



March 23, 2021

Dear Members of the United States Congress:

Today I am extremely proud to share "Delivering for America," our vision and ten-year plan to achieve service excellence and financial sustainability for the United States Postal Service.

This effort is the culmination of months of work by subject matter experts from across the breadth of our organization, and it represents—I believe—a workable, holistic plan to restore the reliable service that the American people deserve and that is relevant to their evolving needs in the new economy.

As you review the plan, I encourage you to notice our commitments to:

- Achieve service excellence
- Modernize the postal infrastructure and align the network to changing mail and package volume, and to meet rationalized service standards—all leading to more reliable performance for residential and business customers
- Enhance employee stability and well being
- Realize cost savings and revenue growth to contribute to financial sustainability
- Six- and seven-day delivery

I specifically draw your attention to the section of the plan that involves legislative action that will enable the Postal Service to achieve financial sustainability through stabilized employee benefit funding. Our priority here is to achieve Medicare Integration for our retiree health benefits, as well addressing the onerous prefunding mandate of those benefits. We look forward to winning your support for these essential elements of the plan that require statutory changes by Congress.

This plan will be carefully implemented over the months and years ahead, and I look forward to working with Congress and all Postal stakeholders to make it a success. I have great optimism that we can solve the challenges that have plagued the Postal Service, and this plan provides us with just such a roadmap.

We look forward to briefing you and your staff in the days and weeks ahead and are thankful for your continued focus on the future of the Postal Service.

Sincerely,

A large, stylized handwritten signature in black ink, which appears to read "Louis DeJoy".

Louis DeJoy