



As the U.S. Postal Service continues its evolution as a forward-thinking, fast-acting company capable of providing quality products and services for its customers, it continues to remember and celebrate its roots as the first national network of communications that literally bound a nation together.

Ours is a proud heritage built on a simple yet profound mission: Connect every American, every door, every business, everywhere through the simple act of delivering mail. This idea of universal service is at the heart of a \$900 billion industry that drives commerce, plays an integral part of every American community and remains the greatest value of any post in the world.

This is the promise and the potential of the Postal Service and it can be found on every page of “Postal Facts 2011.”




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## Mail is Big Business

The U.S. Postal Service is the core of the trillion-dollar mailing industry that employs more than 8 million people.\*

These classes of mail brought in most of the \$67 billion in revenue in 2010:

- First-Class Mail — \$34.0 billion
- Advertising — \$17.3 billion
- Shipping Services — \$8.7 billion

- Periodicals — \$1.9 billion
- Package Services — \$1.5 billion

If it were a private sector company, the U.S. Postal Service would rank 29th in the 2010 Fortune 500.

In the 2010 Global Fortune 500 list, the U.S. Postal Service ranked 92nd.

\*The Envelope Manufacturers Association reported in the "2008 Economic Jobs Study for the Mailing Industry" that there are 8.4 million jobs and over \$1 trillion in revenue attributed to the mailing industry.



# A Decade of Historic Significance — 2001-2010

*By any measure, the Postal Service has experienced extraordinary change and achieved remarkable success in the past 10 years.*

The decade began with the appointment of Postmaster General John E. Potter, the terrorist attacks on Sept. 11, and the anthrax attack the following month. Mail volume fell, and America's confidence in the U.S. Mail was shaken.

As the Postal Service emerged from the shocks of 2001, the *2002 Transformation Plan* became the roadmap to recovery. It re-instilled confidence among Postal Service employees and set challenging but achievable targets in service and cost management.

This plan served as the foundation for future business growth and enhancing that vision has

been an ongoing process. In 2006, the Postal Accountability and Enhancement Act provided the Postal Service with new flexibility to adapt products and pricing to market requirements, but it also burdened the organization with a retiree health benefits prefunding obligation that is borne by no other public- or private-sector entity.

The decade ended with the appointment of Postmaster General Patrick R. Donahoe, a dramatic recession-induced decline in mail volume and the very real need to adjust and rightsize every part of a national infrastructure that took decades to expand to its current size.

	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
Total Mail Volume	171 B	177 B	202.7 B	212.2 B	213.1 B	211.7 B	206.1 B	202.1 B	202.8 B	207.5 B
First-Class Mail Volume	78.2 B	83.8 B	91.7 B	95.9 B	97.7 B	98.1 B	97.9 B	99.1 B	102.4 B	103.7 B
Stamped Mail Volume	28.6 B	31.8 B	35.3 B	42.2 B	44.4 B	45.9 B	47.7 B	49.2 B	52.0 B	53.6 B
Standard Mail Volume	82.5 B	82.7 B	99.1 B	103.5 B	102.5 B	100.9 B	95.6 B	90.5 B	87.2 B	89.9 B
Annual Revenue	\$67.1 B	\$68 B	\$74.9 B	\$74.7 B	\$72.7 B	\$69.9 B	\$68.9 B	\$68.5 B	\$66.4 B	\$65.8 B
Career Employees	574,000	623,128	663,238	684,762	696,138	704,716	707,485	729,035	752,949	775,903
Delivery Points	150.7 M	150 M	149.2 M	148.0 M	146.2 M	144.3 M	142.5 M	141.3 M	139.4 M	137.7 M
Total Retail Offices*	35,754	36,496	36,723	36,451	36,826	37,142	37,159	37,579	37,683	38,123
Total Customer Visits	1.07 B	1.12 B	1.17 B	1.21 B	1.27 B	1.28 B	1.23 B	1.27 B	1.30 B	1.36 B
Total Retail Revenue	\$12.5 B	\$13.1 B	\$14.1 B	\$14.6 B	\$14.5 B	\$14.9 B	\$15.2 B	\$15.5 B	\$15.0 B	\$14.8 B
Total Delivery Routes	230,600	232,900	244,800	246,500	244,700	243,000	241,200	240,300	241,000	242,600
Total Vehicles	215,625	218,684	221,047	219,522	216,004	214,146	213,321	212,798	208,860	210,102

\* Including contract postal units





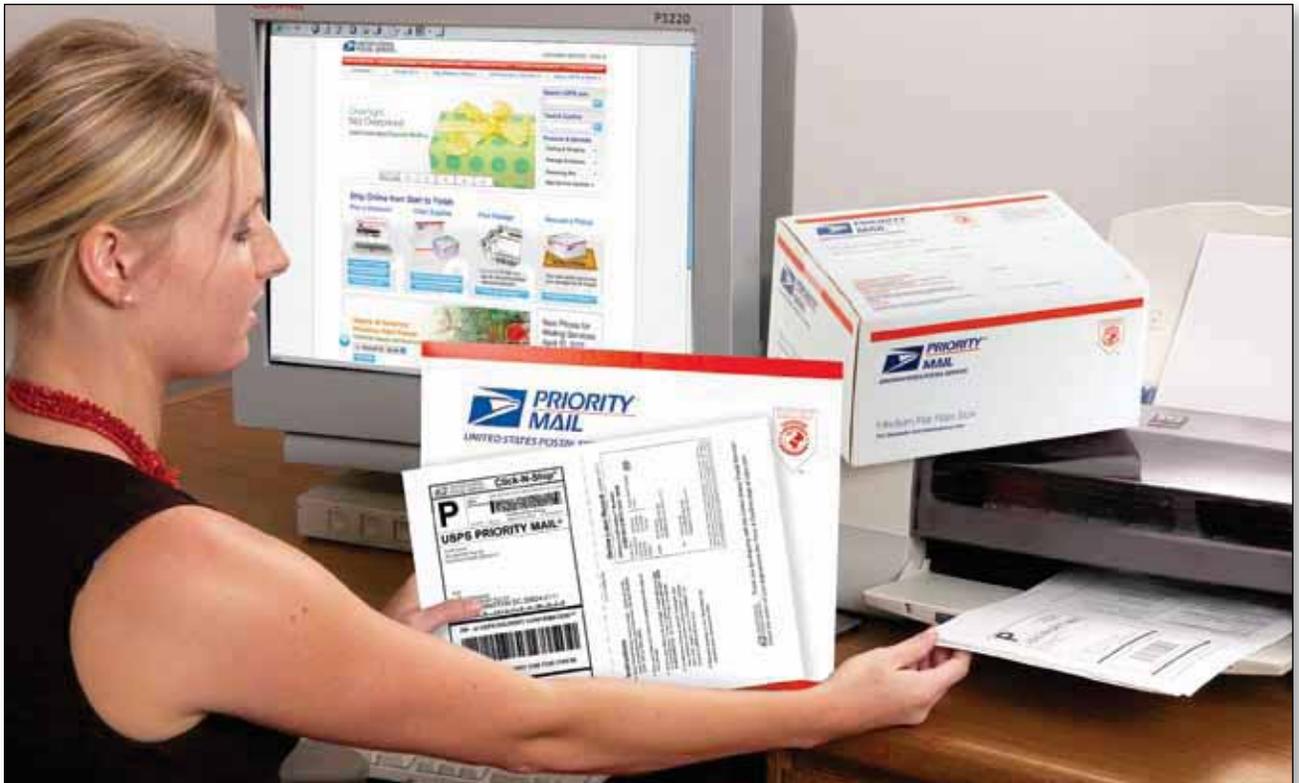
While change has been embraced in many ways during the past 10 years, the Postal Service's mission remains firm and unchanged — providing universal service. Every action taken then and now is guided by the commitment to keep mail affordable and accessible and to preserve the \$8 trillion foundation for global communication and commerce.

If the past is indeed prologue, the past decade reflects a Postal Service that is adapting to a digital world despite a host of legal and regulatory constraints. If given the flexibility to meet changing demand and the ability to respond quickly to the marketplace, the Postal Service will continue to deliver impressive results for years to come.

Quick A Decade Quick Technology Crime Forensics Crime Significance Scenarios Evidence Innovation USPS Conversation A Decade USPS.COM — This Post Office is Always Open A Decade Quick A Decade of Historic Significance — 2001-2010 Security A Decade Life... Fun Facts A Decade

# USPS.COM — This Post Office is Always Open

*The Postal Service website — usps.com — is an online Post Office at your fingertips, and it is open for business 24/7.*



- *usps.com* is one of the most frequently visited government sites with more than 413 million visits in 2010 — averaging more than 1.3 million visitors each day.

- The Postal Service has been named the Most Trusted Government Agency for six consecutive years and the sixth Most Trusted Business in the nation by the Ponemon Institute.

- In 2010, stamp and retail sales at the Postal Store, the official online Post Office, totaled more than \$223 million.

- Click-N-Ship allows customers to print shipping labels with postage for Priority Mail, Express Mail, Global Express Guaranteed, Priority Mail International and Express Mail International.

- Click-N-Ship generated \$423 million in sales in 2010.

- CardStore, Premium Postcards and Click2Mail allow customers to create and send customized

mailings from the convenience of a personal computer.

- Internet Change-of-Address allows customers to change addresses, sign up for various services and order moving supplies from a personal computer. More than 11 million address changes were submitted online in 2010.

- Customers can reserve and renew a Post Office Box online.

- In 2010, Hold Mail Service allowed more than 10 million customers to have their mail held safely at local Post Offices while they were away from home. Scheduling can be done online.

- In order of popularity, the top five *usps.com* sites in 2010 were:

1. Track & Confirm
2. ZIP Code Lookup
3. Calculate Postage
4. Click-N-Ship
5. Post Office Locator

Quick. Easy. Convenient.

USPS.COM — This Post Office is Always Open

*Our customers are at the center of everything we do. With their needs in mind, we're making sure mail remains relevant and our products and services are quick, easy and convenient for them to use.*



- There's a Post Office on your phone. Some of the most popular functions currently available on *usps.com* — Track & Confirm, Post Office Locator and ZIP Code Lookup — are now available on cell phones and other mobile devices.

- Since its launch in Oct. 2009, the Postal Service iPhone application has consistently been ranked in the top 10 free business applications.

- Automated Postal Centers (APCs) provide customers with self-service access to the most frequently purchased postal products and services.

- In 2010, 2,500 APCs generated more than \$577 million in revenue through 92 million transactions.

- More than 225,000 customers a day ship the self-service way.

- Since the APCs launched in 2004, they have generated more than \$2.7 billion in revenue.

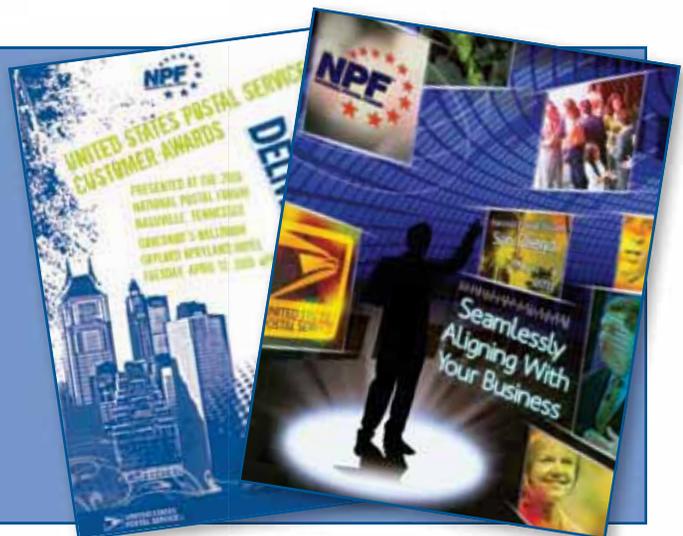
- Redelivery Service allows customers to schedule the delivery of the package they missed.

- Going away for a while? Take your mailbox with you. Premium Forwarding Service forwards the mail from your permanent address to a temporary address once a week.

- Working with the U.S. Department of State, the Postal Service accepted 6.7 million passport applications in 2010, generating \$216 million in revenue.

## National Postal Forum

The National Postal Forum is the mailing industry's premier educational venue, trade show and networking event for industry professionals. Since 1968, it has provided business mailers with ongoing training and education, and helped them keep pace with the mailing industry's rapid progress. Held once a year in the spring, the Forum offers a wide range of opportunities for attendees. Currently, more than 6,000 industry professionals attend the Forum each year and participate in more than 140 workshops on the hottest issues facing the mailing industry. For more information, go to [npf.org](http://npf.org).







have a better holiday by answering letters to Santa.

■ The Postal Service and the National Association of Letter Carriers hold the largest one-day food drive in the nation. In 2010, more than 77.1 million pounds of food were collected. More than 1.1 billion pounds of food have been collected since the drive began in 1993.

■ The Postal Service, National Marrow Donor Program and Be the Match Foundation created the *Delivering the Gift of Life* campaign 14 years ago. More than 53,000 postal employees and their families have joined the *Be the Match* registry.

■ Working with Valassis, the National Center for Missing and Exploited Children and the U.S. Postal Inspection Service, the “Have You Seen Me” campaign demonstrates the power of the mail. The campaign has returned 149 missing children to their families (as of December 2010).

■ In 2010, for the 10th consecutive year, the Postal Service was named to the federal agency “top 10 list” for multicultural business opportunities by *diversitybusiness.com*. This recognition represents the voices of more than 600,000 U.S. women- and minority-owned businesses.



Quick  
A Decade  
Historic  
Open  
Scenes Evidence  
Easy  
2011  
A Simpler Way to Ship

Law Enforcement  
A Day  
Historic  
By the Numbers  
A Decade  
Innovation  
Security  
A Decade

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Life...  
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Sustainability  
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USPS  
Scenes Evidence  
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Historic

# A Simpler Way to Ship.



*With 2- to 3-day delivery, free shipping supplies, flat-rate options and easy online tools, Priority Mail offers a simpler way to ship.*

■ **If it Fits, it Ships!** Priority Mail Flat Rate Boxes and Envelopes eliminate the need to weigh packages or calculate postage.

■ In 2010, Priority Mail Flat Rate Box volume increased more than 77 percent and revenue increased more than 66 percent since 2009.

■ **Click-N-Ship (CNS)** allows customers to print shipping labels with postage for Priority Mail, Express Mail, Priority Mail International, Global Express Guaranteed and Express Mail International. CNS generated \$423 million in sales in 2010.

■ With Carrier Pickup, customers can go online to request that Express Mail and Priority Mail packages be picked up at their homes or offices — for free. In 2010, more than 56 million packages were picked up at homes and offices.

■ Shipping supplies are free. Priority Mail and Express Mail boxes, envelopes and labels, international mailing products and customs forms are available at no charge. They can be ordered at [usps.com](http://usps.com) or picked up at a local Post Office.

■ Unlike other shippers, the Postal Service doesn't add surcharges for fuel, residential or Saturday delivery.





■ The Postal Service is the No.1 choice for eBay shippers!

■ More than 1 billion Priority Mail Flat Rate Boxes have been shipped since the product launched in 2004.

■ Environmentally friendly Priority Mail Flat Rate Boxes are available at no cost at any Post Office, or can be ordered online at [shop.usps.com](http://shop.usps.com). Postage, labels and customs forms can be printed online anytime using Click-N-Ship.

■ The Postal Service is the only way to ship directly to APOs, FPOs and DPOs. The Military Care Kit and special pricing make it easier than ever before to send care packages to loved ones stationed overseas.

■ The Military Care Kit contains six Priority Mail Flat Rate Boxes — two large and four medium — six address labels, one roll of tape and six customs forms. The kit can be ordered at no charge by calling 1-800-610-8734.

■ Priority Mail Flat Rate Boxes can be used to ship around the country or around the world. There are six Priority Mail Flat Rate Box options to ship to more than 190 international destinations and five available for domestic use.







## Building Green

■ The Postal Service has the largest green roof in New York City and one of the largest in the country, totaling 109,000 square feet, nearly 2.5 acres.

■ The Postal Service National Center for Employee Development in Norman, OK, was recognized by Oklahoma's travel and tourism board as being the greenest hotel in the state, receiving the highest sustainable travel certification offered by "Encouraging Conservation in Oklahoma."

■ Postal facilities are becoming greener. New buildings are being constructed, and older buildings are being renovated with the environment in mind, using green-friendly features like:

- Recycled fiberglass insulation
- Natural lighting
- Thermal window frames
- Solar electric systems
- Solar thermal systems
- Water tanks to harvest rainwater for reuse
- Vegetative roofs

— Native plant species for landscaping

■ The Postal Service is making facilities more sustainable with features like high-efficiency lighting and HVAC, recycled building materials, low-water use fixtures and low-volatile organic compound materials.

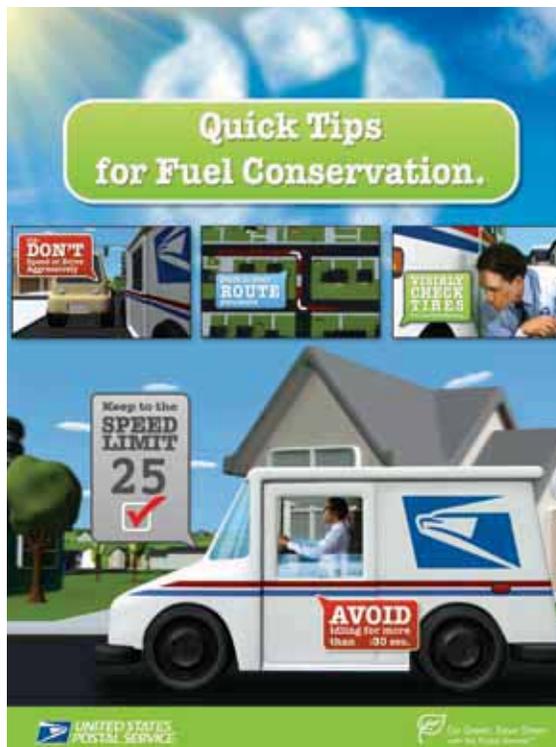
■ We are upgrading our buildings to reduce energy use. Our objective is to reduce facility energy consumption 30-percent by 2015. We have already achieved a 24-percent reduction.

## Conserving Energy

■ The Postal Service operates the world's largest fleet of alternative fuel-capable vehicles — more than 44,000 — that can use fuels such as electricity, ethanol, compressed natural gas, liquid propane gas and bio-diesel.

■ More than 1 trillion British thermal units (Btu) of energy reductions have been identified and thousands of energy saving projects have been completed, saving an average of 900 billion Btu per year.

■ The Postal Service continues to use solar power from California to Rhode Island, with solar photovoltaic systems



that convert sunlight into electricity.

■ Detailed energy audits are ongoing at our largest energy-consuming facilities. These facilities represent about 40 million square feet of space and roughly 60 percent of the Postal Service's energy consumption.

■ The Postal Service is testing hydrogen fuel cell-powered vehicles, which emit pure water from their tailpipes, and is working with the U.S. Department of Energy on prototype electric vehicles.



This vehicle is powered by electricity.



## Decoding the Code

*The Zone Improvement Plan (ZIP) Code was launched in 1963 to better handle increasing volumes of mail. The first number in the code represents a general geographic area of the nation, “0” in the East, moving to “9” in the West. The next two numbers represent regional areas, and the final two identify specific Post Offices. The ZIP+4 code was introduced in 1983. The extra four numbers allow mail to be sorted to a specific group of streets or to a high-rise building. In 1991, two more numbers were added so mail could be sorted directly to a residence or business. Today, the use of ZIP codes extends far beyond the mailing industry and they are a fundamental component in the nation’s 911 emergency system.*

## Innovative Technologies

- The Postal Service is the world leader in optical character recognition technology — its machines read 93 percent of all hand-addressed letter mail.
- The Postal Service uses more than 10,000 pieces of automated processing equipment to sort nearly half the world’s mail.
- Intelligent Mail increases the value of mail for



both the Postal Service and its customers. The Intelligent Mail barcode (IMb) can identify individual pieces of mail, as well as trays, sacks and containers of mail, and tracks them through the processing system.

- The Flats Sequencing System (FSS) is the Postal Service’s latest piece of equipment. It sorts “flat mail” (large envelopes, magazines, etc.) at 16,500 pieces per hour in carrier walk sequence.



- In 2010, the Postal Automated Redirection System (PARS) automatically intercepted and forwarded nearly 2.3 billion pieces of mail for the nearly 42 million address changes submitted.
- The Advanced Facer Canceller System (AFCS) positions letter mail and cancels stamps at 36,000 pieces per hour.
- The Delivery Barcode Sorter (DBCS) reads the barcode on letters and sorts them at 36,000 pieces per hour.
- The Automated Flat Sorting Machine (AFSM) sorts flat mail at 17,000 pieces per hour.
- The Automated Package Processing System (APPS) processes packages and bundles of mail at more than 9,500 pieces per hour.

# Security, Law Enforcement, Preserving the Trust.

*The U.S. Postal Inspection Service is mandated to safeguard the entire Postal Service system — from the 574,000 employees who process and deliver the U.S. Mail to the millions of customers who use it daily.*

■ One of the country's oldest federal law enforcement agencies, the U.S. Postal Inspection Service has a long, proud and successful history of protecting the Postal Service, securing the nation's mail system and ensuring public trust in the mail.

■ Postal Inspectors arrested more than 6,000 suspects for crimes involving the mail or against the Postal Service in 2010. About half of the arrests involved mail theft and more than 1,000 involved fraud related to the mail.

■ Postal Inspectors are members of the Identity Theft and Economic Crimes Task Force, national and state Joint Terrorism Task Forces and the National Center for Missing and Exploited Children, among others. They work closely with the financial service, airline and mail order industries to maintain America's confidence in the U.S. Mail.

■ In 2010, Postal Inspectors responded to more than 3,500 incidents involving suspicious items, substances, powders or liquids in the mail or at postal facilities. Of those incidents, 199 involved improvised explosive devices (IEDs).

■ Postal Inspectors arrested 128 suspects and reported 109 convictions for cases involving mailed threats, hoax powders, IEDs and other prohibited mail in 2010.

■ To quickly respond to incidents such as natural disasters, the Postal Inspection Service has 18 mobile command centers and a mobile mail-screening station ready for action.

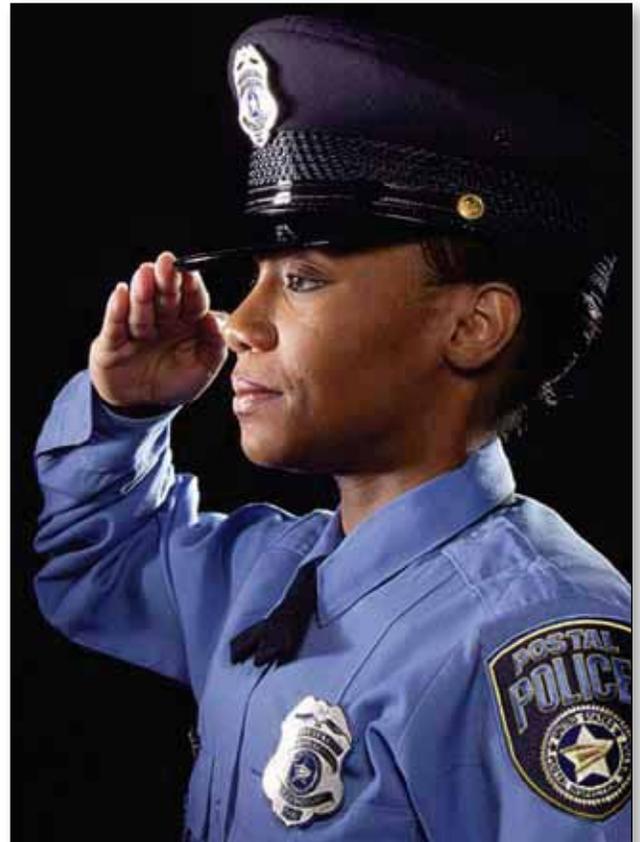
■ Postal Inspectors seized from the mail \$7.7 million in proceeds related to illegal drugs in 2010.

■ Postal Inspectors participated in a multiagency effort targeting investment fraud named *Operation Broken Trust*, resulting in actions against 529 suspects. The 120,000 victims lost nearly \$2 billion.

■ Postal Inspectors deploy state-of-the-art screening equipment designed to identify hazardous substances and suspicious items in the mail and to ensure safety at postal facilities while keeping the mail moving.

■ In 2010, Postal Inspectors recovered nearly \$2 million worth of stolen or misused postal equipment.

■ In 2010, Postal Inspectors prevented more than 40,000 fraudulent *usps.com* transactions,



valued at nearly \$10 million. They also recovered 48,000 compromised credit cards belonging to postal customers.

■ In 2010, Postal Inspectors seized approximately 27,000 counterfeit postal money orders worth nearly \$26 million mailed to the U.S. from West African criminal groups.

■ The Postal Inspection Service mailed more than 129 million fraud-prevention brochures to nearly every home in America, all paid for by funds seized from criminals.

■ Postal Inspectors instructed more than 3,100 groups — employees, mailers, media and government agencies — on mail security and crime prevention best practices in 2010.

■ For additional information about the U.S. Postal Inspection Service, go to [postalinspectors.uspis.gov](http://postalinspectors.uspis.gov).

# Forensics, Crime Scenes, Evidence.

*The Postal Inspection Service's National Forensic Laboratory, composed of more than 40 highly trained forensic scientists, plays a key role in identifying, apprehending and convicting suspects responsible for criminal offenses against the Postal Service.*

■ In 2010, the National Forensic Laboratory was accredited by the American Society of Crime Laboratory Directors Laboratory Accreditation Board. The accreditation process included 200 procedures, manuals and forms created to document forensic laboratory services operations and more than 350 records to support program compliance.

■ In 2010, Forensic Document Examiners reviewed more than 45,000 documents, fingerprints, controlled substances, audio and video files, and physical evidence related to ongoing criminal cases. Their examinations identified 479 subjects — 90 of whom were matched in the Automated Fingerprint Identification System (AFIS).

■ Forensic experts in the lab identify counterfeit stamps, altered postal money orders and controlled substances seized by Postal Inspectors. They also analyze handwriting and fingerprint evidence in assault cases against postal employees, robberies, mail theft and other postal investigations.

■ Forensic Scientists examine explosive devices and suspicious substances sent through the U.S. Mail to obtain key information pertinent to investigations.







## Just the Fun Facts

- The Postal Service:
  - is the nation's 2nd largest civilian employer
  - has the nation's largest retail network
  - has the world's largest civilian fleet of vehicles
  - has the world's largest alternative fuel-enabled fleet
- The Postal Service has a larger retail network than McDonald's, Starbucks and Wal-Mart combined (in US).
- The Postal Service has one of the largest learning management systems in the country.
- The Postal Service receives 90 percent of its retail revenue from 15,000 of its nearly 32,000 postal-operated retail locations.
- The Postal Service prints more than 800,000 IRS W-2 forms, 3.3 million payroll checks, 1.8 million non-payroll checks and 15.4 million payroll earnings statements annually.
- Most Unusual Delivery Method — mule trains in Arizona. Each mule carries about 130 pounds of mail, food, supplies and furniture down the 8-mile trail to the Havasupai Indians at the bottom of the Grand Canyon, averaging 41,000 pounds per week.
- Another Unusual Delivery Method — boat in Michigan. The *JW Westcott* is a 45-foot contract mail boat out of Detroit, MI, that delivers mail to

passing ships in the Detroit River. The *JW Westcott* has its own ZIP Code — 48222.

- Located in MD, the William F. Bolger Center for Leadership Development is a national training facility for the Postal Service. It is the only hotel in the country featuring an on-site Smithsonian exhibit.

- There are more than 42,000 ZIP codes in the country.

- The lowest ZIP Code is 00501, a unique ZIP Code for the Internal Revenue Service in Holtsville, NY.

- The highest ZIP Code is 99950 in Ketchikan, AK.

- The easiest ZIP Code to remember is 12345, a unique ZIP Code for General Electric in Schenectady, NY.

- The longest regular rural route is Route 2 in Gridley, KS. The carrier travels 182.8 miles daily and delivers to 258 boxes.

- The shortest rural delivery route is Route 42 in Henderson, NV. The carrier travels 2.9 miles daily and delivers to 952 boxes.

- The Postal Service moves mail using planes, trains, trucks, cars, boats, ferries, helicopters, subways, float planes, hovercrafts, T-3s, street cars, mules, snowmobiles, bicycles and feet.





***A self-supporting government enterprise, the U.S. Postal Service is the only delivery service that reaches every address in the nation, 150 million residences, businesses and Post Office Boxes. The Postal Service receives no tax dollars for operating expenses, and relies on the sale of postage, products and services to fund its operations. With 32,000 retail locations and the most frequently visited website in the federal government, usps.com, the Postal Service has annual revenue of more than \$67 billion and delivers nearly 40 percent of the world's mail. If it were a private sector company, the U.S. Postal Service would rank 29th in the 2010 Fortune 500. Black Enterprise and Hispanic Business magazines ranked the Postal Service as a leader in workforce diversity. The Postal Service has been named the Most Trusted Government Agency six consecutive years and the sixth Most Trusted Business in the nation by the Ponemon Institute.***

#### **Trademarks**

The following are among the trademarks owned by the United States Postal Service: ACS™, APC®, Automated Postal Center®, Carrier Pickup™, CASS™, CASS Certified™, Certified Mail™, Click-N-Ship®, Confirm®, Cradle to Cradle®. If it Fits, it Ships®, Customized MarketMail®, Delivery Confirmation™, DMM®, EPM®, Express Mail®, FAST®, FASTforward®, First-Class™, First-Class Mail®, IM™, IMb™, Intelligent Mail®, LACSLink®, MASS™, MERLIN®, Mover's Guide®, NCOALink®, Netpost®, Netpost Mailing Online™, OneCode ACS®, OneCode Confirm®, OneCode Solution®, OneCode Vision®, Parcel Post®, Parcel Select®, PC Postage®, PLANET®, PLANET Code®, Post Office™, PostalOne!®, Postal Service™, Postal Inspection Service®, POSTNET™, Premium Forwarding Service®, Priority Mail®, Quick, Easy, Convenient®, RDI™, ReadyPost®, REDRESS®, Registered Mail™, RIBBS®, Signature Confirmation™, Simple Formulas®, Stamps by Mail®, Standard Mail®, The Postal Store®, United States Postal Service®, U.S. Mail®, U.S. Postal Service®, USPS®, USPS Electronic Postmark®, USPS.COM®, usps.com®, ZIP+4®, and ZIP Code™. This is not a comprehensive list of all Postal Service trademarks.

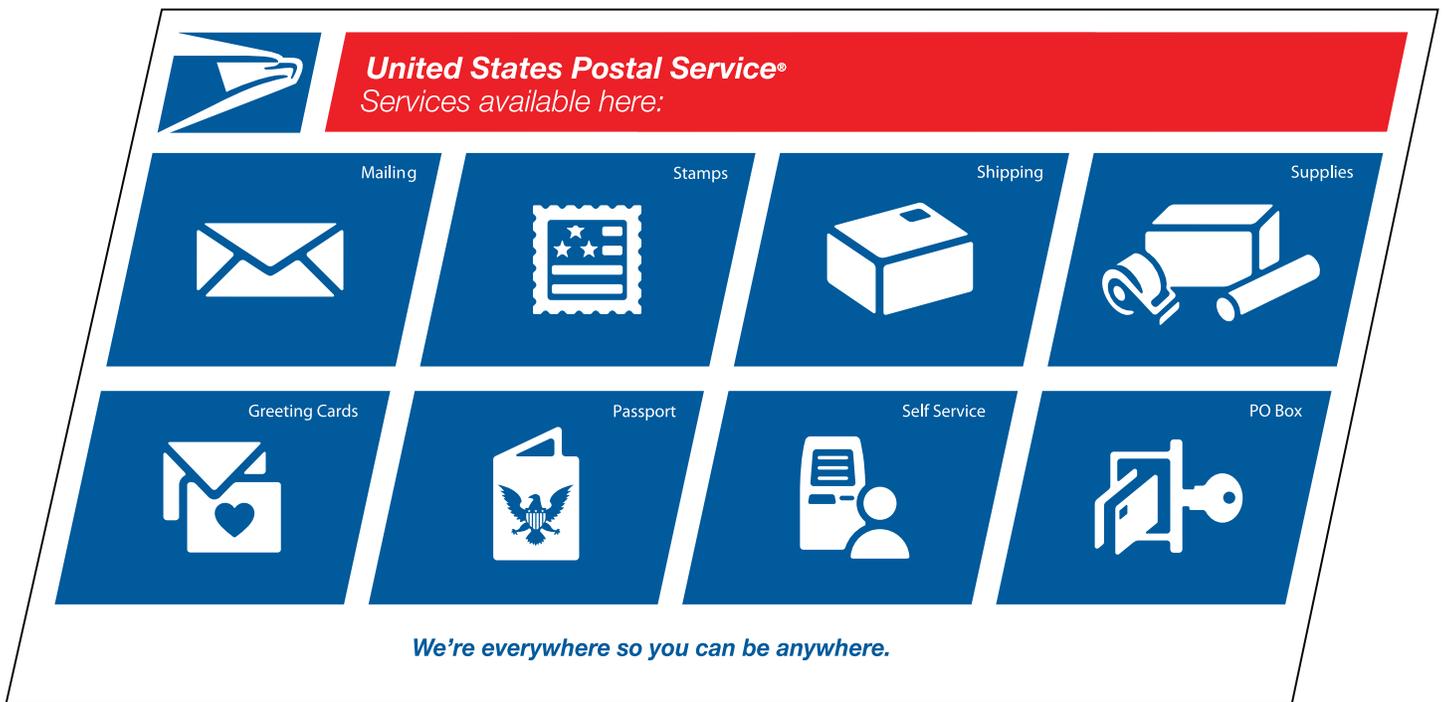
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*The U.S. Postal Service created a simple, easy-to-understand signage system to communicate which specific products and services are available at any retail postal location our customers may visit.*