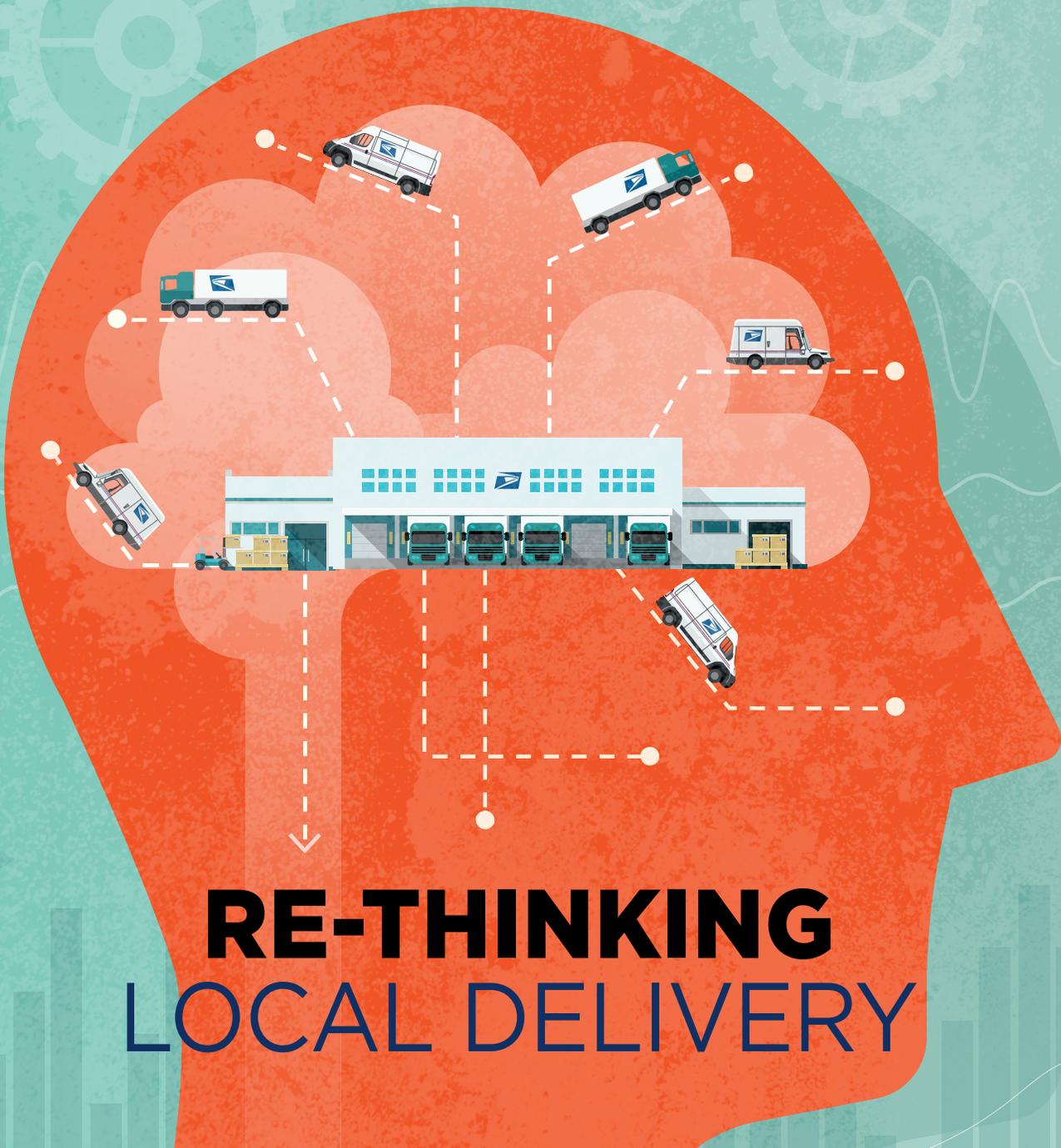


VOLUME 2 · ISSUE 2

The Eagle

PUBLISHED QUARTERLY FOR EMPLOYEES
OF THE UNITED STATES POSTAL SERVICE®

MAGAZINE



RE-THINKING
LOCAL DELIVERY



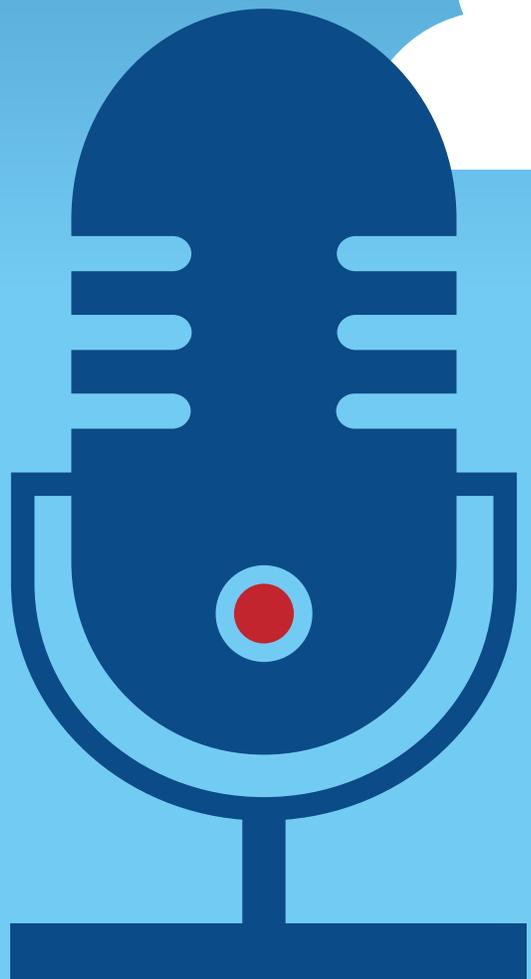
Mailin' it!

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 or just by the simple act of reading one's mail. 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 for a fun look at your United States Postal Service.

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



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ON THE COVER

Under the Delivering for America plan, USPS is implementing a massive transformation of its delivery network, which will make next-day and 2-day service available to more customers, while securing our position as America's preferred delivery service. Find out more at about.usps.com/what/strategic-plans/delivering-for-america.

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This edition of *The Eagle* magazine looks at one of the most important parts of the postal operational footprint — our local delivery units. As we continue implementing the Delivering for America plan, we are undertaking a major overhaul of many of these units. We are introducing and investing in newer, larger Sorting and Delivery Centers — which will expand next-day delivery options to fulfill our modern package delivery mission and meet the evolving needs of the public. Importantly, this effort will create better physical places to work and have a career, and dramatically improve local delivery efficiency and capability.

We examine developments with our offerings, including our approach to pricing under an improved and more rational set of rules from the Postal Regulatory Commission. We also dig into the interplay between mail and integrated marketing strategies, which continues to demonstrate the power of combining mail with other media channels to reach consumers effectively.

The Postal Inspection Service also gets a look, as the Postal Service seeks to keep postal employees and the U.S. Mail safe from criminal activity.

With these and future topics, *The Eagle* magazine will capture our progress in becoming a high-performing organization and provide context for the strategies and initiatives that are guiding us toward financial sustainability and service excellence.

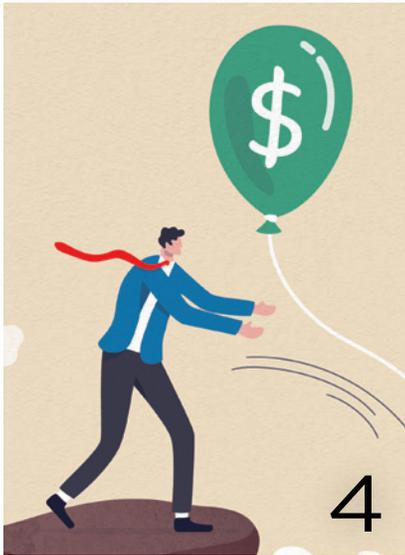
I hope you find this magazine useful and engaging. As always, thank you for the great work you do every day.

A handwritten signature in black ink that reads "Louis DeJoy". The signature is written in a cursive, flowing style.

Louis DeJoy

Postmaster General and Chief Executive Officer
United States Postal Service

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The blue line defends the front line

USPIS is the law enforcement arm of the Postal Service.

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SPOTLIGHT SEARCH >

Know a postal employee who is making a difference through volunteer work or community service?

Please send Spotlight nominations to The_Eagle@usps.gov.



Think you know about the Delivering for America plan? Test your postal knowledge! Visit https://uspsIndevalfedramp.gov/qualtrics.com/jfe/form/SV_br46dNYAzCCf1c?Q_CHL=qr, or scan the QR code to anonymously take a quiz.

Mail is a Morale Booster

Soldiers receive care packages with the help of volunteers like Postmaster Sherry Fabian.

Postmaster Sherry Fabian has had family members in the military — a brother and nephew in the Army and another nephew in the Navy. She knows how much service members appreciate any connection to home, familiar things and favorite foods. “When my one nephew was 20 years old, doing his first tour, I sent him an entire large flat-rate box of toaster pastries,” she said. “He loved it.”

So, when Fabian’s son needed a community service project for middle school, they volunteered together at Operation Adopt A Soldier. Eventually, Fabian’s whole family got involved. She serves on the board of directors and as treasurer.

The nonprofit sends care packages to deployed troops filled with toothpaste, shampoo, socks, batteries and other provisions. “The simple things we take for granted — and snacks,” she added. “One of my nephews is a mechanic, and he would be sent out on a tow

truck to retrieve vehicles hit by roadside bombs. He could be gone five or six hours, so it was good to have a snack stuffed in his pocket.”

Volunteers pack boxes with donations from the community. Before the pandemic, the organization sent out 10,000 to 15,000 care packages to service members annually, with most of the funding generated by the organization’s biggest fundraiser, the Haunted Hayride.

The hayride runs Friday and Saturday on the two weekends before Halloween. The family-friendly version features games, face painting and a Little Screeners daytime ride through the forest. Once it gets dark, costumed volunteers haunt the woods — and bloodcurdling screams pierce the night. Fabian is in charge of the gory makeup. “I kid with people — I can’t make you look pretty, but I can make you look dead.”

Preparations start in July for the October event. “We need volunteers as much as we need the products and money coming in,” Fabian said. “You’re doing this for people you will never, ever meet — but that’s the point,” she said. “It’s doing something and not expecting anything in return.”

“It’s doing something and not expecting anything in return.”

SHERRY FABIAN

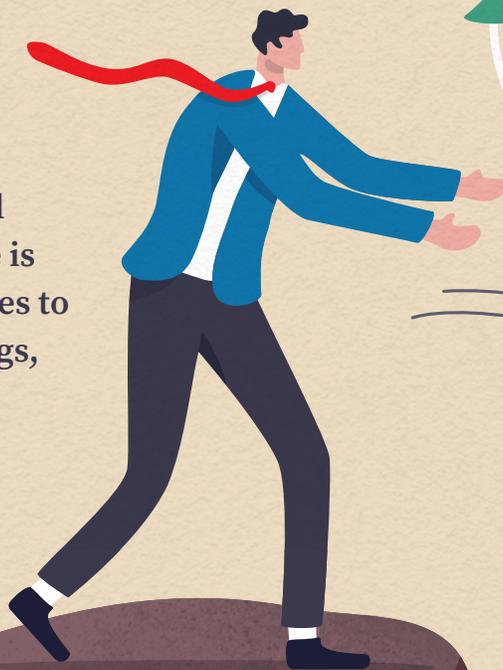
Postmaster, Cambridge, NY

You can visit **Operation Adopt A Soldier** at www.operationadoptsoldier.org.



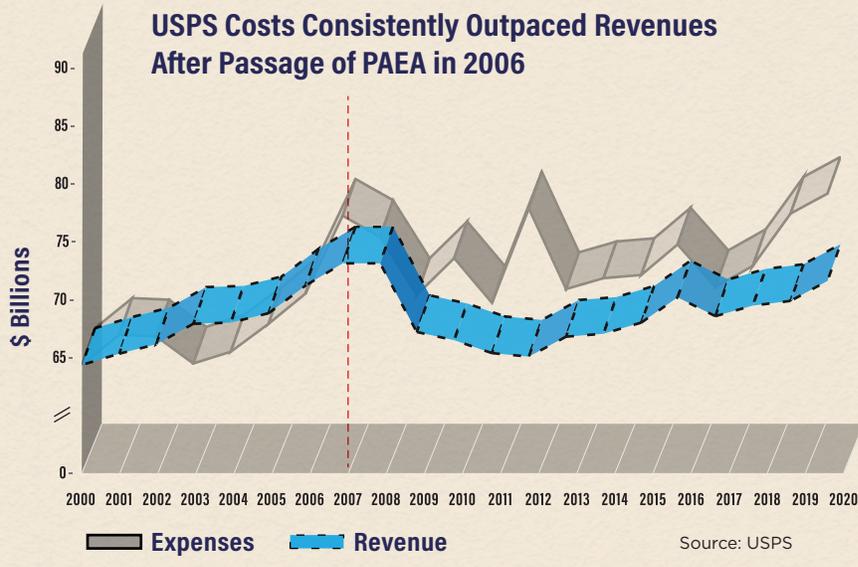
THE PRICE IS (NEARLY) RIGHT

The prices of many postal products and services have been improperly constrained for more than a decade — helping cause long-term financial imbalances. Now, the Postal Service is taking advantage of new pricing rules to better reflect the value of its offerings, maintain affordability and generate urgently needed revenue.



Changing the price of postage has always been contentious. Ever since the modern Postal Service was established in 1971 — with a mandate to operate through the sale of postal products rather than through Congressional appropriations — raising the price of postage has been a topic for headlines and debate. And for much of the past decade and a half, the Postal Service has been playing catch-up with cost inflation and market forces without having the full freedom to price its products effectively.

How did this situation come to be? For the past 15 years, since the passage of the Postal Accountability and Enhancement Act (PAEA), the Postal Service has set prices under two sets of regulations: one for “competitive” products — predominantly packages — and the other for “market-dominant” products — predominantly letters and flats. Competitive products are granted almost unlimited pricing flexibility; the restrictions that do exist are related to covering the costs of offering those products. Market-dominant products, by contrast, are subject to a price cap.



The lack of pricing freedom under these restrictions has had a significant negative effect on the Postal Service’s financial condition.

The Postal Service is required by law to operate in a business-like way. An effective pricing strategy is one of the best ways to drive business success — by helping attract and retain customers, compete with rivals and establish value for a brand. Today, many private sector businesses price dynamically, mining massive amounts of data and deploying artificial intelligence to adapt their prices — sometimes minute-by-minute — to ever-changing demands of the market. In various ways, the Postal Service’s regulatory framework does not allow for such nimbleness.

Misguided assumptions

Before PAEA, the Postal Service implemented rate changes through a lengthy bureaucratic process that was so burdensome that new prices were routinely set only every two or three years. Through PAEA, Congress attempted to address this unpredictability by creating the two tiers of products. At the same time, however, lawmakers inherently assumed that the Postal

Service would continue to enjoy strong demand for not only First-Class Mail but also Marketing Mail. This presumption helped lead to a misguided mandate to prepay billions of dollars in retiree health care costs and guided two key decisions that would further restrict the Postal Service’s authority over pricing.

First, the price cap system did not give the Postal Service sufficient ability to address “underwater”

“We are now steadily increasing prices — while remaining affordable — to better align revenues with the needs of the organization and to be able to invest to create the high performing Postal Service the nation deserves. Our pricing will level off in the coming years; we will raise prices less frequently and less aggressively as our financial position strengthens.”

— **Louis DeJoy**, Postmaster General

UNDERWATER PRODUCTS DELIVERED AT A LOSS

Because of the current regulations that provide limited pricing authority, USPS delivers some products below attributable costs. The five most prominent of these “underwater” products are:



OUTSIDE COUNTY PERIODICALS

MARKETING MAIL FLATS

MARKETING MAIL PARCELS

MEDIA AND LIBRARY MAIL

IN COUNTY PERIODICALS

market-dominant products — those which USPS handles at a loss — and which are predominantly periodicals and certain catalogs.

The second — and more financially significant — decision impacted how the price cap was calculated. Based solely on trends in consumer inflation, the price cap did not account for any significant turbulence in demand for First-Class Mail or Marketing Mail, or for that matter, any external economic pressures. So, when the Great Recession of 2008 drove a precipitous decline in demand for all USPS products, the Postal Service was unable to adjust prices to offset dips in volume and revenue.

While lawmakers included a safety valve in PAEA, its regulatory body, the Postal Regulatory Commission (PRC), read that safety valve narrowly, and allowed a temporary rate increase that covered only a fraction of the effects of the Great Recession.

As mail volumes continued to fall, the financial peril of the Postal Service continued to increase. Despite a dramatic and systemic drop in mail revenue, the price cap and the PRC’s decision regarding

the safety valve meant that the Postal Service lacked the ability to use pricing as a tool to address its financial condition.

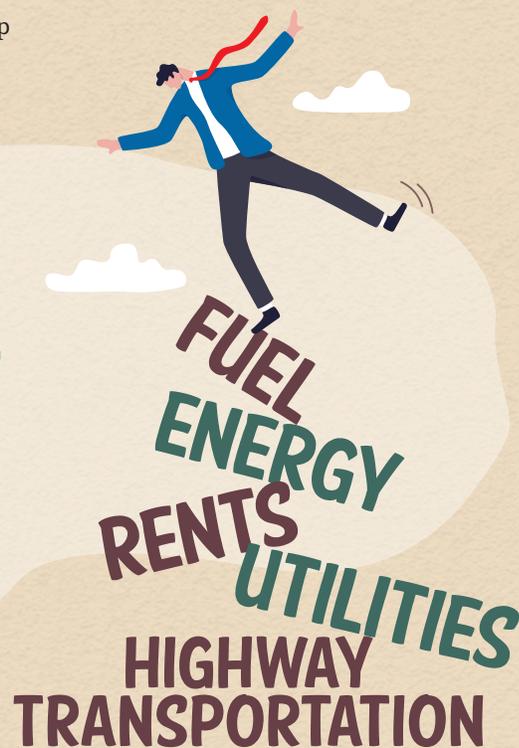
Using a new ability to set effective prices

As part of PAEA, Congress required the PRC to conduct a review of the price cap system 10 years after the law’s enactment, and to establish a modified or alternative system, if necessary, to achieve certain defined objectives, such as ensuring that the Postal Service could be financially stable. The PRC began this review in late 2016, and four years later established a new pricing structure that maintained a price cap, but also allowed additional pricing authority to reflect certain postal cost drivers.

Notably, the Postal Service could now consider increases in per-unit costs caused by density declines associated with delivering fewer pieces of mail to more addresses in its pricing, rather than just a simple inflation-based model. However, the

CONTENDING WITH INFLATION

Runaway inflation affects every American household and business. The Postal Service is no exception. A quick look at USPS 2022 expenses highlights the huge impact rising costs have had on operating costs.



Source: USPS

Comparison of Price for Domestic First-Class Mail Letter Equivalent Postage Across Foreign Posts (Nominal USD)



Source: Original analysis from Office of Strategic Planning; data sourced from national post websites and OECD. Postal prices for domestic standard letters are adjusted for Purchasing Power Parity (PPP). PPP adjustment from OECD is indexed to the U.S. Dollar. Exchange rates are as of January 25, 2022.

PRC did not allow prices to be reset to a compensatory level, and therefore did not correct for the effects of operating for over a decade under the original price cap system.

Recent inflationary challenges

By 2020, when COVID transformed the U.S. economy, certain elements of the Postal Service's cost structure were increasing at a rate greater than the market-dominant pricing constraint.

Inflation has strained global commerce and impacted every American household and business. What started as a severe shortage of necessities and bare shelves in grocery stores quickly evolved into a more profound problem as supply chains fractured and manufacturing centers ground to a halt.

For many Americans the cost of living rose, sometimes significantly.

The Postal Service was not immune to these inflationary pressures. Highway transportation costs, fuel prices, rents and utilities all rose, as did inflation-linked cost of living increases. At times, some expenses increased by close to 15 percent compared to the previous year's prices.

Delivering for America

The Delivering for America plan articulates a strategy of leveraging this new pricing authority to rebalance 15 years of imbalance through price increases worth \$44 billion in incremental revenue over 10 years. The strategy was applied immediately through increases in the market-dominant mail categories.

While the new pricing structure limits any given increase, it also gives the Postal Service more scope to price various mail categories within classes such as First-Class Mail and Marketing Mail differently, depending on market and demand conditions. Still, as long as a price cap remains in place, the Postal Service will not have all the flexibility it needs to price for full effectiveness.

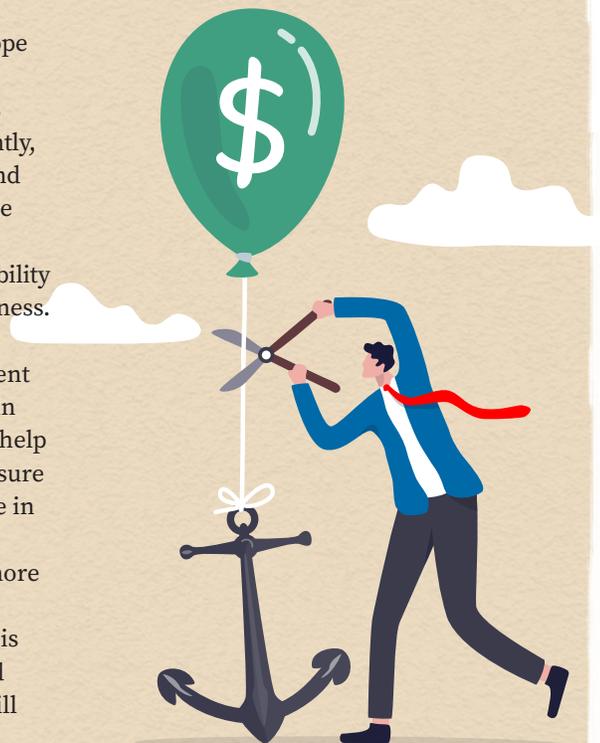
In 2021, the Postal Service announced its intent to implement two rate changes annually, one in January and a second in July, to help mitigate the organization's exposure to inflation, which started to rise in the first half of the same year.

So, while it will take several more years of increases to rebalance prices so that the Postal Service is financially sustainable, the need to raise prices as aggressively will

come to an end at the same time that financial losses come to an end. At that point, the Postal Service will be operating with a positive net income, restoring the ability to invest for the future and provide the nation with appropriate, affordable prices. In other words, after 15 years of improper pricing, the price will eventually be right.

"After decades of unreasonable restrictions, the Postal Service can now approach pricing strategies with additional authority to address the need to invest in the future of the postal network, infrastructure and 630,000-strong workforce — while continuing to recognize the value of our products."

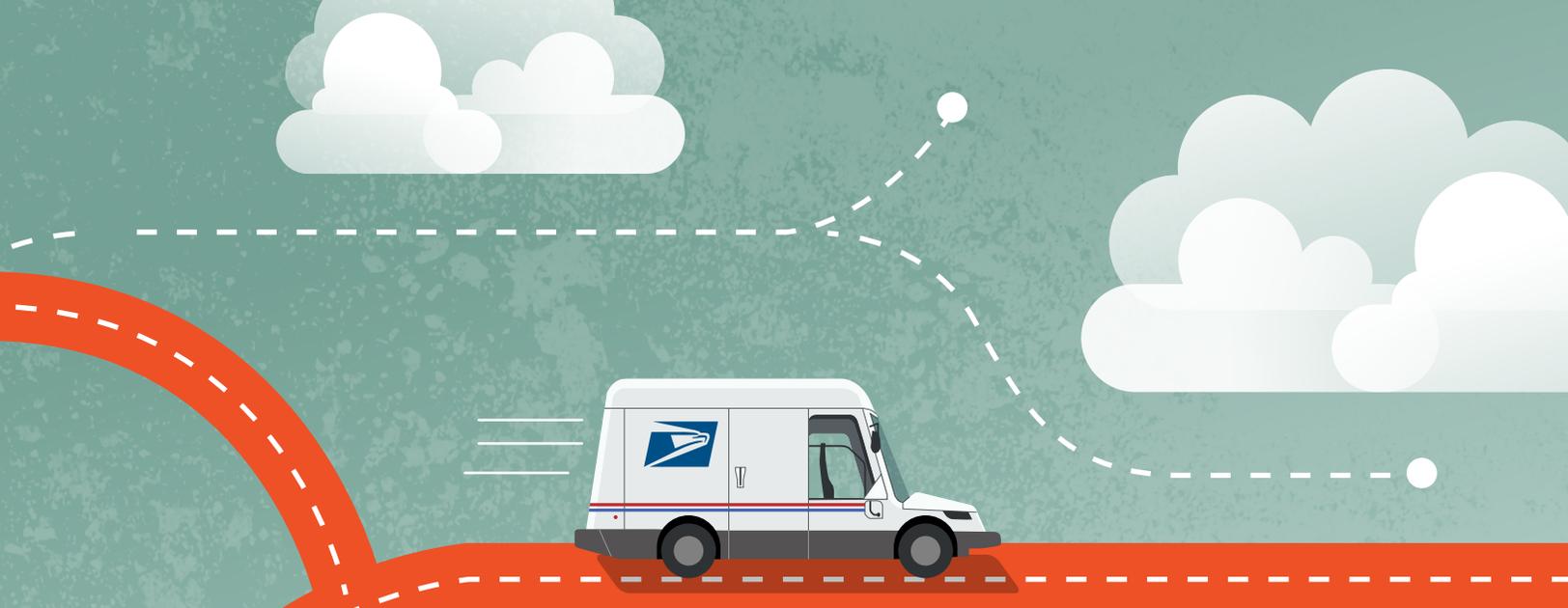
— **Sharon Owens**, Vice President, Pricing and Costing





Re-Thinking Local Delivery

Achieving longer reach from fewer, larger and more efficient Sorting and Delivery Centers



UNDER THE DELIVERING FOR AMERICA PLAN,

the United States Postal Service is revitalizing its entire network to improve the employee workplace experience, and increase operational efficiency and service performance. The replacement of many aging, ill-equipped Destination Delivery Units with new, larger, purpose-built Sorting and Delivery Centers focused on faster, more reliable service and greater geographic reach is a critical part of this transformation.

The Postal Service's current delivery unit model is the legacy of prolonged underinvestment in the organization's infrastructure. Over many decades, postal operations expanded to meet the demands of a growing nation by simply increasing the number of its small delivery units. These locations, known as Destination Delivery Units, or DDUs, were often attached to Post Offices, which restricted the Postal Service's ability to operate efficiently and accommodate the growing volume of packages.

This now outdated strategy created a network of nearly 19,000 DDUs nationwide, with many located close to one another. This concentration of delivery units — where there can be as many as 40 DDUs within a 10-mile radius — inefficiently and unnecessarily duplicates many processes and physical assets — like buildings and properties — that need to be maintained. Having so many DDUs also negatively impacts upstream processing activities and causes significant additional sorting in plants, underutilized truckloads and a less-than-optimal mail carrier route structure.

Introducing Sorting and Delivery Centers to the Postal Delivery Unit Network

The Postal Service currently operates nearly 19,000 Destination Delivery Units (DDUs) in the U.S.

These DDUs can be stand-alone operations, but often are attached to a Post Office. They represent the last stop for mail and packages prior to delivery to homes and businesses.

Sorting and Delivery Centers will be up to 10 times larger than the typical DDU is today, serving a wider geography and much larger customer base.

The Benefits and Long Reach of S&DCs



1

Larger, more efficient delivery unit designs

2

Improved service performance and reliability

Ample space, docks, conveyors, mail and material handling equipment to operate more efficiently and provide greater reach

3

5

Efficient, repeatable and measurable operations

4

Improved employee workplace

The cost of maintaining such a massive number of locations has steadily grown and the postponement of needed upgrades — due to longstanding financial challenges faced by the Postal Service — has resulted in many DDUs being poorly maintained and lacking amenities commonly found in the delivery operations of the Postal Service’s competitors.

Making real change

The complexities and inefficiencies of the DDU network were identified by postal leadership almost two decades ago, and efforts were made to decouple these facilities from Post Offices so they could be enlarged, be more efficiently located and serve a wider geographic area. However, the undue stresses on the Postal Service’s financial stability meant insufficient capital was available to make meaningful changes to the DDU system.

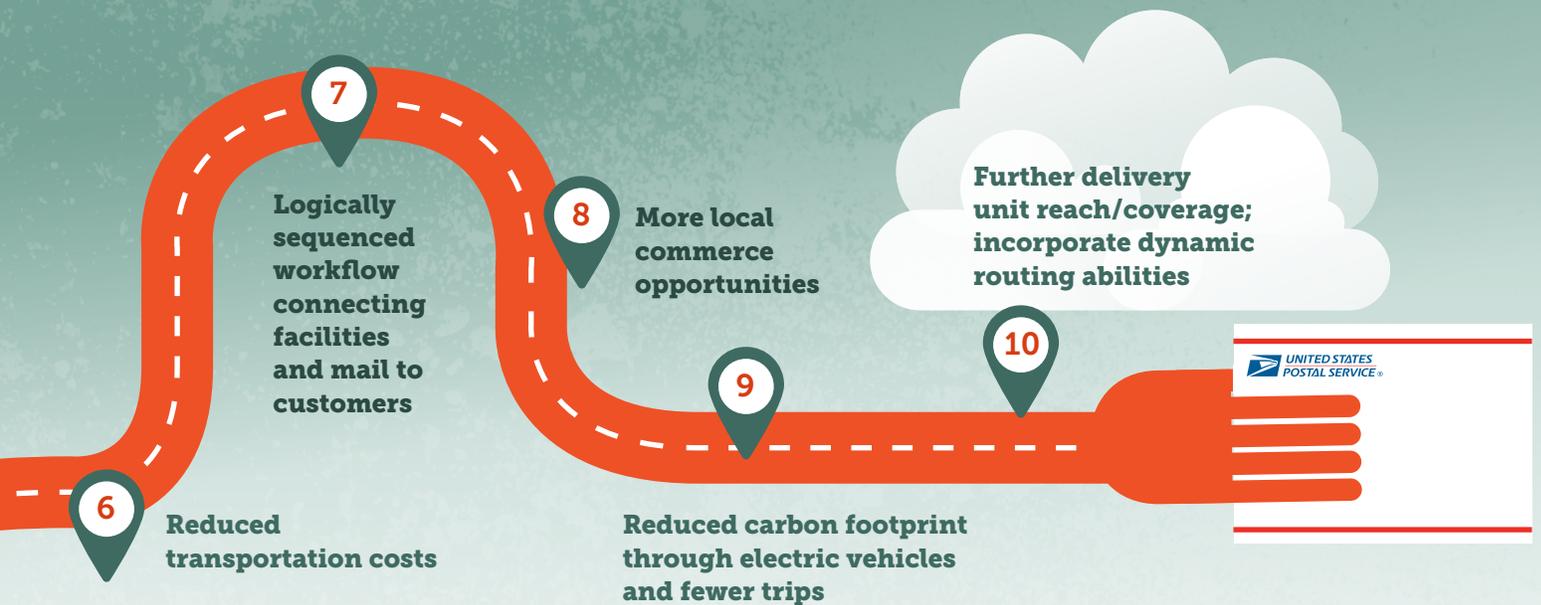
Now, supported by Delivering for America’s multi-billion-dollar commitment to invest in its people, technologies and network, the Postal Service is ready to revitalize the outdated DDU network, all without postal employee layoffs.

In a program begun at the end of 2022, large Sorting and Delivery Centers (S&DCs) are now being created on a rolling basis throughout the country. In a typical location, S&DCs are being formed from an aggregation of roughly 10 nearby delivery units — leaving local Post Offices and retail operations in place in most instances.

These larger facilities will have ample space, docks, conveyors, and mail and material handling equipment to operate more efficiently and provide a greater reach for current and future destination entry products like USPS Connect. The S&DCs will also allow the Postal Service to build on the unparalleled reach of its delivery network, which can now serve nearly 82 percent of the population with 1-day package delivery and close to 100 percent of the American public within two days.

A new approach

S&DCs will be centrally located within a local market to ensure quick and efficient turnaround for mail and package delivery. Where a metropolitan area might today be served by 80 small delivery units, in the coming years, these carrier operations will be served by four or five larger facilities — many being new, modern, purpose-built facilities.



The daily operating function of the S&DC will be essentially the same as a DDU, except on a larger scale and with much greater efficiency, operational reliability and staffing flexibility. Importantly, packages entered locally for local destinations will be sorted at the S&DC and delivered in the morning. This capability will provide a wider range of customers — especially small businesses — an affordable local next-day delivery option.

In many markets, business customers will benefit by being able to reach up to 200,000 residences the next day with a single drop at an S&DC, and millions regionally within another day. This capability will power the USPS Connect offerings and provide faster, affordable next-day delivery options to consumers throughout the country.

Focus on the future

In the coming decade, the Postal Service plans to establish and operate a network of S&DCs supported by upgraded and refocused DDUs. This transformation of legacy delivery operations is beginning modestly and methodically in targeted metropolitan markets in 2023 and will accelerate over the next 10 years.

The result will be a streamlined processing and delivery model that will move mail and packages more effectively and quickly to their intended destinations; improved reliability and service performance; better, more modern workspaces for postal employees; and greater capability to compete for customers in the evolving mailing and shipping marketplace.

“Transforming our postal network to better meet the needs of our employees and customers is a critical driver in ensuring the future of the Postal Service for decades to come. We want to be a world-class employer and the most used mailing and shipping carrier. Building and operating a modern forward-looking logistics network is how we achieve those goals.”

— **Louis DeJoy**, Postmaster General

A More Efficient Physical Footprint for a Lower Carbon Footprint

S&DCs will substantially reduce and streamline postal transportation and leverage modern energy efficient buildings and processes to lower the Postal Service’s carbon footprint. The larger S&DCs will also be better able to accommodate greater use of electric vehicles in the postal delivery fleet. The combined result is the ability to offer customers a significantly greener mailing and shipping option.



DESIGNED TO DELIVER

Ben Kuo, Vice President, Facilities, and **Rob Hanlon**, Manager, Retail and Post Office Field Operations Support/S&DC Existing Facility Phase Lead, talk about investing in workspace improvement.

The Postal Service plans to establish an entire network of Sorting and Delivery Centers (S&DCs) over the next decade. What does this investment mean in terms of physical workspaces in these facilities?

BEN KUO: We're aiming for significant, noticeable improvements in the daily workplace experience for employees in these S&DCs. While we don't have a completely blank slate in every facility since some will be in existing postal facilities that we will be substantially refurbishing and repurposing — we are committed to raising the bar in terms of modern amenities. A lot of it starts with just getting the basics right — good lighting and layouts, cleanliness, modern lockers, breakrooms, restrooms, and well-designed, secured parking lots. We want people to feel great about their workplace.

ROB HANLON: As we build the S&DC network, we will have people transitioning from relatively small delivery units into much larger facilities, so that will be a big, noticeable difference. One of the reasons we have a lot of opportunity to make big workspace improvements is that the physical footprint of an S&DC is much larger than a traditional postal delivery unit. In a much larger facility, we can have a more open layout, better-organized operations, larger parking lots and generally more flexibility than we have in smaller, more space-constrained delivery units.



A physical workplace — where people work — can have a big impact on how people work. What changes are you expecting in the S&DCs based on the larger space?

BEN KUO: Physical spaces can have a huge impact on more than how people perceive their place of employment. It can create opportunities to work more efficiently and productively due to layout and organization, and that creates a better feeling about day-to-day success. A great example is something as mundane as parking lots and loading bays. You need a lot of space to organize the vehicles coming into the property and to manage operations smoothly at the bays at the busiest times. It also helps to space out and logically arrange automation so processes are linear and eliminate the need for workarounds that can happen when the physical space is constrained. You can work smarter when you have the extra space to make adjustments and improvements.



BEN KUO
Vice President,
Facilities

ROB HANLON
Manager, Retail and Post Office
Field Operations Support/S&DC
Existing Facility Phase Lead

ROB HANLON: Another important aspect of a larger space and a larger number of employees in a facility is the higher commitment to ongoing maintenance. There has been a lot of deferred maintenance over the years simply due to financial constraints and the unwieldy nature of keeping 19,000 small legacy delivery units in good working order. We're playing catch-up across the network, but the S&DCs will set the tone in terms of a high level of ongoing maintenance to ensure that we are sustaining these workplaces for the long haul. There is great synergy when the physical place and operations reflect that long-term commitment to quality.

Are there plans to deploy new technologies in the S&DCs and how do you measure whether a workplace is successful?

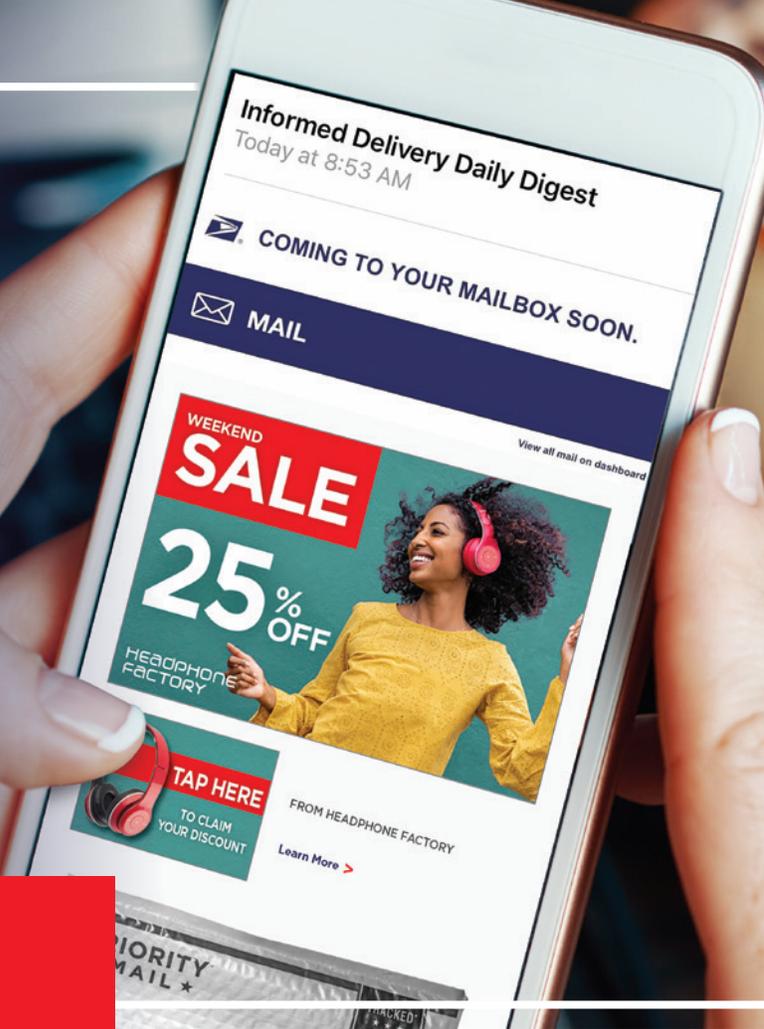
ROB HANLON: We are absolutely approaching the S&DC facilities effort as a chance to update the technology

supporting our delivery operations. This includes the bigger elements like sortation equipment and the software necessary to run operations and scheduling, to modern electronic lockers and badging systems. At the same time, the expanded reach for mailers from one drop location brings greater opportunities to grow revenue. Hopefully, the combined effect of both the technology and bottom-line improvements is one where our colleagues in these new facilities feel a real sense of investment and support — and that defines success.

BEN KUO: This whole effort is about enablement and putting all our colleagues in the best possible position to succeed. That includes not only having a great physical workspace but also having all the tools and amenities to make every day safe, comfortable, welcoming and productive. The goal is to methodically improve and modernize the places postal employees work, and these new S&DCs are a great place to showcase what we can achieve.

IMPACT: DIRECT MAIL INNOVATION

The key to a successful marketing campaign is reaching customers and prospective customers wherever they are. And those customers are increasingly spending time in the digital world.



That is not as challenging for the Postal Service as it would first seem. After all, USPS has spent the past few years developing new digital products — including Informed Delivery® and Informed Visibility® — to help business customers automate and integrate campaigns in both the digital and physical worlds.

These new services play an important role in the Postal Service's 10-year Delivering for America plan to achieve financial sustainability and improve service. The plan includes a component to strengthen the value of mail for USPS customers and is achieving that by offering several ways to make mail an important part of any business's integrated marketing strategy.

Integrated marketing campaigns provide businesses a significant advantage over campaigns that

rely on a single channel to reach prospective customers. When combined with digital channels, direct mail — a longtime advertising staple that accounts for nearly 10 percent of the nation's total marketing spend — becomes a dynamic, hyper-targeted and powerful tool for driving customers online, where they can make purchases.

To understand how the Postal Service can help integrated marketing campaigns come together, it helps to better understand how Informed Delivery and Informed Visibility work.

Informed Delivery

Since first being introduced in 2014 and greatly expanded in 2017, Informed Delivery has transformed mail from a physical experience that happens at the mailbox to a digital experience that allows companies to

send rich content to prompt buyers to shop or interact with brands.

Informed Delivery is a free feature that provides customers with a daily preview of their mail before it arrives — via the USPS mobile app, email notification or an online dashboard. In the preview, customers can follow links that drive

More than
11,000
brands
have created Informed
Delivery campaigns
since 2017.

them to a company's website or other digital channels.

Informed Delivery has more than 50 million subscribers and adds about 1 million new subscribers each month. Much like the mail it tracks, the service's impact has been tangible — more than 11,000 brands have created Informed Delivery campaigns since 2017. The feature is a key component of the larger Delivering for America plan, which calls for further investments to upgrade the Informed Delivery mobile application to enhance its value to commercial mailers and shippers.

Informed Visibility

Launched in 2016, Informed Visibility allows businesses to get near real-time mail tracking and reporting of their direct mail campaigns, as each piece of mail, bundle, tray, sack and pallet is processed, scanned and delivered throughout the postal network. Knowing where their direct mail postcards or mailers are in the network can help businesses follow up with customers shortly after they retrieve their mail.

Informed Visibility is available through Full-Service Intelligent Mail on First-Class Mail, periodicals and USPS Marketing Mail. To qualify for Full-Service Intelligent Mail, customers must submit online information about the mailing to the Postal Service and have a unique Intelligent Mail barcode (IMb).

Prior to Informed Visibility, the Postal Service gathered and provided tracking data using IMb scans on individual pieces of mail by postal equipment. That process left gaps in information because mailers could track individual letters, flats, bundles, handling units and containers only as they were scanned.

Informed Visibility enables USPS to use actual scans as well as assumed and logical handling events to determine where containers

and individual pieces are in the mailstream to create additional tracking events and reporting. Assumed events are those created to track nested mail pieces based on container, handling unit and bundle handling events. Logical delivery events provide insight into where mail is without the need for a physical scan.

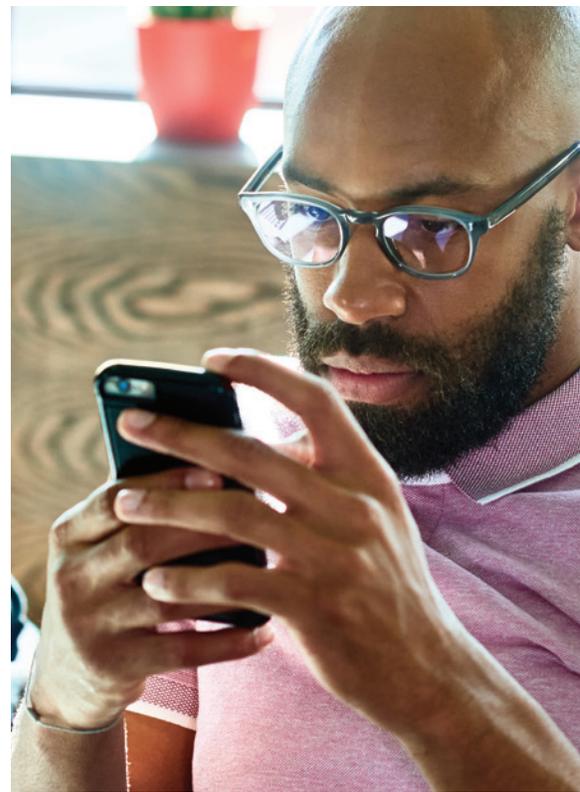
Putting it all together

A business could start a campaign by sending out direct mail postcards announcing, for example, the opening of a new retail location. The business would create an Informed Delivery campaign to go along with that mailer, enabling Informed Delivery users to view “ride-along” content and click on links that lead them to the business's website or social media channels. The website could feature more information about the new location as well as coupons, while social media channels might feature influencers endorsing the business for their followers.

The business could take advantage of Informed Visibility to be notified when the postcards arrive in customers' mailboxes. That insight enables the business to add another layer of promotion by paying for coordinated search and social media ads that appear when those customers go online.

With programmatic technology, companies can automatically retarget customers with personalized direct mail sent within 12 to 24 hours of a digital interaction. By setting specific digital triggers and customizing direct mail designs to each customer, marketers can further focus their campaigns on prospective customers, delivering the right message to the right customer at the right time.

Another way to further open digital channels through direct mail is to include QR codes or embedded computer chips in postcards that



50million Informed Delivery users

89%
track mail
regularly

68%
track packages
regularly

Source: USPS, October 2022

launch promotional videos when scanned by mobile devices. A big part of the Postal Service's success moving forward will be its ability to help businesses embrace direct mail marketing campaigns that are both integrated and automated. Doing that will take a combination of direct mail innovations alongside emerging digital marketing tactics that help companies bring their marketing campaigns to life.

We Go Everywhere!

ZIP Code™

03451



When Elijah Foot, postmaster of Hinsdale, NH, in August 1816, opened his office in the corner of the village's new general store, little could he have imagined that this clapboard structure would one day be celebrated as the oldest known Post Office in the United States to have been in continuous operation in the same building.

Above: Historical Post Office Boxes at the oldest continuously operating Post Office building in the U.S., the Hinsdale Post Office in Hinsdale, NH.

Hinsdale, NH

There is something nostalgic about the Post Office that serves ZIP Code 03451 and its roughly 4,000 residents. Some Post Offices can trace their history to British colonial rule, but the original locations are long gone. Others have been recognized for their spectacular architecture. This unremarkable 4,500-square-foot building in the rolling hills of New Hampshire has continuously housed a Post Office for 206 years — all but its first year of operation. It epitomizes the enduring spirit and public service mission of the United States Postal Service in every American community.

Any building with a two-century history will have stories to tell, and 13 Main Street in Hinsdale, NH, does not disappoint. The Post Office has survived not one but two attempts to blow up its safe — first in 1899 and then in 1909 — and in 1900, the Post Office

narrowly escaped destruction thanks to the valiant efforts of Hinsdale's firefighters, who, according to an account in the Sunday, Jan. 7, 1900, edition of *The New York Times*, somehow saved the building from a fire that completely destroyed the town hall next door.

Locals also celebrate the Hinsdale Post Office's first female postmaster, Adelia Barrows, who in 1888 took over the position from her father, Warren Barrows, when he died. She served the Hinsdale community for 33 years as postmaster until she retired in December 1921.

Always serving the community

As with many Post Office



locations from the early 19th century, the two-story, wooden-framed building that houses Hinsdale's Post Office was originally intended as a center for commerce. Most of the building's real estate was dedicated to a general store and just a corner to the postal operation.

Over the years, Hinsdale's Post Office has shared its location with various businesses, including a barbershop and a telephone exchange. But as Hinsdale's fortunes grew, so did the Post Office's,

Enduring Service: The Hinsdale, NH, Post Office building has been in continuous operation since 1816.

and eventually, it took over the building's entire ground floor. A wall of combination mailboxes — some dating back to the 1800s — remain in service to this day.

The Hinsdale Post Office is more than a living museum. In 2015, Postmaster Cindy Mason, working with other postal employees and volunteers from the local community, planted a rain garden of native grasses and flowering

perennials to filter out pollutants in stormwater runoff. This rain garden has been widely acknowledged for its sustainability credentials and, in 2016, received a Postmaster General Sustainability Excellence Award.

A long and distinguished history

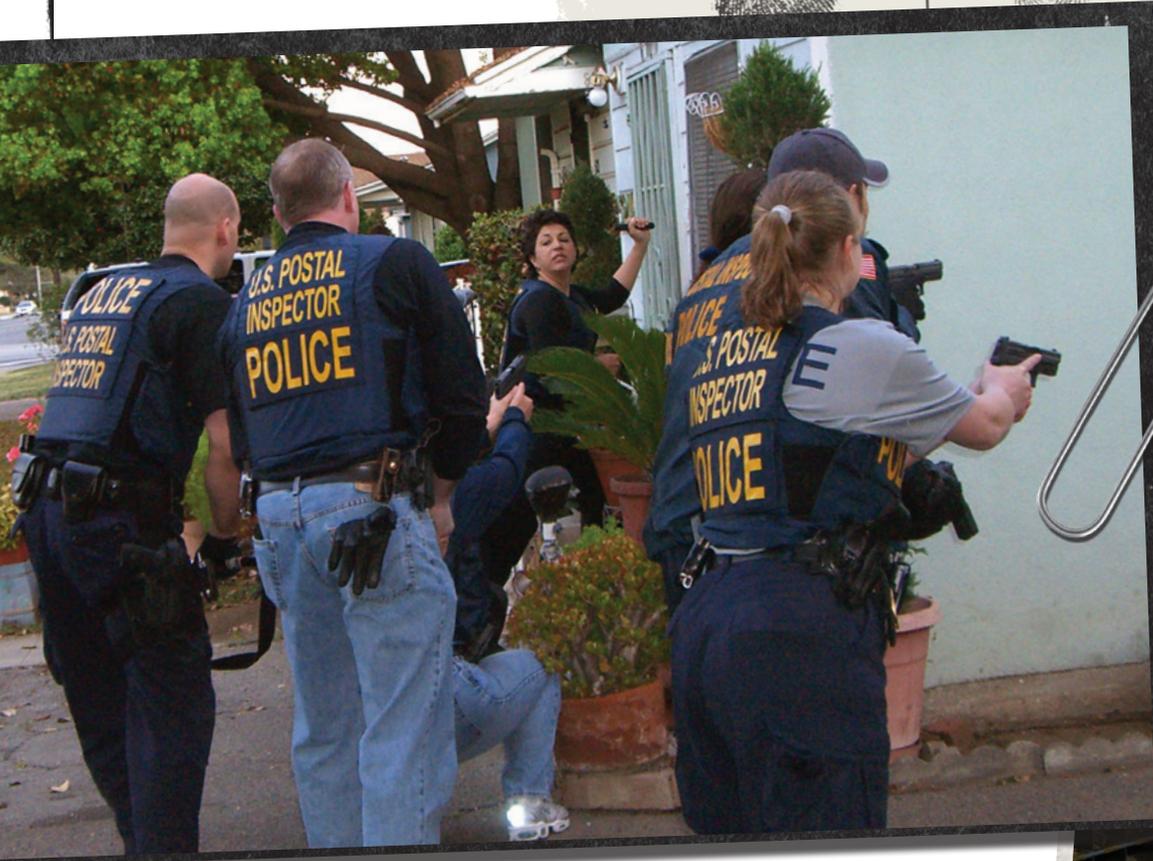
Established as Fort Hinsdale in 1742, the town initially served as a trading post and gristmill for local farmers. However, its location along the banks of the Ashuelot River would prove advantageous as the industrial revolution dawned. The creation of a dam in the 1820s and the introduction of rail service to the region by 1850 attracted yet more businesses, including machine shops, one of which was used by automotive pioneer George A. Long.

Long built one of the first self-propelled steam-powered vehicles in America, a steam-powered tricycle, which is now in the collection of the National Museum of American History.

This manufacturing boom, however, ended in the 1920s as new manufacturing processes and the rise of electricity gave factory owners the freedom to relocate across the country. Eventually, even the dam was removed as part of an effort to revive New Hampshire's rivers.

Throughout it all, though, the Hinsdale Post Office and its building served as a standard bearer of the town's legacy, and a community touchstone throughout the sweep of history — earning the deep affection and pride of the community it has served for more than 200 years.





3. R. MIDDLE

4. R. RING



PROTECTING POSTAL EMPLOYEES



For nearly 250 years, the primary mission of the United States Postal Inspection Service (USPIS) has been to safeguard postal employees and postal property. Strategies and technologies have certainly changed in that time, but for every postal inspector, the commitment to front-line workers and the integrity of the country's mail system is as unwavering today as it was in 1775.

As America's first and oldest federal law enforcement agency, the USPIS follows a mission that requires unique skill sets from its 1,300 postal inspectors.

On any given day, as part of its mandate to enforce more than 200 federal laws, the Postal Inspection Service investigates mail or identity theft, robberies, burglaries and even suspected explosive devices. Postal inspectors are also on the front line of the country's attempt to stem illegal drugs and are pivotal in protecting exploited children, all while ensuring the safety and security of 630,000 postal employees, USPS customers and some 32,000 postal facilities.

In the unfortunate event that a postal employee is the target of violence or threats, USPIS uses

state-of-the-art techniques and the full power of the U.S. Attorney's Office and local prosecutors to aggressively investigate, identify, locate and arrest offenders and bring them to justice.

The commitment to protecting postal employees is a constant in every investigation, from a road rage crime in Dallas — when postal inspectors identified and arrested a suspect in just two days — to a crime against a postal employee in Memphis, when the dedication and expertise of USPIS staff resulted in an 11-year sentence for a violent criminal.

Some USPIS investigations unearth other serious crimes, as happened in April last year at an apartment building in Washington, DC. During routine questioning of residents about an assault on a mail carrier, inspectors became suspicious of two individuals. Further investigation resulted in a multi-agency effort, including the FBI, which led to the arrest of the two suspects on charges of impersonating federal agents.

Protecting postal property

Uniformed Postal Police officers provide physical safety while security specialists analyze risks at postal facilities and implement solutions to minimize threats. And while facilities are the most conspicuous of the Postal Service's properties, the protective arm of USPIS reaches beyond that to encompass all manner of property, from money order imprinting machines, blank Postal Service money orders, postmarking



equipment, relay boxes and postage meters.

A regrettable trend is also targeting the U.S. Mail. Blue collection boxes around the country — as well as PO Boxes and residential mailboxes — are sometimes being destroyed and plundered by criminals seeking checks, credit cards and forms of personal identification to commit fraud. The Postal Inspection Service has made it a priority to end these crimes.

During elections, the USPIS uses the technical capabilities and specialized personnel from its 17 divisions to protect the critical USPS processing and distribution infrastructure to ensure the security of election-related mail from dispatch to delivery.



**P.O. INSPECTORS ARREST
MAN WHO ROBBED
AT GUNPOINT**

Search of suspect's vehicle and recovered stolen U.S. Mail, stolen

An investigation by the U.S. Postal Inspection Service into an armed robbery of a Postal Service letter carrier led to a conviction of more than five years in prison for the suspect, Ibrahim Omar, who was arrested in Memphis, Tenn.

vehicle and established the vehicle was identified the vehicle in the district. Soon after, the search warrant was issued and recovered



Using proven mail-fraud detection and loss prevention strategies and countermeasures, inspectors actively identify attempts to compromise the mail system. They work closely with state and local law enforcement partners, as well as the FBI, to quickly respond to and investigate election crimes involving the U.S. Mail. The integrity of election mail is paramount to USPIS.

DC — accredited in 2009 — and 22 digital laboratories throughout the country.

A team of highly skilled forensic scientists, forensic chemists, latent print analysts and forensic computer analysts often plays a key role in identifying, apprehending, prosecuting and convicting individuals responsible for crimes against USPS staff and property. These experts also work with local and federal

law enforcement during joint investigations to analyze evidence needed to identify and trace criminal suspects and provide expert testimony at trial.

"Our number one priority is the safety of postal employees. Every year, we conduct numerous prevention activities and preparedness initiatives to ensure our front-line workers are aware of risks. We work to reduce instances of violent crime. In the unfortunate event that one of our employees is the target of violence or threats, our postal inspectors aggressively investigate to identify, locate and arrest offenders and bring them to justice."

— Gary Barksdale, Chief Postal Inspector

Crime prevention

Enforcement is only one tool used to protect USPS employees and property; indeed, the USPIS is one of the few federal law enforcement agencies that promotes crime prevention. Its personnel routinely conduct prevention activities and preparedness initiatives, and the Postal Inspection Service continually invests in education and awareness campaigns for USPS employees.

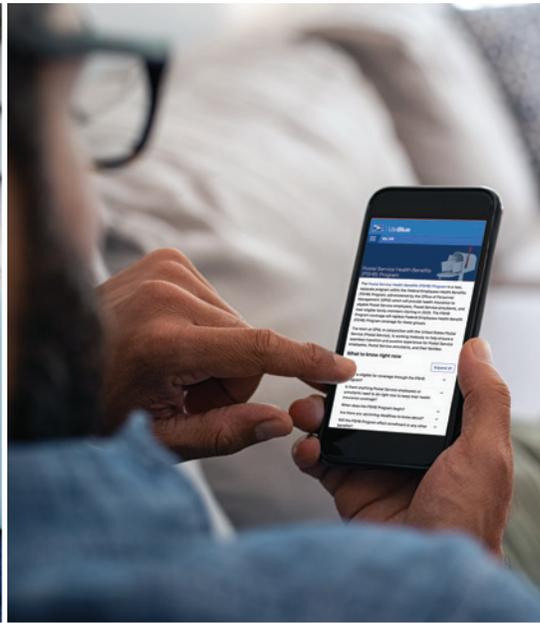
In addition, Inspection Service personnel work proactively to assess and address risks to USPS employee safety to reduce violent crime.

At a time when many types of crime have been rising throughout the country, the role of the Postal Inspection Service has never been more important in safeguarding postal employees and property, pursuing those who would abuse or misuse the U.S. Mail, and fighting back against the nation's opioid epidemic. In all these respects, the Postal Inspection Service is there to protect.

Cutting-edge crime lab

The Postal Inspection Service also employs a world-class team of forensic scientists to conduct examinations on physical and digital evidence in any crime against postal employees or property. This division consists of the National Forensic Laboratory near Washington,

A Healthy Change



Learn about the new Postal Service Health Benefits that take effect on Jan. 1, 2025.

The Postal Service Reform Act of 2022 created the new Postal Service Health Benefits program (PSHB) for eligible employees, annuitants, and family members. PSHB program coverage will replace Federal Employees Health Benefit (FEHB) plan coverage, and you'll have your first opportunity for PSHB plan selection during the open season benefits enrollment period in late 2024.

Learn more now on [LiteBlue.usps.gov](https://liteblue.usps.gov).

Sign on with your employee ID number and password at [LiteBlue.usps.gov](https://liteblue.usps.gov); go to the My HR tab, then select "Benefits" in the Browse by Subject box, and PSHB in the Insurance box.

Retirees can now visit [KeepingPosted.org](https://keepingposted.org).

Click on the "Postal Service Health Benefits Program (PSHB) Program" graphic at the top of the page in the featured topics slides.

Get the latest updates on PSHB: text [BENEFITS to 39369](tel:39369)





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