high-resolution color images and persuasive language to make special offers that are just a click away. They are using rich content to heighten the anticipation of the mail.

Are America's marketers excited? Definitely. Consider that the average email is opened only 18 percent of the time. The daily open rate of the Informed Delivery message is 65 percent — more than 2.5 times the industry average.

This gives marketers a highly effective way of reaching the consumer. Because people have a strong connection to their mail, they value digital content about what will be delivered to their home that day.





Informed Delivery has an important strategic purpose

AS A DIGITAL PUBLISHING PLATFORM FOR THE MAILING AND SHIPPING INDUSTRY.

Changing the Game

Another Informed Delivery value boost is starting to come from a new social media sharing function, which allows the user — with just a tap — to share a campaign they love on their social media platforms. This gives creative campaigns the potential to reach thousands of additional customers.

Other new functions include the ability to bookmark and set reminders for a particular campaign. So, if you see a great mail campaign — perhaps with a compelling offer or discount — you can quickly access that page when you are ready to shop.

One of the most exciting developments is integrating rich content campaigns with package delivery. This allows senders to replace package notification language with text and images that provide a "sneak-peek" of

what is being delivered, plus links to features like setup instructions, helpline numbers or re-order sites. This will be a game-changer for e-commerce companies.

E-commerce is a cornerstone of the modern consumer economy. By integrating package tracking and delivery with Informed Delivery features, businesses will be able to engage their customers before, during and after the moment of delivery, connecting them to all sorts of information.

Using standard metrics, the Informed Delivery platform has already delivered \$68.7 million worth of digital impressions — at no additional cost to our customers. This total value delivered to our business customers will continue to soar in the coming years.

Most importantly, this platform can only be offered by the Postal Service — and this gives us a significant opportunity to transform the way businesses and consumers view the role of mail in our digital world.

USPS is also transforming the relationship that businesses have with their customers through Informed Visibility tracking and reporting, our state-of-the-art analytics platform that leverages artificial intelligence, machine learning and data science. The Informed Visibility platform elevates the Postal Service's computing environment — one of the largest in the world — to let our business customers track how and when their mail is delivered to a specific address in near real-time.

Informed Visibility functions provide businesses with insights about how to improve what they mail, when they mail it, and the best combination of media to use to beat the competition.

This means a lot to customers who manage mail operations. It is especially important to marketers who want to create campaigns that reach the consumer across multiple media channels at the same time. It gives



The USPS Informed Delivery app is available now. Download for free from your iOS, Android or Windows app store.

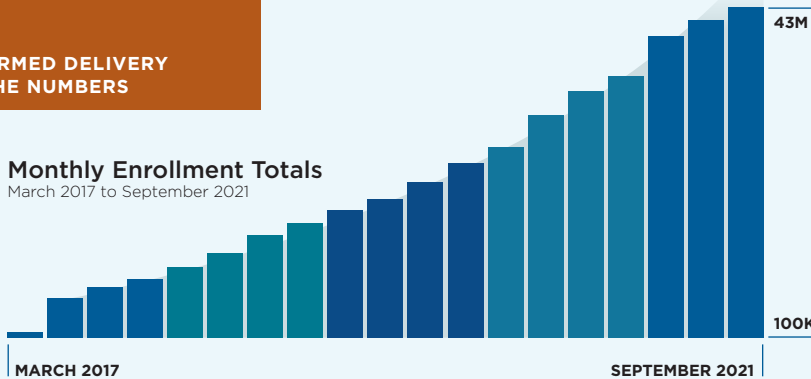
them the insights they need into the way people engage with a particular mailpiece.

Informed Delivery and Informed Visibility programs are changing how people anticipate and interact with mail, and they have an important role to play in the future of the Postal Service. These digital tools are powerful examples of how we can help strengthen the value of mail and improve the way we serve the American public.

INFORMED DELIVERY BY THE NUMBERS

Monthly Enrollment Totals

March 2017 to September 2021



The number of consumers who have enrolled for Informed Delivery notifications has increased rapidly since its launch in 2016.

New mail!

70%

of users surveyed are checking their Informed Delivery notifications every day.

42+ MILLION USERS
800K+ NEW USERS/WEEK



More than 42 million people have access to the Informed Delivery feature today, with more than 800,000 new users signing up each week.

14+ BILLION
MAIL IMAGES VIEWED



To date, more than 14 billion mail images have been viewed by consumers on their mobile devices.

Of people using the Informed Delivery features, a staggering **93%** would recommend it to their friends, family or colleagues. And, 89 percent of those surveyed are very satisfied or satisfied.



64%

of Informed Delivery users say they respond to discounts or promotions on a frequent basis.



50 Years of the United States Postal Service



A little more than 50 years ago, the American public got its first glimpse of the now-famous “eagle poised for flight,” the emblem of the new United States Postal Service. The eagle replaced the old “post rider on horseback” and announced that the Postal Service had become a modern, forward-thinking organization. For employees of the Postal Service, the change was not just symbolic but marked the beginning of an independent, self-supporting way of doing business.

Restoring the public’s trust in a national institution

For nearly two centuries, the Post Office Department had served the needs of the nation remarkably well. But by the 1960s, the Department was struggling to meet the demands of the modern era. Aging facilities, inadequate equipment, antiquated work methods, low employee morale and a burdensome oversight structure brought the postal system to the brink of collapse. With its future in jeopardy, political leaders from both parties agreed: *something had to be done.*



Left: Postal Service Day celebrations July 1, 1971
Employees, dignitaries, well-wishers and members of the media attended Postal Service Day festivities on the main Post Office front steps. Music was provided by the New York Post Office Band.



Above: Signing of the Postal Reorganization Act of 1970
Postmaster General Winton Blount (at left) watched as then-president Richard Nixon signed the Postal Reorganization Act into law Aug. 12, 1970. On July 1, 1971, the law became fully effective, transforming the Post Office Department into the United States Postal Service.

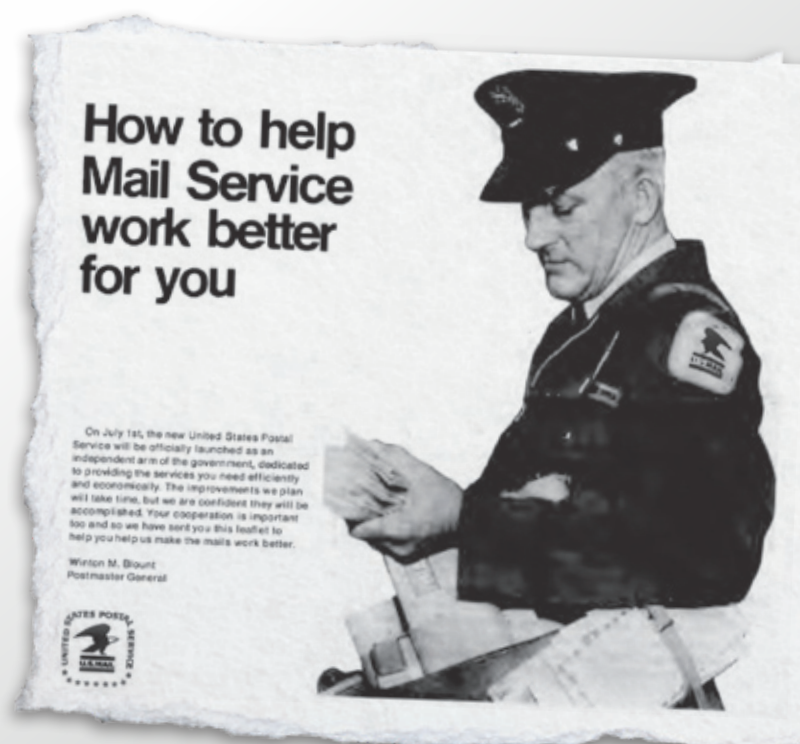
Postal customers grew frustrated with ever-slower, unreliable service. Postal workers, seeing their pay, benefits and working conditions lagging behind the private sector, demanded the right to negotiate. Policymakers wanted a dynamic engine for economic growth — an innovative, efficient, self-supporting postal system, free from political meddling. Everyone wanted the Postal Service to perform at a higher level.

Reaching an agreement was not easy. The cooperation, compromise and collaboration needed to pass legislation took years of hard work and repeated efforts. A week-long strike in March 1970 by more than 152,000 postal employees brought the need for reform front and center.

Postmaster General Winton Blount later recalled, “short of world war, I cannot think of another endeavor that required the degree of common commitment that postal reform required.” Without the bipartisan support of legislators, the support of postal management, and the backing of labor leaders and their organizations, representing hundreds of thousands of postal workers, the Postal Reorganization Act of 1970 — the framework of today’s modern, independent Postal Service — would not have passed.

Below: Postal Service mailer, June 1971

In June 1971, the Postal Service sent every U.S. household a leaflet with mailing tips and news of inaugural activities planned for Postal Service Day.





The next chapter in Postal Service history

July 1, 1971 — National Postal Service Day — was the dawn of a new era. Gone was the antiquated Post Office Department with its post rider on horseback. In its place stood the modern, independent United States Postal Service, represented by the eagle, an image that Regional Postmaster General Harold Larsen at the time called “a symbol more in keeping with the times.”

As the Postal Service continues to evolve to meet new challenges, our mission remains unchanged — to bind the nation together. Fifty years ago, when dramatic changes were needed to fulfill our mission, our postal predecessors dared

take those risky steps. That same sense of unwavering dedication to our mission will sustain us in the decades to come.



Customers — having endured recurring wide-spread delivery outages in the late 1960s and decades-long performance degradation — wanted better service.

Creation of the Postal Service improved performance and professionalism

The Postal Reorganization Act was the most comprehensive postal legislation since the founding of the republic. The postmaster general no longer served in the president’s cabinet and the Congressional role in postal operations was transferred to the board of governors.

The new Postal Service was a bold experiment — a new type of government agency designed to run like a business, pay its own way, and hire and promote employees of all backgrounds based on their abilities. For the first time, the Postal Service could form strategic partnerships with the mailing industry to meet the needs of American commerce and consumers. Advances in automation, logistics and business practices improved reliability, delivered greater value for the dollar and spurred strong growth in revenues. By any measure, the experiment was a success.



Witnesses to History: Employees recount the Postal Service’s first day

In celebration of the Postal Service’s 50th anniversary, the USPS Historian’s Office, in early 2021, interviewed 25 current postal employees who witnessed the transition from the U.S. Post Office Department to the United States Postal Service.

“It is an honor to record these first-hand accounts from postal workers still serving their communities 50 years later,” says USPS Historian Jenny Lynch. “These recollections provide a deep and warm account of this important day in the history of the Postal Service and serve as a reminder that at its core, USPS is about individuals serving their communities,” she adds.

The 25 postal workers represent the diversity of the postal network, with some serving in the nation’s largest cities — New York, Los Angeles and Chicago — and others some of its smallest towns, including Hebron, NE, and Bristol, VT.

“While their backgrounds and careers differed, these interviews clearly illustrate that every one of these veterans of the Postal Service have a love for the job, are dedicated to their customers, and hold respect for both customers and their co-workers,” notes Lynch.

For more on the USPS 50th Anniversary Oral History Project, visit about.usps.com/who-we-are/postal-history/fifty-years-of-service-1971-2021.pdf



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All districts should send PS Form 1216 to HRSSC Compensation/Benefits, PO Box 970400, Greensboro, NC 27497-0400.



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