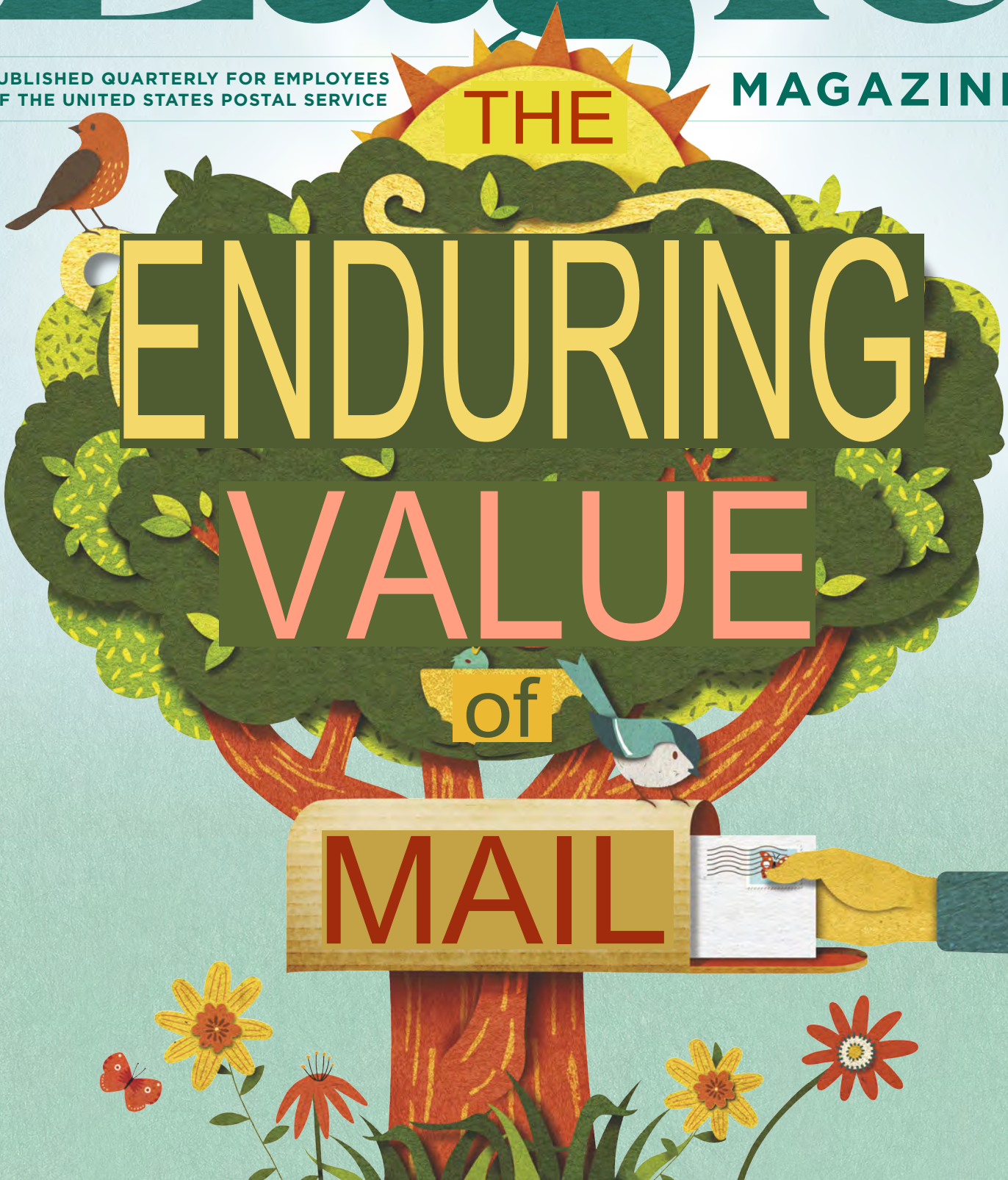


VOLUME 4 • ISSUE 1

The Eagle

PUBLISHED QUARTERLY FOR EMPLOYEES
OF THE UNITED STATES POSTAL SERVICE

MAGAZINE





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DELIVERING FOR AMERICA

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the Postal Service's
10-year strategic plan
at [about.usps.com/
what/strategic-plans/
delivering-for-america/](https://about.usps.com/what/strategic-plans/delivering-for-america/).

Mail is and always will be a priority of the U.S. Postal Service. Thanks to our Delivering for America transformation plan, we are creating a Postal Service that will continue to deliver mail to every address in the nation six and seven days a week, faster, more reliably and in a way that is financially sustainable.



In this issue's cover article, we consider mail's enduring value to everyday Americans, marketers and USPS itself. Businesses are using mail's uniqueness and versatility to enhance the digital relationship with their customers, and a new generation of marketers is recognizing mail's effectiveness and high return on investment.

We also explore the growing trend among newspaper publishers to deliver their print editions via USPS. This is further proof that our transformation's focus on reliability and consistency is having a real impact.

This issue of *The Eagle* also looks at the integration of artificial intelligence in the mailing and shipping industry and how the Postal Service is adopting this influential technology. By harnessing AI's strengths, we can enhance the efficiency, reliability and safety of our operations and create a work environment where potential hazards are identified before they arise.

Additionally, we highlight the storied history of our seals and logos — taking a moment to dispel a myth or two along the way — and separately consider how the world's postal operators have evolved to meet the needs of the nations they serve.

With these and future topics, *The Eagle* magazine will capture our progress and provide context for the strategies and initiatives that are guiding us forward.

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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SPOTLIGHT SEARCH >

Know a postal employee who is making a difference through volunteer work or community service?
Send Spotlight nominations to The_Eagle@usps.gov.

Open Heart, Open Home

This Postal Service employee's family grew when she became a foster parent.

Postmaster Karleen Hirschi was looking to fulfill her need to contribute — something that would help her grow as a person and benefit her Utah community. After a family member fostered a child, she thought, "That's what I should do."

To get her license, Hirschi — who at the time was a single mother raising a teenage daughter, Riley — went through in-service training, a background check, a home study and financial screening. "I wish everyone could do the training, it's eye-opening," Hirschi said. The process took about six months, and Hirschi soon welcomed two foster children — sisters Cassidy, 10, and Britley, 7 — into her home. Keeping siblings together preserves an important bond of kinship. "I agreed to foster both girls in order to keep that connection for them," Hirschi said.

Children are placed in foster care due to issues such as abuse, neglect and other home environment safety concerns. They need adults in their lives who will provide stability and be positive role models. "A big part of the job is to teach emotional intelligence, conflict resolution and all of those things they often don't have the opportunity to learn growing up," Hirschi said.

It was her responsibility to get the children to court hearings and visits with their biological family. She also met with school administrators and teachers. "You may have to start with an individualized education program, because a lot of times these kids are already behind,

and being in a new school can set them back even more." Then there are therapy sessions and mandated health care appointments. "You have to make it all work," Hirschi said. "It really taught me how to be flexible."

She learned more difficult skills, as well, like how to calm an anxious child for a court appearance or console them when a biological parent doesn't show up for a visit.

The goal is to reunite children with their family of origin, but that option is not suitable for many in foster care. Sometimes

the foster parent becomes a permanent one — like Hirschi, who, after eight years, adopted the girls in her care.

Now, Hirschi has applied

for a license to mentor children who are aging out of the system. "Unfortunately, there's a huge number of foster kids who end up homeless," she said. "They're given all this support until age 18 and then — that's it. So, in Utah, they've started transition to adult living services that assist the child with housing, set them up with a mentor and give them some of the help they just don't get from family."

Hirschi knows firsthand the importance of that kind of connectivity: "Being a mom with a wonderful family support system made all the difference."

There are challenges to being a foster parent, but, as Hirschi will attest, "it's deeply rewarding to see children who have been through trauma feel safe and secure."

"I wish everyone could do the training, it's eye-opening."

Millville, UT, Postmaster
KARLEEN HIRSCHI
with her daughters, rear from left,
Cassidy, Britley and Riley



THE GA

FORECAST



U.S. POSTAL SERVICE

Keep Spreading The News

Mail is filling a critical role for newspapers in need of dependable delivery to their subscribers.

Newspapers across the nation are increasingly turning to USPS to deliver their print editions, aiming to provide their subscribers with more reliable, consistent service.

As the labor market has tightened in recent years, many publishers have struggled to find private couriers for traditional home deliveries. By turning the job over to the Postal Service, publishers are able to take advantage of the organization's ability to deliver to every address in the nation.

USPS receives about 100 applications each year for periodical delivery, the classification for newspapers and magazines. Last year, more than 50 of these applications came from daily or weekly newspapers — an increase from previous years.

"The Postal Service is proud to provide newspaper delivery in communities across the United States. We work closely with publishers to provide a dependable, cost-effective service that benefits their readers," said Steve Monteith, the organization's chief customer and marketing officer.

Janine Egloff, director of the Postal Service's Pricing and Classification Center, sees a variety of factors at play among periodicals, all types of which total around 10,000.

While leading publications such as The Wall Street Journal and The Washington Post have long relied on USPS for home delivery outside their major metropolitan markets, she has observed a surge of postal usage by much smaller outlets.

"We're seeing so many hometown papers coming back into the mail," Egloff said. "The way people receive news is so different today, on social media

and other digital platforms, and these papers are trying to stay relevant to their communities."

The majority are weeklies, she has observed, and Sunday or weekend editions.

"Considering inflation, fuel cost and courier availability, newspapers are finding a consistency and value with USPS that eludes them otherwise," said Egloff. "They are finding ways to stay strong, and we're happy to support those efforts."

Gannett, the nation's largest newspaper publisher, produces dailies focused on 220 local markets, as well as the nationally oriented USA Today. The company has transitioned from private couriers to USPS delivery in more than 70 markets since 2022.

"As the post-COVID and gig economy has grown, all newspaper companies have struggled to find folks willing to deliver papers in the middle of the night. The Postal Service is another arrow in the quiver of solutions for our readers," said Steve Wagenlander, senior vice president of publishing operations for Gannett.

The trend recalls the American postal system's earliest days.

The first major postal law, passed by Congress in 1792, encouraged the exchange of newspapers by allowing them to travel through the U.S. Mail at extremely low rates of postage to ensure the success of the democracy.

In markets where Gannett has switched to USPS delivery, subscriber satisfaction with mail delivery is as good as, if not better than, with the courier force, Wagenlander said.

The company also appreciates that local postmasters are eager to do business with them.

"They're great partners for us," he said.

» SIGNS *of* *the* TIMES



Logos and seals have long conveyed what the Postal Service means to America.

Super sonic

A CRITICAL ASPECT OF THE U.S. POSTAL SERVICE'S IDENTITY is shaped by logos and seals. At their best, these symbols (logos for corporate branding and seals for certain official uses) send customers and rivals a powerful, compelling message about a company's values, mission and future. For 31 years, this purpose has been admirably achieved by the Postal Service's blue and white sonic eagle logo, a timeless, iconic image that still flawlessly represents the forward-looking spirit and aspirations of an institution transforming itself into a modern, self-sufficient organization for the 21st century.

The sonic eagle logo is ubiquitous. Since shortly after its introduction in 1993, the image has been a prominent feature of every Post Office in the country, and adorns blue collection boxes, postal vehicles and employee uniforms.

« **The sonic eagle,** as seen on a 2003 uniform, has represented the Postal Service for 31 years. It was unveiled in October 1993 as the organization's corporate logo.

The first eagle

KNOWN AS THE EAGLE POISED FOR FLIGHT, the Postal Service's official seal represents the passing of an era. It was important for USPS to communicate its fresh, modern approach and deep historical bond with the nation, which inspired the use of the eagle, a symbol the country's founders chose to represent the strength and freedom of America.



The eagle-poised-for-flight seal was introduced in 1970 with the signing of the Postal Reorganization Act, which transformed the Post Office Department into the United States Postal Service. The seal also served a dual purpose as a logo.

Capturing history

A POSTAL SEAL was not mandated until a congressional act of 1825 officially directed the Post Office Department to “procure and cause to be kept, a seal” to authenticate commissions sent to postmasters, and other important documents.

A new seal featuring a post rider on a horse was officially placed into service on May 1, 1837. This image has a lot of symbolism, from its supposed similarities to a woodcut used by Benjamin Franklin to the Post Office Department's role in the country's westward expansion. The post rider also symbolizes the pivotal role of the Post Office Department in connecting the nation's most remote communities — a role that continues to this day.

Remarkably, that post rider on a horse remained the official seal of the Post Office Department for more than 130 years until the signing of the Postal Reorganization Act, which transformed the Post Office Department into the United States Postal Service.

The famous post-rider-on-horse seal, used from 1837 to 1970, does not represent the legendary Pony Express, which did not exist until 1860, more than two decades after this seal was introduced.



Messenger of the gods

THE POSTAL SERVICE HAS USED SEALS SINCE ITS INCEPTION — long before the 1825 mandate.

One of the earliest examples featured the Roman god Mercury, which was documented as Postmaster General Ebenezer Hazard's seal in 1782.

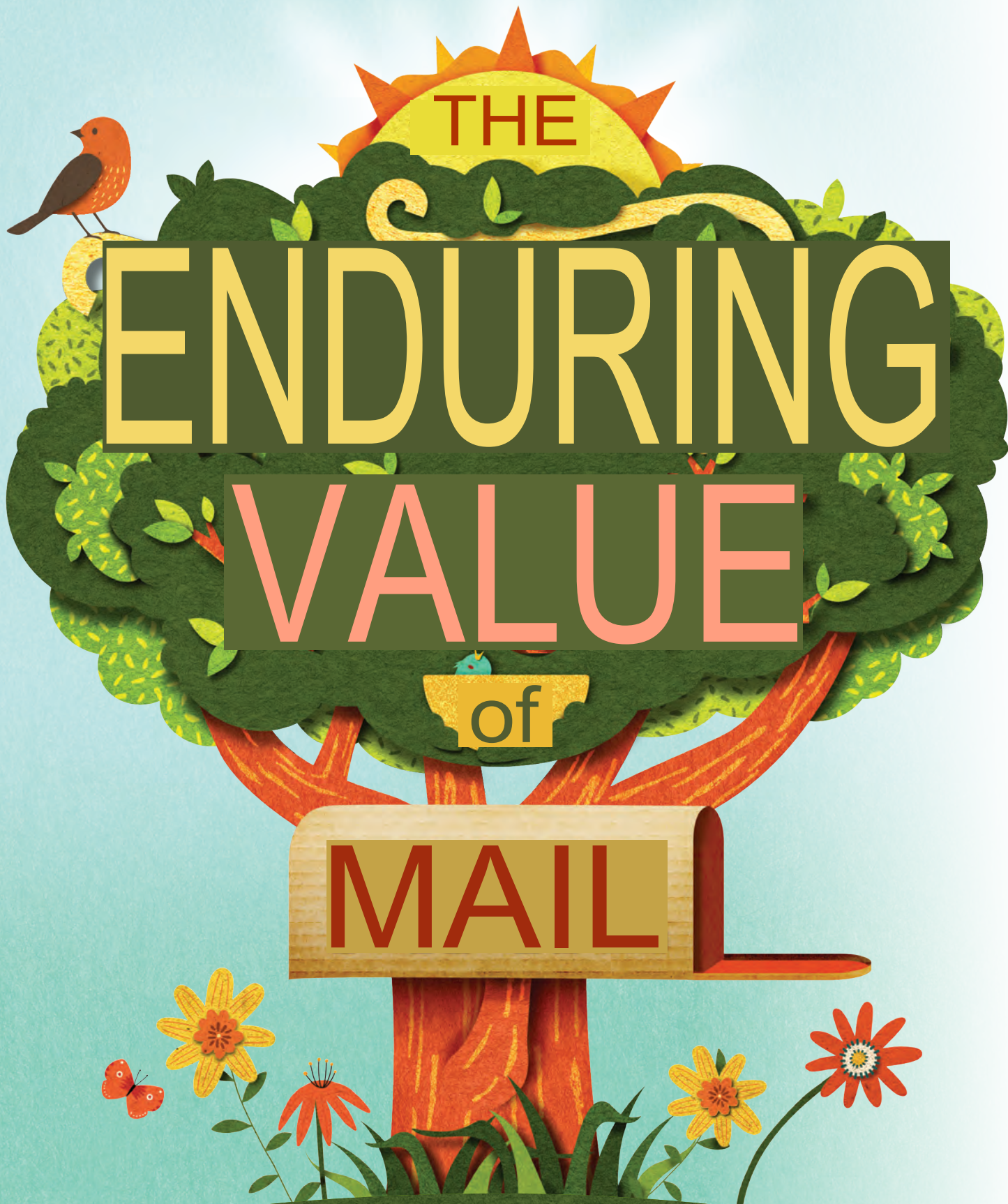
For a country founded partly on ideas inspired by the ancient Romans and Greeks, the connection with the winged messenger of the gods, who was also the god of commerce and travel, was a fitting choice. It sent a clear message that the Post Office Department was committed to the swift, secure delivery of the fledgling nation's correspondence.

One of the first postal seals featured an image of the Roman god Mercury. Used between 1782 and 1837, it was updated several times, with English inscriptions replacing Latin. In the final version, Mercury held out a letter while standing on a globe labeled “America.”



A consistent theme

FOR ALMOST 250 YEARS, Postal Service seals have represented the organization's role in the country's evolution as much as they have symbolized its values and mission. But just as importantly, each seal and logo is a prominent visual reminder that USPS is, and always will be, changing with the times to best serve the American public.



THE U.S. MAIL REMAINS ESSENTIAL TO THE AMERICAN PUBLIC, THE MARKETERS TRYING TO REACH IT, AND THE POSTAL SERVICE'S BOTTOM LINE.



Mail connects Americans like no other medium. In a communications landscape that includes email, social media, digital ads, television and radio, mail perseveres as a great choice for customers — from their personal greetings to their business matters — and for marketers eager to boost sales.

Of course, USPS has a vested interest in that selection. Mail is critical to the Postal Service's financial security. Despite the decades-long decline in mail volumes, First-Class Mail and Marketing Mail generated \$39.6 billion in fiscal 2023, half the year's annual operating revenue. This is a testament to mail's endurance in a digital age.



The Delivering for America plan is ensuring that this vital communications tool continues to bring value to customers and financial stability to postal operations for generations.

Every aspect of the plan is devoted to improving the processing and delivery of mail and packages. The list of innovations and improvements already underway is extensive: a streamlined mail and package network; state-of-the-art facilities; a renewed focus on employees; a new delivery fleet; investments in automation and information technology; and a new, cost-effective ground transportation system.

The Postal Service has successfully gained more control over its pricing authority — an early and pivotal achievement under Delivering for America — which has also improved mail's contribution to the organization's finances. In fiscal 2023, First-Class Mail revenue grew by \$515 million over fiscal 2022 despite a 6.1 percent drop in volume. Marketing Mail remained relatively stable, too, on an 11.4 percent drop in the number of pieces delivered. This is a positive sign that its new pricing authority gives USPS greater freedom to more accurately price mail products to cover costs and eventually, when the Delivering for America plan is fully implemented, ensure mail generates sustained profits every year.

MAIL BY THE NUMBERS

The Postal Service's new pricing authority is bringing stability to mail revenues despite volume declines.

	FY 2023	FY 2022	FY 2021
FIRST-CLASS MAIL			
Revenue	\$24.5 billion	\$24 billion	\$23.3 billion
Number of pieces	46 billion	49 billion	50.7 billion
MARKETING MAIL			
Revenue	\$15.1 billion	\$16 billion	\$14.6 billion
Number of pieces	59.4 billion	67.1 billion	66.2 billion

Source: USPS Fiscal Year 2023 Annual Report

Building mail's presence

USPS needs to generate more revenue to realize its Delivering for America vision, and every sales channel is being evaluated for potential growth. Mail, with its long history of connecting American business to new and existing customers, is a prime candidate for increased revenue.

Mail has been a marketing tool for almost 180 years. In 1845, Congress introduced a new rate category of unsealed “circulars and handbills or advertisements.” What is now called Marketing Mail continues to be a powerful medium for American businesses and has survived numerous advances in communications, from radio to television to the digital revolution.

Mail's strength lies in its uniqueness, versatility and the consistent value it delivers. A visit to the mailbox is a familiar daily routine accompanied by a sense of anticipation. As studies continually show, Americans trust what they read in their mail more than any other medium.

Mailboxes are also far less cluttered than social media feeds and are more targeted than other marketing tools, such as television and radio. This significantly increases the likelihood that mail will be opened, read and — crucially — will prompt the recipient to act. Indeed, mail's physical, tactile nature often makes it more memorable than other marketing tools.



Mail shines as part of omnichannel marketing

Mail on its own is an effective way for businesses to reach potential and existing customers, but consumers repeatedly say they are more likely to engage with a brand when they receive multiple types of communication. And that logic works. Each marketing channel is consumed differently and a strategy that uses multiple channels — what is known as an omnichannel approach — can use each medium's strengths to fine-tune a message and elevate a brand or product.

Mail fits neatly into this omnichannel approach. In addition to the tactile quality of the mailpiece, there are the Postal Service's powerful digital technologies — Informed Visibility and Informed Delivery — that enhance mail's omnichannel functionality.

A buyer's journey

Decades of research on consumer habits provides marketers with insights into every step of a consumer's buying journey. Marketing campaigns today touch every stage in the purchasing process, from building awareness

MAIL'S VALUE THROUGHOUT THE CUSTOMER PURCHASING JOURNEY

All along a consumer's journey — being made aware of an offering, researching and evaluating options, purchasing the product or service, receiving statements and sustaining engagement with a business — mail is highly effective at moving the customer to the next stage in the purchasing process.

AWARENESS

DESIRE/
INTEREST

SPECIAL
OFFER!

Businesses of all types use mail — often in combination with other marketing channels — to help a potential customer move from initial awareness of a product or a service toward a desire to learn more. The spark of curiosity might begin with a catalog, a postcard or a piece of Marketing Mail.

to buying a product or receiving a statement, turning a one-time buyer into a brand loyalist and return customer.

Mail is particularly useful for building awareness. As repeated studies by direct mail automation platform Lob have shown, texts and emails from unknown brands don't resonate with consumers of any age, and even paid social media has limited reach. On the other hand, mail is read by 72 percent of consumers on the day it arrives. Plus, a high percentage of Americans check their mailboxes daily.

That strong open rate includes direct mail, which helps marketers create campaigns that build interest and loyalty in a product or brand. Discounts or promotions received in the mail can be decisive in closing a sale.

A well-designed piece of mail — whether it's a catalog, postcard or pamphlet — can also present multiple opportunities to influence a buying decision, as many Americans keep and refer to direct mail for several days after it is received.

First-Class Mail plays an important role, too. Thanks to USPS product innovations, statements and invoices can now be turned from staid necessities into colorful, appealing marketing pieces that let customers know they are valued and appreciated. This so-called transactional mail is often disconnected from a company's marketing efforts, but with some nuanced changes, businesses can influence buying decisions through a powerful medium not typically seen as a marketing tool. First-Class Mail also adds value to a marketing message, as consumers appreciate the perceived expense associated with it. For example, 27 percent of households that pay their

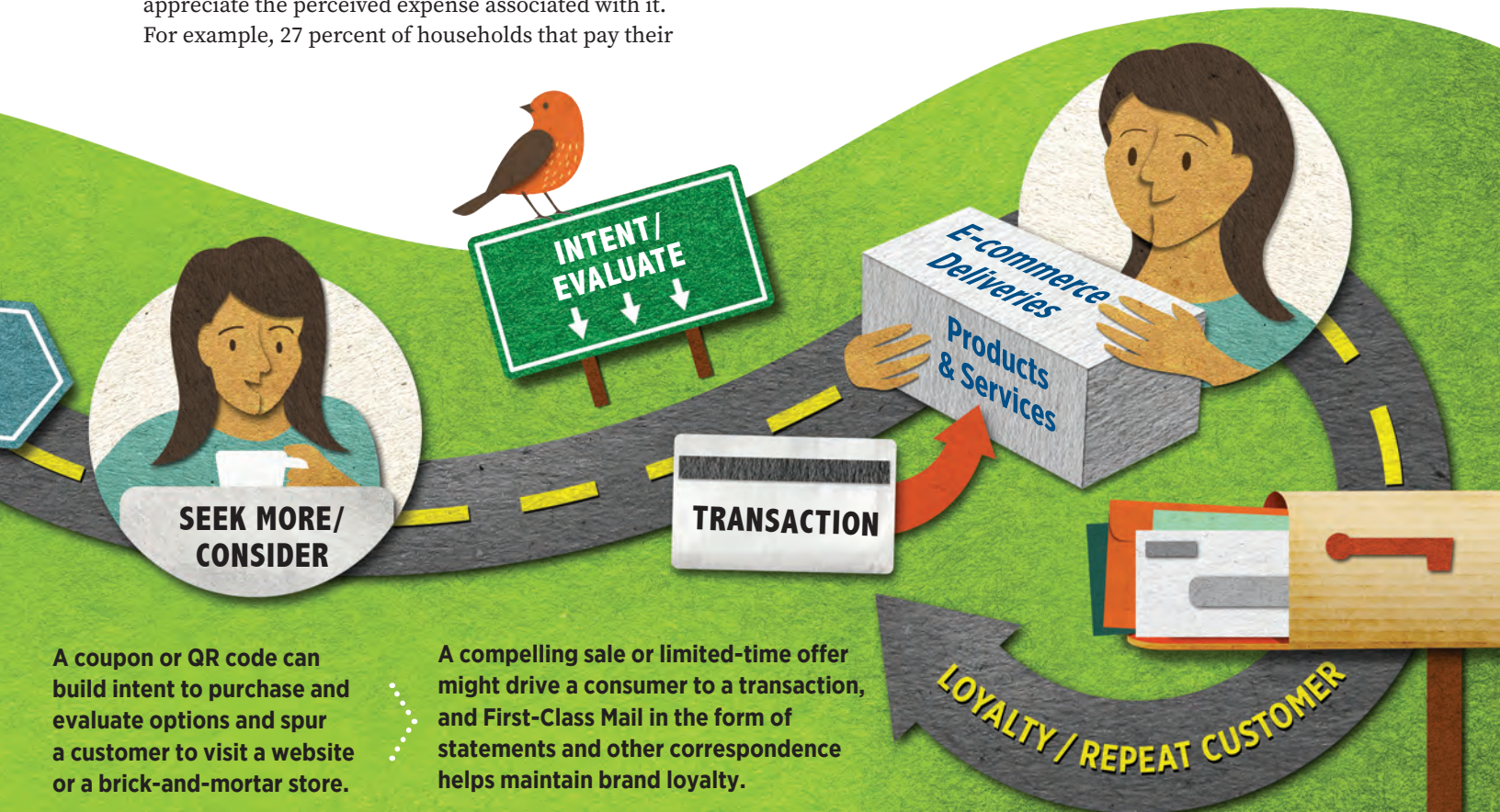
bills online still prefer to receive them by mail — giving marketers a prime opportunity to include customized inserts, coupons or QR codes that link to videos or websites.

Enduring value

American marketers are giving mail a closer look. In a 2024 study by Lob, 84 percent of the marketers surveyed said mail provides the highest return on investment of any marketing channel. That's up from 67 percent in 2022 and 74 percent in 2023. More than four out of every five marketers also said mail delivers the best conversion and response rates and 82 percent of them reported they are increasing mail spending this year, a significant gain on the 58 percent that increased mail spending in 2023.

Mail has always been a strong, versatile marketing tool, and a new generation of marketers is now discovering that a combination of mail and digital can be greater than the sum of its parts. The Postal Service will continue to work diligently to educate the marketing industry on the power of mail to strengthen the bond between a business and its customers, bring a high return on investment and provide results unlike any other marketing channel.

When postal employees process and deliver a greeting card, a credit card bill, a catalog, a brochure, that's mail that customers still value — and mail that still delivers value for the U.S. Postal Service.



A coupon or QR code can build intent to purchase and evaluate options and spur a customer to visit a website or a brick-and-mortar store.

A compelling sale or limited-time offer might drive a customer to a transaction, and First-Class Mail in the form of statements and other correspondence helps maintain brand loyalty.

Making Mail More Valuable

Margaret Pepe, executive director of product solutions, and **Steve Mills**, director of mailing services product management, talk about new strategies to grow the value of mail and bridge the gap between digital and e-commerce marketplaces.

Businesses constantly evaluate whether they are getting a worthwhile return on investment in mail, since there are so many other ways to communicate with their customers. What really drives decisions to use mail versus other marketing methods?

Pepe: There is an incredible amount of competition in the advertising ecosystem. Every tactic and channel within every marketing campaign must prove its value every time. If not, it stops being used. The fact that mail remains an integral part of most companies' marketing efforts is a testament to the strong return on investment businesses achieve with mail. Our goal is to ensure mail not only delivers that strong return but also maintains or grows its value compared with other marketing channels.

STEVE MILLS



Mills: Rarely does a company use just one marketing tactic; for the most part, they put together integrated campaigns so that consumers get mail, email, social content and TV advertisements, all of which combine to influence a successful sale. Businesses have found real value in the multiplier effect of mail and how it enhances and strengthens a campaign's messaging when used in conjunction with other advertising mediums.

There is a large mailing industry composed of mail service providers, printers and marketing shops that are selling the value of mail to America's businesses. What is the Postal Service's role in spurring greater use of mail?



MARGARET PEPE

Pepe: We work closely with the mailing industry to identify and evaluate future opportunities to boost mail growth and bridge the gap between digital and e-commerce marketplaces. As a result of this collaboration, we may create a new product, a new service, a promotion or an incentive to help the mailing industry be more competitive and help drive greater revenue for the Postal Service. One initiative we recently introduced that has had a positive response is Mail Growth Incentives. It's available for both First-Class Mail and Marketing Mail, and some businesses that left the direct mail channel are returning.

Mills: Mail Growth Incentives is a simple proposition. We establish a volume baseline for the mailer and they can receive a postage credit of 30 percent for qualifying volume in excess of 1 million pieces or fiscal year 2023 baseline volume — whichever is higher. In the first year, we've had more than 1,300 businesses participate. That means we have 1,300 businesses planning to send more mail than last year and spending more with the Postal Service. It also means that the mailing industry is producing more mail, printing more mail and preparing more mail. That's the fruit of collaboration with the mailing industry to grow mail volume.

Mail is seen as a mature marketing channel. How does the Postal Service encourage innovation and refresh the way marketers view and use mail?

Pepe: We have a robust portfolio of promotions that encourage businesses to try new technologies and print techniques to extract the greatest value possible from their direct mail investment. More than half of all mail sent takes advantage of one of these promotions. These inducements cause marketers and other mailers to consider upping their game when they use mail and to think of mail differently, all while adding customer value to mail.

Mills: We build market strategies with the mailing industry to encourage businesses to take advantage of these offers. We know we have a very successful strategic partnership with the mailing industry because, thanks to the promotions we offer, we are seeing increasingly wider adoption of tools like Informed Delivery and greater use of print techniques and technologies. The conversation is slowly moving away from pricing and is now more about the value of mail as a core component of an omnichannel marketing strategy.



PLAYING IT SMART

Artificial intelligence is on the job in mailing and shipping.

Every industry seems poised to be transformed by the promise of artificial intelligence (AI) and the mailing and shipping industry is getting a taste of the possibilities ahead. Adoption of information technologies — like automated sorting, robotic scanning, radio frequency identification tracking and myriad other logistics software tools — is leading the industry down a constant path of modernization. It is no surprise, then,

that these two sectors have been early AI adopters and are already using this technology to make major strides in efficiency, reliability and safety.

AI could be considered one of the most influential technological advancements of our time. By combining mathematical models or algorithms with massive amounts of computational power and vast quantities of data, AI can perform tasks quickly and precisely in a way

AI at USPS

that mimics human intelligence. And while AI does not contain the creativity, perception, experience and cognitive abilities that people possess, its ability to work nonstop around the clock, along with its accuracy, speed and ability to learn and improve, makes it a remarkably useful problem-solving tool.

Delivery vehicles, from transoceanic container ships to last-mile delivery trucks, now operate on routes that have been designed by AI. Their loads may also have been determined by AI, and at some point, their cargo was likely sorted by a machine incorporating some version of AI. The ships' crews or the truck's driver may even have been assigned by AI.

As AI becomes more widely applied, its ability to improve efficiency, reliability and profitability will grow. But don't expect roads teeming with autonomous vehicles and skies filled with drones just yet; the more immediate impact of AI on mailing and shipping will happen away from the public eye, improving logistics, operations and customer service.

Forecasting may be AI's most significant contribution in logistics today. The ability to ingest and analyze massive amounts of data almost instantly can deliver insights that reshape how mail providers and shippers operate. Imagination is the only limit here. In the future, AI will be able to combine real-time data on weather, consumer buying and spending patterns, vehicle maintenance records, traffic movement and road construction, along with an unlimited number of other inputs, to precisely determine each day's capacity and processing needs as well as fleet requirements, packaging materials and every other aspect of an operation.

Forecasters see excess capacity becoming a thing of the past. Energy and fuel waste will be drastically reduced, and the speed and reliability of operations will be greatly enhanced. This noticeable difference in the integrity of mailing and shipping operations should have a measurable impact on how customers are served — and on business profitability.

As data gathering becomes more accurate and immediate, AI's effect on employee safety will also grow. It will be able to design safety protocols and facility layouts that better protect employees and predict potential hazards before they occur. Robotics with AI will take on difficult aspects of an operation. AI-enabled technology in the hands of every employee will provide real-time data on their working environment, a real bonus if a facility requires special safety equipment,

AI is already an integral part of Postal Service operations — and is key to Delivering for America modernization plans. Here are just a few ways AI is improving how USPS serves the nation.



Where's my package? When customers contact USPS call centers, conversational AI can use algorithms to advise them of the status of packages, with near-real-time predictions of delivery dates.



Location, location, location. If a barcode is obscured or handwriting is illegible, object detection on new processing equipment can glean information from the package or letter to decipher the intended destination. This has eliminated manual lookup of half a million tracking points a day.



ID, please. With AI and machine learning, USPS can detect — even prevent — fraudulent transactions by flagging anomalous behavior and patterns. It also helps accurately verify online postal customers' identities.



Driving decisions. Informed Visibility, one of the largest USPS platforms, provides analytics and visualizations for service and transportation efficiencies. It also presents diagnostics to help fix service failures and drive better data-based decision-making.

a piece of machinery is about to fail, or a flooded road could derail a delivery schedule.

In order to ensure responsible AI use and avoid misuse or unintended consequences, the Postal Service has established a policy and accompanying procedures to manage AI's unique risks. The promise of the technology's impact is limitless, and USPS welcomes a new future of streamlined operations, enhanced environmental sustainability, improved accessibility for people with disabilities, and many other benefits. AI can strengthen relationships with employees, vendors and customers, and provide innovative insights for product development, sales and marketing. But in every possible application, the real impact is that decisions and actions will be more informed, precise and swift. Most importantly, AI can be a tool that amplifies the skills and talents of employees, driving the success and growth of the mailing and shipping industry, including USPS.

We Go Everywhere!

ZIP Code™

96729

In Post Office retail lobbies, you can find items such as shipping supplies, greeting cards, stationery, gift cards and — in Hoolehua, ZIP Code 96729 — a bin of coconuts.



Hoolehua, Molokai, HI

The Hoolehua Post Office is one of five serving the island of Molokai in the Hawaiian archipelago. There is no home delivery to its roughly 7,400 residents, only PO Boxes.

Molokai doesn't receive as many visitors as Oahu, Maui, Kauai or the "Big Island" of Hawaii, and it's less commercialized — there's only one hotel, and no traffic lights. The

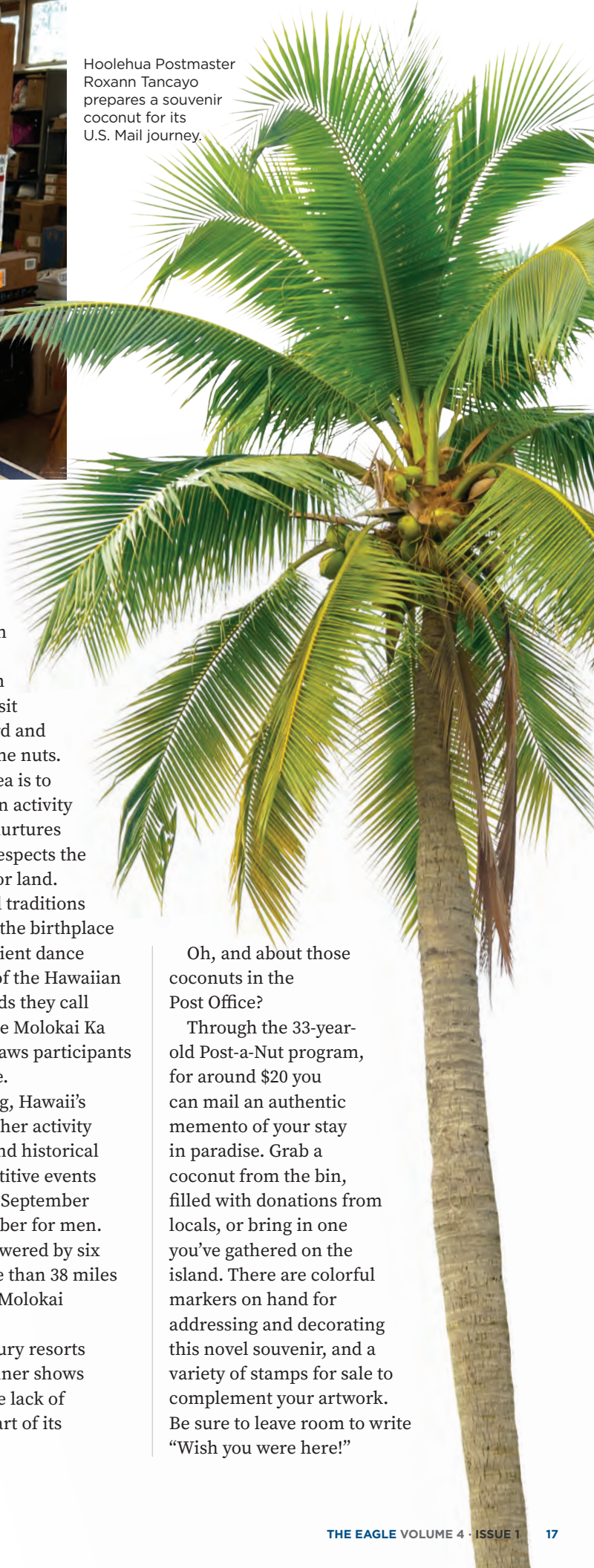
lack of development is intentional; islanders have resisted the overtures of hotel chains, golf courses and cruise ships.

Stunning 3,000-foot sea cliffs border the north coastline. The largest fringing reef in the United States — approximately 30 miles long — runs along the south coast. Papohaku Beach, on the west side of the island, is one of the longest white-sand beaches in Hawaii. Popular water sports include





Hoolehua Postmaster Roxann Tancayo prepares a souvenir coconut for its U.S. Mail journey.



fishing, snorkeling, scuba diving and kayaking.

Visitors are encouraged to enjoy the unspoiled beauty of the island. The Mo'omomi Preserve offers guided hikes through protected lands. The Molokai Land Trust offers "voluntourists" the

opportunity to pull invasive vegetation and replant native species. If that sounds like too much work, you could tour a plumeria farm and make a lei, or visit a macadamia orchard and crack some nuts.

The idea is to find an activity that nurtures and respects the 'aina, or land.

Oral traditions describe Molokai as the birthplace of the hula. This ancient dance form tells the story of the Hawaiian people and the islands they call home. Every May, the Molokai Ka Hula Piko festival draws participants from across the state.

Outrigger canoeing, Hawaii's official sport, is another activity with deep cultural and historical significance. Competitive events are held annually in September for women and October for men. The canoes, each powered by six paddlers, cross more than 38 miles of open ocean from Molokai to Oahu.

You won't find luxury resorts or luaus with big dinner shows on Molokai — but the lack of commercialism is part of its enduring appeal.

Oh, and about those coconuts in the Post Office?

Through the 33-year-old Post-a-Nut program, for around \$20 you can mail an authentic memento of your stay in paradise. Grab a coconut from the bin, filled with donations from locals, or bring in one you've gathered on the island. There are colorful markers on hand for addressing and decorating this novel souvenir, and a variety of stamps for sale to complement your artwork. Be sure to leave room to write "Wish you were here!"





A World of Contrasts

THE GLOBE OFFERS A FASCINATING MOSAIC OF POSTAL SYSTEMS.

Postal networks are the lifeblood of nations. Beyond their still-vital role connecting people and communities, postal networks are a symbol of stability, economic progress and national identity. And while common themes can be identified among the world's postal systems, the unique geographic, demographic and economic needs of each country have created a fascinating mosaic of mail operators.

America's postal network stands alone among the world's mailing systems. Over its long history, the

U.S. Postal Service in all its forms has evolved from a wartime communications network into a complex operation hyperfocused on the timely, reliable delivery of mail and packages six and seven days a week, with a steadfast determination to fulfill its universal service obligation.

No other postal system comes close to the scale of USPS, even in countries with larger landmass or populations. USPS

handles and delivers more than 40 percent of the world's mail volume every year. The next largest domestic mail markets, Japan and Germany — combined — account for a little over 10 percent of global mail volume. This massive difference is due in part to the nature of the American system, where direct mail is well established and a vibrant economy

powers a massive demand from consumers for package delivery.

Elsewhere, though, different priorities have emerged for postal operators, notably in the financial sector.

TAKING A DIFFERENT ROAD

According to the Universal Postal Union (UPU), the specialized United Nations agency that facilitates the handling and delivery of international mail, 1.5 billion adults around the world — almost 30 percent of all adults — access financial services through a postal outlet. The profile of these postal providers is diverse, too, with a villager in rural Morocco just as likely as a Parisian or Tokyoite to consider the local post office for banking and money transfers.

Japan Post could be considered a singular example of a postal provider's diversification from mail delivery. While Japan's postal service has offered customers savings accounts since 1875 — four years after the

country's modern postal system was created — its privatization in 2007 supercharged its nonpostal growth to the point where Japan Post is now one of the country's largest bank operators and a leader in insurance and real estate investment. Indeed, according to UPU data, financial services generate as much as 90 percent of Japan Post Group's revenues. Comparatively, France's La Poste Groupe and Morocco's La Poste Maroc — both major financial services providers in their own right — produce about 20 percent and 60 percent of their revenues, respectively, from banking, insurance and other finance products.

A CHANGING LANDSCAPE

The Postal Service's ownership structure, regulation and self-funding obligation are distinct from the global norm, too. Most postal networks are owned and

operated by governments, which can result in them covering the losses associated with operating a national mail delivery network. Partial and full privatization of postal networks is increasing, especially in the European Union, which has followed a postal liberalization policy since the late 1990s. Some providers have gone further, like the postal systems in Denmark and Sweden, which merged

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in 2009 to create PostNord. The United Kingdom's privatized Royal Mail took another route, splitting its delivery and retail operations into two separate companies.

The global decline in mail volumes is impacting universal service obligations. Terrain and resources have always meant that some postal operators could not attain this standard, but with some countries now experiencing record lows in mail volume, the cost of a universal service obligation

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MOVING INTERNATIONAL MAIL



For 150 years, the movement and delivery of international mail has been governed by the Universal Postal Union, one the world's oldest international organizations, and part of the United Nations since 1948. With 192 countries currently represented by UPU, mail destined for foreign delivery follows a time-honored and proven process based on pre-agreed rates, known as terminal dues, negotiated through the union.

In the United States, mail destined for a foreign country is collected at service centers in Chicago, Miami, Los Angeles and New York, where the U.S. Postal Service works with Customs and Border Protection to examine mail and packages and determine duties and taxes. From there, the mail is typically flown to the destination country where the local postal provider will deliver the mail to its addressee. The predetermined terminal dues pay for the foreign delivery leg of that journey.

The same process happens in reverse for incoming mail to the United States, with an additional customs screening conducted before it enters the USPS mailstream.



is being questioned. The solutions to this dilemma have included fewer delivery days, relaxed performance standards and, as happened in Denmark earlier this year, the elimination of the universal service obligation altogether.

MEETING CUSTOMERS' NEEDS

Postal providers have shown remarkable ingenuity to meet the specific demands of their nations. Government services are common, but in recent years, market-based products have also become popular. Australia Post, for instance, is turning its post offices into marketplaces, providing communities a central point to reach local businesses and grab a coffee. La Poste operates a large-scale meal delivery service and is a major lender to local authorities across France. Poste Italiane considers itself a service provider,

offering Italians landline, broadband and mobile phone services as well as payment cards, banking, government identification, home and car insurance and, most recently, refrigerated food and wine delivery, in addition to mail and package delivery. State-owned China Post recycles home appliances as part of the government's broader national recycling policy.

SETTING A STANDARD

The price of a U.S. stamp has increased over the years, but at a slower rate than in other countries. Americans still benefit from one of the lowest mail pricing structures in the world. A 2023 report from the Office of Inspector General concluded that the Postal Service's nominal price for First-Class Mail was almost half the global average. Among the highest stamp rates

in the world, the price for a first-class stamp in Finland was almost five times more than in the United States.

The world's postal systems are in flux, and transformation is coming for almost every operator, regardless of size. For USPS, that transformation is taking place right now as the organization builds a better, faster, cleaner and more modern postal system. The Postal Service is striving to be a great place to work and offer customers the most reliable and affordable delivery service in the country, all while ensuring its financial self-sufficiency. When the Delivering for America transformation plan is complete, USPS will set a new global standard in operating efficiency and customer service, and solidify its position as the world's leading postal operator.



The White House Challenge To Save Lives From Overdose

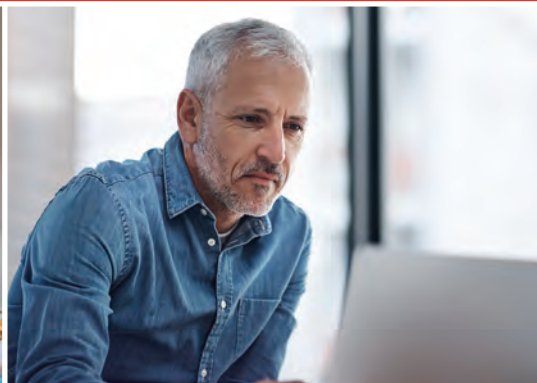
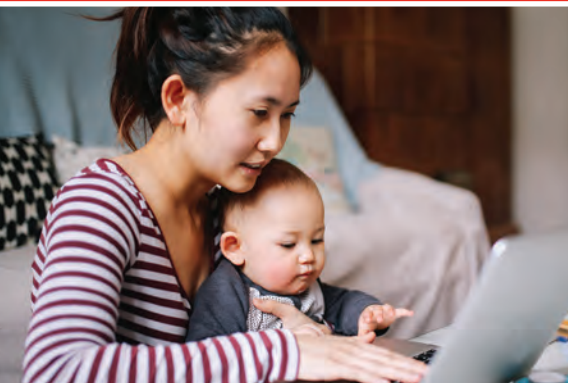


The United States Postal Service is participating in the White House Challenge to Save Lives From Overdose. This program calls on leaders nationwide to commit to training their employees on opioid overdose reversal medications, stocking these medications in first aid kits, and distributing them to employees and customers. The Postal Service is proud to support this worthy health and safety initiative.



Scan the QR code to learn more >

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 (PSHB) Program for eligible employees, annuitants, and eligible family members. PSHB coverage will replace Federal Employees Health Benefits 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 at [MyHR.usps.gov](https://myhr.usps.gov).
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