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The Eagle

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OF THE UNITED STATES POSTAL SERVICE

MAGAZINE

The Spirit of 76

A Conversation With
76th U.S. Postmaster General

David Steiner





Delivering for America: How the United States Postal Service Built a Nation

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From the Postmaster General

It is an honor to introduce you to this latest edition of *The Eagle* magazine as your postmaster general and CEO. I want to thank the Board of Governors for entrusting me with this role and, most importantly, I want to express my gratitude to each of you for your dedication to the U.S. Postal Service and your service to the nation, which is especially meaningful as we recognize our 250th anniversary.



For this issue, I sat down with Yvonne Yoerger, managing editor of *The Eagle*, to share perspectives on my background and my first impressions of this great institution. At the time, I had been in my new role for just a few weeks. But from my visits to facilities, conversations with front-line employees and review of the ongoing transformation plan, it was already abundantly clear that we have the people, the skills and the vision to serve, compete and thrive far into the future.

To be sure, there is much work to do to improve our service performance and strengthen our finances. Where we have the correct strategies, we will strive to execute at a higher level. Where the strategies aren't the best, we will improve them. At every step, I will communicate with you.

We are a storied institution, and this issue reflects both our rich tradition and promising direction. We honor our heritage with a feature on New York's landmark James A. Farley Building. We also look at how the shifting postal landscape in the 1970s made Marketing Mail the critical revenue driver it is today; learn about our new Priority Mail Next Day product; and check in on the rollout of our new vehicle fleet.

Together, these features remind us of our 250-year legacy and that adaptability and customer focus have always guided our public service mission. I hope you find this edition of *The Eagle* useful and informative.

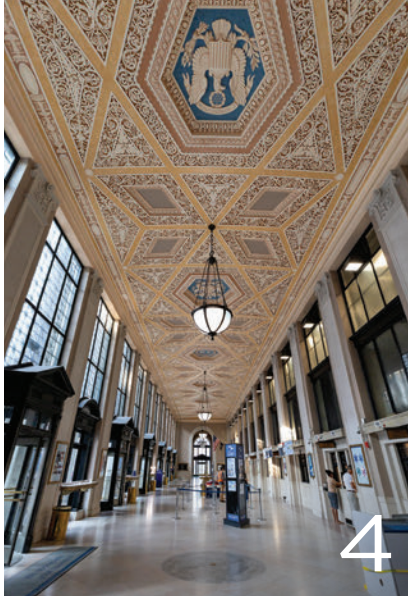
Thank you for your hard work every day and for your part in strengthening this great institution. You are vital to ensuring it remains an indispensable, independent and self-reliant organization that provides excellent service and value to the nation.

A handwritten signature in black ink that reads "David P. Steiner".

David P. Steiner

Postmaster General and Chief Executive Officer
United States Postal Service

CONTENTS



4 On the Right Track
The evolution of a major postal landmark
Train passengers, mail and more are under the same roof at the Farley Building in NYC.

7 Product With a Purpose
The debut of Priority Mail Next Day
Businesses have an affordable new way to reach millions of consumers overnight.

8 The Spirit of 76
A conversation with Postmaster General David Steiner
The organization's 76th leader sees improved service as crucial to future success.

14 Fueling Marketing Mail's Boom
Collaboration in a class by itself
Postal reorganization in the 1970s inspired a versatile product that's grown into a revenue mainstay.

18 Shifting Into Gear
An update on the rollout of new vehicles
Fleet modernization is a key component of USPS transformation efforts.

IN THIS ISSUE

- 1 From the Postmaster General**
The beginning of a new era
- 3 Spotlight**
Fluent in compassion
- 16 We Go Everywhere!**
A visit to ZIP Code 04652

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.

FLUENT IN COMPASSION

Spotlight

A postal employee delivers hope to abuse survivors by helping them learn English.



Mireya Tipantasig, a native of Ecuador, understands the power of language.

Since 2017, the Bridgeport, CT, letter carrier has worked as an adjunct professor at the University of Bridgeport, teaching English 101 and all levels of Spanish.

Tipantasig is no ivory-tower academic, however. In fact, it was her reputation as a helpful bilingual carrier on her walking route that brought her to the attention of a clinician who in 2021 was searching for the right person to teach a new grant-funded English as a second language (ESL) class for domestic violence survivors receiving support services at a local nonprofit.

It's a role she does not take lightly.

"As an ESL teacher, my responsibilities extend far beyond just teaching English," she said.

Many of Tipantasig's students have been economically and socially dependent on an abusive partner, so lessons may include advice on practical matters such as navigating doctors' offices, applying for a job, ordering food or even using the Post Office.

But learning English is the main focus of the class. "The inability to speak English creates an economic barrier for survivors seeking to live a safe and independent life," she explained.

Her students' stories of abuse and trauma can be troubling, but the work nevertheless brings her joy:

Teaching can "build a better society and a better world, with justice and rights for all."

MIREYA TIPANTASIG

Letter Carrier
Bridgeport, CT

"We focus on the beauty of life and the opportunities that are presented" when linguistic and psychological barriers are removed.

The USPS employee is mindful that it was her reputation as a helpful presence on her route — building bridges in Bridgeport — that brought her the opportunity to teach the class, and she seeks to strengthen those community ties every day.

One reason she recently became a notary public, for example, was to help elderly and Spanish-only customers. "The documents they receive in the mail can be very important," she said. "Some customers have questions about them and are too embarrassed to ask."

Tipantasig is a devout Catholic and finds in her faith the "comfort, strength and guidance" to accomplish all that she does, including happily caring for her multigenerational family. "I'm convinced I must be a light in my home first," she said, "and then illuminate the lives outside."

She also finds inspiration and motivation in her students' successes, and she sees teaching as a way "to build a better society and a better world, with justice and rights for all."

Quoting Hebrews 11:1, she describes faith as "the evidence of things hoped for, the conviction of things not seen."

It's a sentiment that would no doubt resonate with the struggling souls in her class striving for a brighter future.

Date	Time	Departure	Train	Car	Class
12.06	08.25	MOYNIHAN TRAIN HALL AT PENN STATION	1914	7	2

ON THE RIGHT TRACK

From trainloads of mail to trains full of people, a major postal landmark in NYC has evolved with a renewed sense of direction.

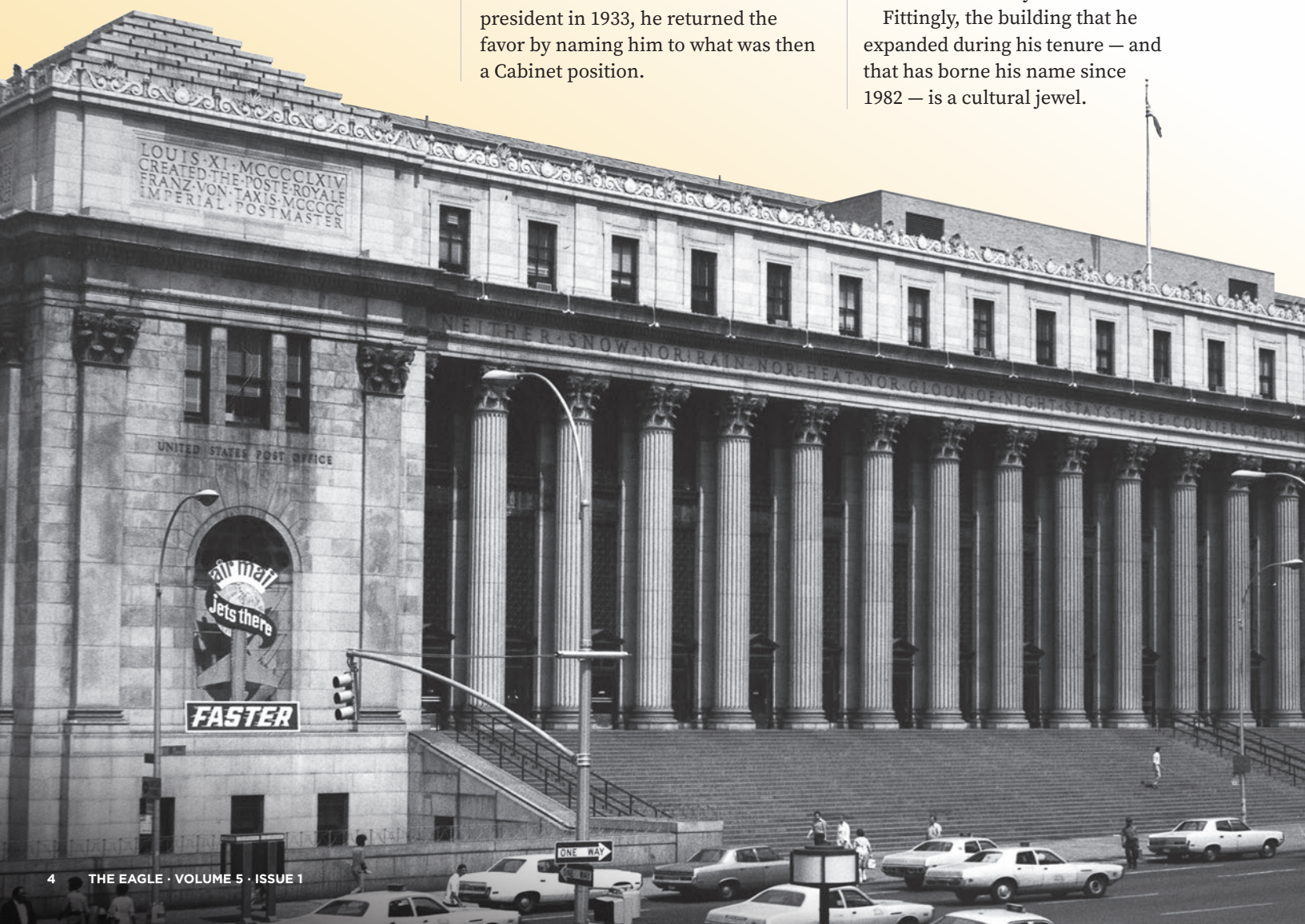
The James A. Farley Building stands shoulder to shoulder — in estimation, if not elevation — with the Manhattan skyscrapers that surround it.

It's a structure, and a history, that contains multitudes.

The Farley Building's namesake was the 53rd postmaster general of the United States and a New York politico who ran several of Franklin D. Roosevelt's campaigns for state and national office. When FDR became president in 1933, he returned the favor by naming him to what was then a Cabinet position.

Farley ably led the Post Office Department through the hardships of the Great Depression, ensuring that postal workers kept their jobs and presiding over a rebound in its fortunes beginning as early as 1935. He also worked with the Treasury Department's Section of Painting and Sculpture to commission murals and other New Deal artwork for Post Offices around the country.

Fittingly, the building that he expanded during his tenure — and that has borne his name since 1982 — is a cultural jewel.





The Farley Building circa 1970, below, and since its rebirth in the 2020s, above left and right.

'Palaces for the people'

Originally called the Pennsylvania Terminal Post Office, it opened in 1914 as a sister to Pennsylvania Station. The beaux arts masterpieces sat across from each other on Eighth Avenue and created a portal of grandeur into the bustling metropolis of New York City during the early 20th century. Both were designed by the renowned firm of McKim, Mead and White.

It was a time “when post offices and train stations were conceived to be palaces for the people,” in the words of New York Times architecture critic Michael Kimmelman.

The General Post Office, as it would become known within several years, was graced by 20 Corinthian-style columns, marble-clad walls, ceilings accented in gold leaf and an acre of mail sorting space, including the mailroom featured in the 1947 film “Miracle on 34th Street.”

And it set in stone the unofficial motto of the Postal Service:

Neither snow nor rain nor heat nor gloom of night stays these couriers from the swift completion of their appointed rounds.

It is arguably the most famous Post Office in the world.

and the decidedly modern Madison Square Garden rose in its great, ghostly footprint.

Pushing the station's operations underground symbolized a “mean, cramped vision of the city and its prospects,” Kimmelman wrote.

It was a time “when post offices and train stations were conceived to be palaces for the people.”

Up in the air

The complementary grande dames graced midtown Manhattan's urban landscape for a half-century, surrounding commuters, rail travelers and postal customers with a touch of the sublime in their everyday lives.

But the relationship came to an inglorious end in 1963.

With the rise of air travel and the creation of the highway system, rail traffic decreased, and Penn Station's costly upkeep became harder to justify. Pennsylvania Railroad executives opted to rent the station's air rights (allowing construction in the airspace above a property) to boost the company's coffers.

The exquisite structure was razed, its functions were moved underground

The move sparked such outrage that it helped spur the passage of New York's Landmarks Preservation Law two years later. Declaring the General Post Office a city landmark in 1966 ensured it would not meet a similar fate.

In 1973, it was further safeguarded when it was added to the National Register of Historic Places. And so it has continued for decades on its own.

As Christopher Gray observed in a 2005 Streetscapes column in The New York Times:

Since the late 1960s ... the massive General Post Office has looked reproachfully down its large staircase at Madison Square Garden, the station's architecturally unworthy successor.





With mail transport shifting from trains to trucks over the decades, USPS moved many of Farley's operations to other facilities.

Yet their fates remained entwined.

Beginning in the mid-1990s, a decades-long effort to revive the beleaguered station's fortunes gained steam.

A tireless champion

Daniel Patrick Moynihan — who shined shoes in the original Penn Station as a child during the Great Depression — helped grease the tracks.

The late U.S. senator from New York, statesman and social scientist was appalled by the station's destruction and saw that the Farley provided a light at the end of the tunnel. "Where else but in New York could you tear down a beautiful beaux arts building and find another one right across the street?" he reportedly quipped.

He helped secure political and financial backing for a renewed station and Post Office, but the longed-for

goal was waylaid by myriad factors, including 9/11, after which the Farley Building assumed many of the postal operations of the Church Street Station that sat across from ground zero.

Finally, after decades of political wrangling, red tape, a global pandemic and more, a reimagined Farley, which had been sold to New York state in 2006, opened to the public on Jan. 1, 2021.

Preserving the past

Most of the building serves as the Daniel Patrick Moynihan Train Hall — the main concourse for Amtrak and Long Island Rail Road passengers — but the Postal Service retains a sizable presence, more than 250,000 square feet.

This includes new office and conference spaces, New York Division headquarters for the Postal Inspection Service, a new employee entrance lobby and a new passport acceptance facility. Perhaps most impressively, the Post Office lobby was restored in all its

marble-clad, gold-leafed glory.

That effort received several awards, including a 2022 Lucy G. Moses Award — a "preservation Oscar" — from the New York Landmarks Conservancy.

The painstakingly restored ceiling depicts the Great Seal of the United States surrounded by the seals of the 10 countries that were members of the Universal Postal Union at the time of the building's construction.

Outside of the Postal Service and train hall, tenants include Facebook parent company Meta and dozens of shops and restaurants.

The latest addition to the project, the High Line-Moynihan Connector, which opened in 2023, can be seen as a forward-looking symbol of this transformation: a green, sustainable, user-friendly elevated pedestrian walkway that connects the site to the world beyond.

Much like the Postal Service itself, the James A. Farley Building stands proudly on strong historical bones and embraces a new vision of its future.

Product With a Purpose

Priority Mail Next Day is a testament to the power of the Postal Service's transformation.

USPS is leveraging the speed, reliability and efficiency of its transformed network and transportation system to launch Priority Mail Next Day, a new overnight shipping option for American businesses. It will open new revenue channels and strengthen the Postal Service's competitive position in a crowded shipping market.

Launched on March 1, Priority Mail Next Day is now available in more than 60 markets, offering retailers and online sellers with negotiated service agreements overnight delivery of packages weighing up to 20 pounds

to addresses within 150 miles of a designated USPS local processing center. Priority Mail Next Day is a compelling product for businesses seeking an affordable, reliable and dependable shipping option that reaches millions of consumers overnight.

Each Priority Mail Next Day service area is evaluated on numerous criteria for its viability as a launch market, with population density within the 150-mile delivery radius a primary driver. During the rollout, 62 Priority Mail Next Day markets are serving 75.8 million people and 10.4 million businesses in more than 6,300 ZIP Codes.

Meeting American Businesses' Overnight Shipping Needs

Expedited Delivery

By connecting with local processing centers, sellers can reach thousands of delivery units overnight, ensuring packages reach customers quickly.

Broad Coverage

The first 62 Priority Mail Next Day markets reach 75.8 million people daily.

Affordable Rates

Competitive pricing is tailored to meet the needs of businesses of all sizes.

Customized Solutions

Negotiated service agreements ensure flexible, scalable options for shippers.

Unparalleled Reach

Priority Mail Next Day serves homes and businesses within 150 miles of a designated USPS local processing center.

Flexibility

Packages weighing up to 20 pounds can be entered at participating locations.



The Spirit of 76

A Conversation With
Postmaster General
David Steiner

The Eagle Managing Editor Yvonne Yoerger sat down with David Steiner, the nation's 76th postmaster general, to talk about the beginning of his tenure, establishing a path toward better financial and service performance, and his aspirations for the U.S. Postal Service.

At the time of this interview, you have been postmaster general for less than three weeks. What are your first impressions about the role?

I have two major first impressions. The first is that the people I have encountered demonstrate excellent dedication to the postal mission and the spirit of public service. I see a lot of hardworking, competent, serious people committed to serving the nation and their customers, and that is a fantastic characteristic. My second major impression relates to the enormous scale of the organization. The Postal Service operates the largest post and the largest logistics business in the world. There are tremendous complexities associated with having such a huge enterprise, and tremendous advantages and opportunities. I won't say these things surprise me, but the reality of the strength of our people, our mission and our scale is very impressive.

What attracted you to the job and what can you tell us about the hiring process?

I initially told the recruiting firm I wasn't interested. I was happily retired. But they asked me to think it over for a while and consider it an opportunity





to serve the country. A few weeks later, I was on vacation in France and toured the D-Day battlefields in Normandy. The tour finished at the American cemetery in Colleville-sur-Mer. Any American who visits that site is just overcome with gratitude for the ultimate sacrifices of so many young men who died there serving our country. As I was soaking all of this in and processing what I had seen, the recruiter called me and asked if I had given more thought to serving my country at the Postal Service. It was like something out of a movie, and a few days later my wife and I agreed this is something important to do. After that, I met with the Board of Governors, and we went through an interview process. They even had me meet with the president and the secretary of commerce, which reinforced the magnitude and the public nature of the role.

By the time they selected me as their top candidate, all my thinking was about sustaining the lifetime of experiences I have had with the brand, the value the Postal Service brings to the nation, and the opportunity to bring my business experiences into the organization and help it be more successful in fulfilling its public service mission. Also, I have never been politically oriented and so I love the fact that the organization is independent and nonpartisan by design.

These are early days for you in terms of getting to know the organization and assessing strategies. What can you share about your priorities for learning about USPS and its many stakeholders? Will you be traveling to see Postal Service operations around the country firsthand?

As you can imagine, my first few weeks have been busy. I have been digging into the many operations and functions of the organization and getting briefings from business units. I am absolutely the new kid on the block, so I have been doing a lot of listening and learning from leaders of our postal unions and management associations, members of Congress, customers and mailing industry organizations. But the most impactful thing I have done so far is touring our facilities around Houston on my second weekend on the job. Nothing I hear in Washington, DC, is going to be as useful as seeing actual work getting done in our facilities and talking to the people on the ground who can make us more successful. My top priority is to fully diagnose our issues relating to service performance — and I strongly believe we have all the answers we need within the organization, where the work is being done. So yes, I plan to spend a lot of my time visiting our operations around the country.



“My top priority is to fully diagnose our issues relating to service performance — and I strongly believe we have all the answers we need within the organization, where the work is being done.”

Do you have any thoughts at this stage about the 10-year Delivering for America plan? What should employees expect regarding continuity of its initiatives?

Usually, when a new CEO is brought in, the reason is because the business strategy is wrong, and that's

kind of what I expected before I started studying the plan and how it has evolved over the last four years. But I concluded that Delivering for America is a very smart strategy for the organization. In my estimation, where things have gone sideways is in the execution of that strategy. Service performance is a big problem, and it shouldn't be. Financial performance is a big problem, and it shouldn't be. My view is that many of our large problems will evaporate if the organization aligns around excellent execution. While I am sure we will modify the basic plan over time, I want the organization to know we will continue moving forward with the core modernization and transformation strategies.

You've emphasized the importance of the organization's service to the nation, particularly in providing on-time, dependable delivery. How will you prioritize that focus?

Broadly speaking, our license to operate is based on the timely, reliable, secure delivery of the nation's mail, and to serve every American household and business in every community. We simply must be excellent at delivery to thrive as an organization. Improving service performance is going to be my focus. I intend to communicate frequently and take steps that improve our execution. My expectation is that — if it isn't already — service performance will be the priority for the organization.



You have been the Waste Management CEO and served on numerous corporate boards, including many years on the FedEx board. How do those experiences inform being postmaster general? What are the parallels?

Waste Management and FedEx are both large, publicly traded logistics businesses with distributed workforces. The basic principles of running those businesses are very similar to running the Postal Service, except the Postal Service has a public service mission and is accountable not just to paying

customers but to the needs of the nation. It is a simple fact that we need to deliver effectively and win more business, and that is exactly the mindset of any large logistics provider.

What are your views about the major business areas of the Postal Service: mail and shipping?

Our package business is growing, which is great because it keeps it profitable and boosts the organization's overall financial health in the long term. Our package products are well designed and competitive, so we have a lot to work with in terms of increasing market share and revenue. Looking at our most recent first quarter financial results, we can almost see the light at the end of the tunnel.

"I see a lot of hardworking, competent, serious people committed to serving the nation and their customers, and that is a fantastic characteristic."

I say this because we turned an operating profit as a result of the spike in holiday volumes. Our challenge now is to drive volume growth to the point that every quarter turns an operating profit. It's easier said than done, but it's not an impossible task if we can improve on-time service performance. We have heard from many major customers that we will unlock more of their package revenue with excellent service performance. We also have big advantages because we are going to every delivery point every day. There is still room for interesting product innovation and to compete better against major players and local delivery operators.

In terms of mail, we compete against email and digital ads and every other type of marketing and communications. I think mail has a unique niche — physical delivery — that will always be valued. It's just a question of return on investment for the sender. We need to always be innovating and improving on that return, and again, better service performance will drive volume and revenue growth.



I know you have a deep commitment to employee safety. Can you talk about that as a Postal Service priority?

Waste Management employees were doing a lot of heavy lifting, hanging on to moving garbage trucks and navigating roads and neighborhoods. Safety was incredibly important. I'd say the most important aspect of any organization is establishing a culture that values and respects individuals. Actively safeguarding the health and well-being of employees is the highest expression of that culture. I know that the Postal Service already has a strong, robust safety program and culture, and I intend to make it an even stronger part of our culture going forward.

You joined the Postal Service at a significant moment, as we are observing our 250th anniversary. Is there an aspect of postal history you look toward for lessons as you begin your tenure?

I go right back to the beginning, 250 years ago. The Postal Service was founded in desperate times, at the beginning of our Revolution, by people who were putting their lives at risk to create a nation and build the institutions that would make it successful. I love the idea that those founders were so optimistic and farsighted



that they created a postal system to bind the nation together and enable the free flow of ideas and commerce as a means of strengthening our democracy. I find it very inspiring that we are carrying that legacy forward even today, and that today's 640,000 postal workers are the living embodiment of those ideals. We have a rich, proud history, and it is truly rewarding to join the Postal Service and be a part of that legacy.

What are you most looking forward to in the coming year?

I have a lot of curiosity about so much of what the Postal Service does and how it operates, and so it is somewhat of a challenge to narrow it down to one answer. But I think the most important work that needs to be done relates to service performance. We have an opportunity to improve on-time delivery dramatically in the coming years, and so I most want to see the organization demonstrate steady improvement. It's the key to our future success. ★



Fueling Marketing Mail's

Collaboration has elevated Marketing Mail to be a critical source of Postal Service revenue.

The signing of the Postal Reorganization Act on Aug. 12, 1970, forever changed the landscape of the American postal system. With its mandate to become a self-funding entity upon its launch the following year, the newly formed U.S. Postal Service was compelled to quickly adopt a business-oriented mindset and build deeper partnerships with private industry. The result? A rapid and transformative expansion of what is now known as Marketing Mail — a shift that reshaped the postal network and fueled technological advancements that solidified the Postal Service as the world's preeminent mailing and shipping operator.

In the early 1970s, what was then called Third-Class Mail accounted for about 20 percent of all mail volume, a fraction compared with First-Class Mail. But leaders of the independent USPS, seeking sustainable revenue, saw untapped potential in advertising mail.

They knew that expanding this category would require collaboration with the mailing industry to align on needs and benefits. The result was a flexible, evolving product — known over time as bulk mail, business mail, Direct Mail, Standard Mail and now Marketing Mail — tailored to meet the diverse needs of modern commerce.

Building public-private partnerships

These early collaborations still form the backbone of Marketing Mail's success. Organizations such as Postal Customer Councils and AIM (Areas Inspiring



Mail), along with the postmaster general's Mailers Technical Advisory Committee, have been instrumental in driving key innovations and operational efficiencies.

Through the decades, postal and industry leaders have worked together on topics such as addressing, mail preparation and barcode requirements, which have improved processing for the popular Marketing Mail category.

These partnerships encouraged many of the Postal Service's technological advances in the past 50 years. The five-digit ZIP Code, ZIP+4, optical character readers and prebarcoding collectively turned bulk mail into a powerful marketing channel, offering both broad reach and precise targeting.

Changing the mailing landscape

As a result, advertising mail became a valued part of American life, delivering

In the early 1970s, leaders of the independent USPS, seeking sustainable revenue, saw untapped potential in advertising mail.

Boom

meaningful benefits directly to consumers right in their mailbox: exclusive offers, local deals and personalized coupons. It strengthened the connection between consumers and businesses throughout the buying process in ways that digital media or a visit to a store cannot.

The impact has been significant. From a volume of just under 20 billion pieces in 1970, Third-Class Mail grew at a faster rate than First-Class Mail for nine of the next 10 years. The mail type's volumes were supercharged in the 1980s, growing by double-digit percentages almost every year. Third-Class Mail volumes in 1984, for instance, rose almost 18.5 percent.

By 2000, business mail volumes had grown to more than 90 billion pieces, a more than fourfold rise in the 30 years since USPS was created. Just five years later, Standard Mail overtook First-Class Mail as the primary volume driver for USPS, with 100.9 billion pieces accounting for around 47.7 percent of all mail. Advertising mail's ascendance was complete.

A resilience that persists

Challenging times — the Great Recession of 2008 and the rapid growth of digital media — hit postal volumes hard. All mail classes declined, but thanks to those decades-long industry partnerships, advertising mail emerged as a more resilient product. Its combination of trust, tangibility and targeting helped businesses stay connected with customers when it mattered most. In 2017, the category was renamed Marketing Mail, recognizing its primary role in helping business growth through smart, scalable communication.

The collaborative spirit that has elevated Marketing Mail over the past

50 years continues to this day, positioning the product well for the future. Even as new technologies emerge, Marketing Mail — backed by the broad reach of the Postal Service's last-mile network and innovations such as Informed Delivery and Every Door Direct Mail — will continue to be a critical revenue

generator for USPS, delivering marketers a highly effective tool that is trusted, tangible and credible.

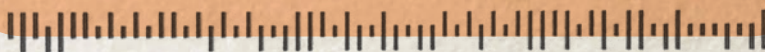
The work of postal employees matters. Every piece of Marketing Mail handled helps business grow, keeps USPS strong and connects communities across the country.



Left: 1973. Above: Circa 1970.

In the Beginning

Advertisements have flowed through America's postal network since its creation 250 years ago. While the early postal system focused on letters and newspapers, American businesses quickly saw the marketing potential of such a broad reach, so a new pricing category for circulars and marketing materials was created. As printing costs fell, business mail volume grew alongside innovations like Rural Free Delivery, Parcel Post, precanceled stamps, mailing permits and postage meters. This expansion fostered collaboration between mailers and postal leaders, leading to more efficient services and systems, including mail canceling and eventually ZIP Codes. By the time the U.S. Postal Service became an independent, self-sustaining entity, these partnerships had laid the groundwork for a Marketing Mail boom that endures today.



We Go Everywhere!

ZIP Code™

04652



“Downeast” calls to mind the rocky, wind- and wave-tossed coast that Maine is famous for. The small town of Lubec is as Downeast as they come — in fact, it is the easternmost point in the continental United States.



Lubec, ME

“We’re probably best known for the lighthouse and the Bold Coast,” said Jill Ouellette, Lubec’s postmaster.

She’s referring to the West Quoddy Head Lighthouse — a charming, candy-striped jewel and the subject of a 1990 stamp — and the area’s famously craggy shoreline.

The name Bold Coast is based on a nautical expression meaning land that arises abruptly from the sea. Colloquially, it refers to a 20-mile stretch between the Maine towns of Lubec and Cutler.

Lubec sits on a peninsula jutting into Passamaquoddy Bay, or “pollock plenty place” in the language of the Native American tribe of the same name. The Passamaquoddy is an inlet of the Bay of Fundy, site of the highest tides on Earth.

For much of the 18th, 19th and 20th centuries, Lubec’s proximity to the Atlantic offered a thriving business in fishing, smoking, canning and shipbuilding. The extreme tides helped power grist and plaster mills.

But since the mid-20th century, the town has undergone an economic sea change. The tides of commerce, and the reality of depleted and endangered





Franklin Delano Roosevelt Memorial Bridge



fisheries, have required that the community get creative. Today Lubec relies on aquaculture, tourism and the harvesting of blueberries, balsam and firewood to stoke its economic engine.

The tourism can take some unusual forms.

Consider the Maine Four Corners Experience Tour. Lubec's Post Office is one of four checkpoints in this challenge favored by motorcyclists. At each site, participants are required to take a photo and get a gas receipt.

"We're the only Post Office on it," Ouellette pointed out, adding with amusement that she gets many requests from riders to take their qualifying photo and has to explain as diplomatically as possible that she's got her hands full with postal business.

Another unusual tourism approach is the appeal to what the town lacks.

VisitLubecMaine.com includes a list of what you won't find, including fast-food restaurants, heavy traffic and stoplights.

Whale watching and ecotourism are big draws, as is Cobscook Shores, a system of 20 conservation areas run by a charitable foundation that offers free public access to private shoreland.

The Post Office sits at the base of Franklin Delano Roosevelt Memorial Bridge, which connects Lubec to Campobello Island in the Canadian province of New Brunswick. U.S. Customs and Border Protection rents part of the postal building.

The bridge is a visual symbol of the strong ties between the two countries.

Roosevelt Campobello International Park is a case in point. The site of FDR's summer home is administered jointly

by the United States and Canada.

As part of the Revenue-Marine, a precursor of the U.S. Coast Guard, America's first commissioned officer was sent to police smuggling in

Passamaquoddy Bay.

Hopley Yeaton never left Lubec and would have rested there for eternity had his body not been disinterred in 1975 and moved to the cemetery at the Coast Guard Academy in New London, CT.

Ouellette, who grew up in the far north of Maine, is happy to be Downeast in Lubec, and she's very proud of her employees.



Postmaster Jill Ouellette

"We have nearly 100 years of experience put together," she said of her small office, which she has led since 2020.

"Every season here is just beautiful. It's a great community."





SHIFTING INTO GEAR

The updated USPS vehicle fleet is rolling out at a healthy pace.

The rollout of the Postal Service's new delivery fleet — a \$9.6 billion investment in safety, efficiency, comfort and sustainability — is cruising along nicely.

"We are about a third of the way through," USPS Fleet Management Senior Director Justin Glass said.

The USPS fleet upgrade includes both gas- and electric-powered vehicles, and one aspect of the update is done and dusted: commercial-off-the-shelf gas-powered vehicles. All of the internal combustion engine vehicles have been received and deployed, including 14,500 Mercedes Metris and 9,250 Ram ProMaster vans.



The focus now is on vehicles such as the Ford E-Transit van and the Oshkosh Defense next-generation delivery vehicle, or NGDV. The organization has received most of the Ford vans, and deliveries of the NGDV are “ramping up,” Glass said.

A much-needed refresh

USPS has the largest, oldest fleet in the federal government. Modernizing it is a key component of transformation efforts.

A high-profile element of those efforts is the NGDV, which is purpose-built for delivering mail and packages and designed with heavy influence from employee input — and built with both combustion and electric drivetrains. Most of the first NGDVs put into operation were gas-powered, with deployment of electric vehicles following the installation of charging infrastructure. The updated fleet will include 45,000 electric NGDVs.

The vehicle is high profile in another way, too: its unusual vertical silhouette. Car and Driver drolly dubbed it the “ugly duck mail truck” but hailed it as “a big improvement over the agency’s old Grumman fleet.”

The NGDV is the answer to two pressing concerns: the aging-out of the Grumman Long Life Vehicle, or LLV, which debuted in 1987 with a life expectancy of 24 years; and the sea change in the composition of the mailstream from letters to packages.

The improvements can be divided into four categories:

Safety: A 360-degree camera, blind spot warning, collision avoidance system, and front and rear bumper sensors enhance safety for drivers and pedestrians alike. All brakes — front, rear and parking — are automatic, and the seat belt must be engaged to get in gear.

Efficiency: The NGDV offers more than twice the storage space of the LLV to better handle increased package volume,



A total of 106,000 new vehicles are expected to be on the road by 2028.

and cargo shelves are adjustable to help accommodate changing loads day to day. A sliding side door to the cargo area eases access for carriers.

Comfort: Air conditioning, a driver's seat with adjustable lumbar support, a cup holder, and extra trays and hooks have all been cited as welcome additions by the first wave of NGDV drivers.

Sustainability: Most NGDVs are electric and zero-emission. And, the NGDVs with internal combustion engines are more fuel efficient than LLVs, even when running the air conditioner. Additionally, they can be retrofitted with electric powertrains.

Lyle Meyer was the first letter carrier to drive an NGDV in Erie, PA: "I really enjoy delivering out of it."

When asked what he likes best, Meyer said, "I could just state the obvious and leave it at the A/C and cup holder, but what I really like is that the design team seemed to pay attention to some of the more pressing safety concerns." For example, if a carrier stands up in the front seat while the vehicle is in gear, it will automatically be put in park.

But his favorite feature? "The room! Six ledges in the back help me keep mail and packages in order, there are two trays in the front for mail or even personal items, and the fact that I can stand up and get mail from the back without getting out makes it nice during bad weather."

Rural Carrier Patti Zarin, who began driving an NGDV out of the Vineland, NJ, Sorting and Delivery Center in July, was glad for one of the advanced safety features from the get-go:

"I like the cameras. On my first day, I was at a mailbox. The vehicle beeps when it gets close to something, and all of a sudden it starts going crazy — beep, beep, beep! It turns out there were two little girls at my back bumper who wanted to get a closer look. That safety feature really worked."

Like Meyer, Zarin is a fan of the dual trays and air conditioning, and "overall I like it a lot," she said.

Mariana Leyva, a rural carrier associate out of the Stockton Airport, CA, Sorting and Delivery Center, has been driving an NGDV since the end of 2024. She, too, is a fan of the new vehicle but experienced some hiccups with the technology at first.

A representative from Oshkosh came out to Stockton to fix the issue directly.

Glass believes glitches are inevitable. "This is a brand new vehicle in a brand new manufacturing set up," he said, noting that the makers of commercial-off-the-shelf cars and trucks have had years to hone their offerings. "We are early in the production of the NGDV and will

see incremental improvements in the quality of the vehicle as we continue to work with our supplier."

Leyva said one thing that has taken some getting used to is all the attention given to the NGDV. "Everyone is taking pictures and videos!" she said with a laugh. Zarin's colleagues have taken to calling it "The Duck."

Moving forward

A total of 106,000 new vehicles are expected to be on the road by 2028, with 66,000 of them battery electric. As of Aug. 1, more than 33,000 new vehicles have been received, 8,500 of them electric.

Carriers and customers alike are asking about the new vehicles they've heard so much about, but Glass urges patience.

"We understand everyone is eager to have the new vehicles in their offices and in their neighborhoods," he said. "But remember this is a multiyear effort."

He added that "we will be seeing these vehicles more and more as we progress to 2028, starting primarily in and around our S&DC networks." Sorting and delivery centers are usually converted processing centers, and so have the power infrastructure needed to support an electric fleet.

The centers, too — like the new vehicle fleet itself — represent a future-facing Postal Service that is determined to serve the nation efficiently and effectively.



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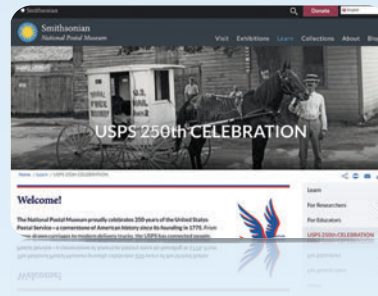
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