

United States Postal Service Fiscal Year 2021 Annual Report to Congress

Fiscal Year 2021 Annual Report

Fiscal Year 2021 Comprehensive Statement
on Postal Service Operations

Fiscal Year 2021 Performance Report

Fiscal Year 2022 Performance Plan



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UNITED STATES POSTAL SERVICE

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The Cultural
Heritage Foundation
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Report Structure and Purpose

This document consists of the following four reports:

- The Fiscal Year (FY)¹ 2021 Annual Report, including a statement from the United States Postal Service (USPS) Postmaster General and USPS Board of Governors Chairman on our² operations.
- The FY 2021 Comprehensive Statement on Postal Service Operations.
- The FY 2021 Annual Performance Report.
- The FY 2022 Annual Performance Plan.

This document's purpose is to provide Postal Service information to stakeholders. The document fulfills the requirements of the following articles of Title 39 in the United States Code (U.S.C.):

- 414(f), on the reporting of financial information related to special postage stamps (p.19).

- 416(f), on the reporting of information related to semipostal stamps (p. 19).
- 2401(e), on the submission of a Comprehensive Statement (pp. 12–30).
- 2402, on the submission of an Annual Report (pp. 1–11).
- 2803, on the submission of an Annual Performance Plan (pp. 32–53).
- 2804, on the submission of an Annual Performance Report (pp. 32–53).
- 3652(g), on the submission of the Comprehensive Statement, Annual Performance Report and Annual Performance Plan (pp. 12–53).
- 3686(d), on the reporting of executive compensation in excess of Federal Level Executive 1 (p. 30).

¹ All references to a specific year or "the year" refer to the Postal Service fiscal year ending Sept. 30, 2021. However, specific month and year references pertain to the calendar dates.

² The terms "we," "us" and "our" refer to the United States Postal Service.

FY 2021 Annual Report

Financial and Operational Highlights	Totals at Sept. 30			Percent Change	
	FY 2021	FY 2020	FY 2019	FY 2021	FY 2020
<i>(in millions, except percentages)</i>					
Total mail and package volume	128,861	129,171	142,562	(0.2)%	(9.4)%
Total revenue with investment and interest income	\$ 77,069	\$ 73,225	\$ 71,306	5.2%	2.7%
Total expenses ¹	\$ 81,999	\$ 82,401	\$ 80,119	(0.5)%	2.8%
Net loss	\$ (4,930)	\$ (9,176)	\$ (8,813)	(46.3)%	4.1%
Purchases of property and equipment	\$ 1,872	\$ 1,810	\$ 1,419	3.4%	27.6%
Debt	\$ 11,000	\$ 14,000	\$ 11,000	(21.4)%	27.3%
Capital contributions of U.S. Government	\$ 13,132	\$ 3,132	\$ 3,132	319.3%	0.0%
Deficit since 1971 reorganization	\$ (88,812)	\$ (83,840)	\$ (74,664)	5.9%	12.3%
Total net deficiency	\$ (75,680)	\$ (80,708)	\$ (71,532)	(6.2)%	12.8%
<i>(in actual units indicated, unaudited)</i>					
Number of career employees	516,636	495,941	496,934	4.2%	(0.2)%
Number of pre-career employees	136,531	148,092	136,174	(7.8)%	8.8%
Total delivery points	163,139,167	161,374,152	159,901,312	1.1%	0.9%
Change in delivery points served	1,765,015	1,472,840	1,343,056	19.8%	9.7%

¹ Includes interest expense

Letter from the Postmaster General and USPS Board of Governors Chairman

At every home and business, and in every community in America, the United States Postal Service plays an indispensable role in the daily experience of the American public. The secure, affordable, reliable, and universal delivery of mail and packages we provide helps drive commerce, connect people to one another, and bind the nation together as we have done throughout our rich history.

We are — uniquely — an independent entity of the executive branch that is expected to operate like a business, albeit one with a powerful public service mission. We generate our own revenue through the sale of postal products and services, while competing for customers and striving to meet evolving marketplace needs. Our success in meeting public expectations depends upon our own constant evolution by embracing the changing nature of technology and the economy, and by adopting best practices across our enterprise.

The past year provided powerful conditions for change. The nation continued to contend with the impacts of COVID-19 on the economy and the many disrupted patterns of daily life. These impacts — resulting in higher demand for package delivery services and lower demand for mail delivery — affected the business environment for the Postal Service and illuminated systemic shortcomings in our operations and approach to the marketplace.

To put the organization on a better trajectory after a decade of financial losses and underinvestment — along with chronic operational and service underperformance — the Postal Service published the Delivering for America plan on March 23, 2021.

The Delivering for America plan establishes a 10-year vision for transforming the Postal Service into a high-performing organization and identifies the strategies necessary to achieve financial sustainability and service excellence.

The plan is both ambitious and achievable given the current environment. It reorients the Postal Service business model and operational structure, and embraces best practices and investments in service,

people, and infrastructure. Our plan is growth-oriented, designed to build out and better utilize our capacity and to introduce new offerings needed to compete in the growing e-commerce delivery marketplace.

If fully implemented, the Delivering for America plan will reverse a projected \$160 billion in financial losses over the next 10 years. We will accomplish this through a combination of legislative and administrative actions; leveraging existing and new pricing authorities established by the Postal Regulatory Commission; management initiatives to achieve greater efficiencies in mail processing, transportation, retail, delivery, and administrative operations; and initiatives to grow revenue and introduce new products. With timely implementation, we expect to operate with a positive annual net income beginning in 2023 or 2024 and realize break-even operations over the remaining 10 years.

The Delivering for America plan also commits to dramatic improvement in service performance and reliability. With an improved operating model designed to meet appropriate and achievable service standards, the Postal Service will be able to achieve at least 95 percent on-time delivery performance across all product categories. This represents a significant improvement in the service reliability that we provide to the American public, and reflects an organizational commitment to precise, on-schedule operations across the postal enterprise.

At the core of the plan is investment to spur growth and better align the Postal Service with marketplace opportunities. We intend to invest \$40 billion to fund a new vehicle fleet, processing equipment and automation, facility improvements, retail and delivery operation upgrades, and better information technology—all designed to put our employees in the best possible position to succeed.

Importantly, our plan expands our capacity to deliver higher volumes of packages, with greater reliability, and to enable America's e-commerce shippers to provide more consumers with same-day, next-day, and two-day delivery. The launch of our USPS Connect suite

of offerings is specifically designed to leverage the capabilities of our network so that we can aggressively pursue clear marketplace opportunities and drive revenue growth.

As you read this Annual Report to Congress, you will find a review of how the Delivering for America plan initiatives are producing progress and improving our financial position, service reliability, and customer experience, while also creating a safe and engaged work environment for our employees.

You will also see that the Postal Service went to extraordinary lengths to ensure that the 2020 general

election was effectively supported, and that America's mailed-in ballots were delivered securely and on time. In this document, we review our election efforts and the many other ways we fulfil our public service mission to earn the trust and business of the American public.

On behalf of the women and men of the Postal Service — who take great pride in serving our customers and the nation — we hope you find this report informative and useful.

Thank you for your interest in the United States Postal Service.



Louis DeJoy

Postmaster General and Chief Executive Officer



Ron A. Bloom

Chairman, Board of Governors

United States Postal Service Board of Governors

The Board of Governors of the United States Postal Service is comparable to the board of directors of a publicly held corporation. The Board³ consists of up to nine Governors appointed by the President of the United States with the advice and consent of the Senate.

The Governors select the Postmaster General, who becomes a member of the Board, and those 10 select the Deputy Postmaster General, who also serves on the Board. The Postmaster General serves at the pleasure of the Governors for an indefinite term, and the Deputy Postmaster General serves at the pleasure of the Governors and the Postmaster General.

As of Sept. 30, 2021, the Board consisted of nine appointed Governors, the Postmaster General, and the Deputy Postmaster General.



Ron A. Bloom, USPS Board of Governors Chairman

Ron A. Bloom was nominated to serve on the Postal Service Board of Governors by President Donald Trump and was confirmed by the Senate in August 2019. Bloom served the

remainder of a seven-year term that expired Dec. 8, 2020, and is currently in his holdover year that expires Dec. 8, 2021. Bloom was unanimously elected by his fellow Governors on Feb. 9, 2021, to serve as the 24th Chairman of the Board of Governors. Bloom also serves as the chairman of the Strategy and Innovation Committee since October 2019 and member of the Election Mail Committee as of August 2021.

Bloom is a vice chairman and managing partner of Brookfield Asset Management, in the Private Equity group. As part of his work at Brookfield, he serves on the board of directors of Westinghouse Electric Company and Clarios.

Bloom is a former vice chairman, U.S. Investment Banking, Lazard.

Bloom completed his undergraduate degree at Wesleyan University in 1977 and received his MBA with Distinction from the Harvard Business School in 1985.



Roman Martinez IV, USPS Board of Governors Vice Chairman

Roman Martinez IV was appointed to the Postal Service Board of Governors by President Donald Trump and confirmed by the Senate in August 2019. Martinez

is serving the remainder of a seven-year term that expires Dec. 8, 2024. Martinez has served as vice chairman of the Board of Governors since February 2021, chairman of the Audit and Finance Committee and a member of the Compensation and Governance Committee since October 2019.

Martinez serves on the board of trustees of New York Presbyterian Hospital and on the board of advisors of the International Rescue Committee.

Martinez is a former board member of Cigna Corporation, a former vice chairman of the Investment Advisory Council of the State Board of Administration of Florida, former board member of Orbital ATK Inc. and Bacardi corporation, and a former managing director of Lehman Brothers.

A graduate of Boston College, Martinez also obtained a MBA degree from the Wharton School of the University of Pennsylvania.



Robert M. Duncan, Governor

Robert M. Duncan's appointment to the Postal Service Board of Governors by President Donald Trump was confirmed by the Senate in August 2018. Duncan, of Kentucky, served the remainder of a seven-year

term that expired on Dec. 8, 2018. Duncan served in his holdover year during most of calendar year 2019. Duncan was confirmed by the Senate in December

³ All "Board" and/or "BOG" references in this document refer to The Board of Governors of the United States Postal Service.

2019 for another seven-year term, which expires Dec. 8, 2025. Duncan was elected chairman of the Board of Governors in September 2018 and was re-elected chairman in November 2019. Duncan has served as a member on the Compensation and Governance Committee and as a member on the Strategy and Innovation Committee since June 2021. In August 2021, Duncan also served as a member of the Election Mail Committee. Duncan was formerly the chairman of the Compensation and Management Resources Committee and Audit and Finance Committee.

Duncan is chairman of the board of trustees at Alice Lloyd College, a private four-year liberal arts college in Pippa Passes, Kentucky. Duncan was formerly the 17th chairman of the President's Commission on White House Fellowships, a former chairman of the board of directors of the Tennessee Valley Authority and former chairman of the Republican National Committee.

Duncan holds degrees from University of the Cumberlands and the University of Kentucky College of Law, and he has completed various executive education programs.



**John M. Barger,
Governor**

John M. Barger's appointment to the Postal Service Board of Governors by President Donald Trump was confirmed by the Senate in August 2019. Barger is serving the remainder of a term that expires

Dec. 8, 2021. Barger has served as chairman of the Compensation and Governance Committee and as a member of the Strategy and Innovation Committee since October 2019.

Barger is the managing director of NorthernCross Partners, an investment and advisory firm, and serves as a director on a number of company boards, including several involved in e-commerce, logistics and supply chain, data analytics, digital visualization, and electronic displays.

Barger served as a board member of the Los Angeles County Employees Retirement Association (LACERA) for seven years, including as chairman of the Board of Retirement and the Board of Investments.

Barger earned his undergraduate degree from Ohio Wesleyan University, his law degree from University of California San Francisco, Hastings College of Law, and his MSc in finance and accounting (Econ) from the London School of Economics. He was admitted to the California state bar in 1984.



**Donald L. Moak,
Governor**

Donald L. Moak was appointed to the Postal Service Board of Governors by President Donald Trump and confirmed by the Senate in June 2020. Moak will serve for the remainder of a seven-year term that

expires Dec. 8, 2022. Moak has served as a member of the Operations Committee since August 2020, the Audit and Finance Committee since June 2021, and chairman of the Election Mail Committee in 2020 and again as of August 2021.

Moak is the co-founder and Chief Executive Officer of The Moak Group, a public affairs, advocacy, and business consulting firm.

Moak is a former Marine Corps captain, Navy fighter pilot, Delta Airlines B-767 pilot, and president of the Air Line Pilots Association.

Moak is a graduate of the University of West Florida.



**William D. Zollars,
Governor**

William D. Zollars was appointed to the Postal Service Board of Governors by President Donald Trump and confirmed by the Senate in June 2020. Zollars will serve for the remainder of a seven-year term that

expires Dec. 8, 2022. Zollars has served as chairman of the Operations Committee and as a member of the Audit and Finance Committee since September 2020.

Zollars currently serves on Board of Directors of Cerner Corporation, ProLogis Inc., C2FO, RedStone Logistics, and Main Street Data.

Zollars is the former president and chief executive officer of YRC Worldwide, Inc.

Zollars is a graduate of the University of Minnesota with a Bachelor of Arts in economics and is a member of Phi Beta Kappa.



**Ronald A. Stroman,
Governor**

Ronald A. Stroman was appointed to the Postal Service Board of Governors by President Joseph R. Biden and confirmed by the Senate in May 2021. Stroman is serving in his first term that expires on Dec. 8,

2021. In May 2021 he was confirmed by the Senate to a second term expiring Dec. 8, 2028. Stroman has served as a member of the Audit and Finance Committee and the Operations Committee since June 2021.

Stroman served as the 20th Deputy Postmaster General, the second-highest ranking postal executive, from March 2011 until his retirement in June 2020. Since leaving the Postal Service, he worked as a senior fellow at the Democracy Fund and served as the lead for President Biden's transition team for the Postal Service.

Stroman earned his Juris Doctorate from Rutgers University Law Center.



**Amber McReynolds,
Governor**

Amber McReynolds was appointed to the Postal Service Board of Governors by President Joseph R. Biden and confirmed by the Senate in May 2021.

McReynolds will serve for the remainder of a seven-

year term that expires on Dec. 8, 2026. McReynolds has served as a member of the Compensation and Governance Committee and the Strategy and Innovation Committee since June 2021.

McReynolds is a leading expert on election administration and policy. Her professional career has been focused on strengthening democratic institutions with a goal of improving the voting experience for all. She is the Founding Chief Executive Officer of the National Vote at Home Institute, a non-partisan non-profit dedicated to expanding and improving vote-by-mail systems in all 50 states.

McReynolds is a graduate of the University of Illinois at Urbana-Champaign and the London School of Economics and Political Science.



**Anton G. Hajjar,
Governor**

Anton G. Hajjar was appointed to the Postal Service Board of Governors by President Joseph R. Biden and confirmed by the Senate in May 2021. Hajjar will serve for the remainder of a seven-year term

that expires Dec. 8, 2023. Hajjar has served as a member on the Audit and Finance Committee and the Operations Committee since June 2021.

Hajjar previously served as the general counsel of the American Postal Workers Union, AFL-CIO. Prior to this position, he represented unions and workers while serving as counsel at Murphy Anderson PLLC and as a principal at O'Donnell, Schwartz & Anderson, PC.

Hajjar is a graduate of Fordham University and Tulane University Law School. Following law school, he served as a law clerk for Judge John Minor Wisdom of the United States Court of Appeals for the Fifth Circuit.



**Louis DeJoy, USPS
Postmaster General and
Chief Executive Officer**

Louis DeJoy is the 75th Postmaster General of the United States and the Chief Executive Officer (CEO) of the world's largest postal organization by mail

volume delivered.

Appointed by the Governors of the Postal Service, DeJoy began his tenure as Postmaster General in June 2020. Prior to joining the Postal Service, he spent more than 35 years growing and managing a successful nationwide logistics company.

As chairman and CEO of New Breed Logistics, DeJoy spent decades in collaboration with the U.S. Postal Service, Boeing, Verizon, Disney, United Technologies, and other public and private companies to provide supply chain logistics, program management and transportation support. New Breed Logistics was a contractor to the U.S. Postal Service for more than 25 years, supplying logistics support for multiple processing facilities. The company received Quality Supplier Awards from the Postal Service on four separate occasions.

In 2014, New Breed merged with XPO Logistics, with DeJoy serving as CEO of XPO Logistics' supply chain business in the Americas before his retirement in December 2015. He then joined the company's board of directors, where he served until 2018.

As Postmaster General, DeJoy has committed to creating a long-term, viable operating model for the Postal Service that will ensure the organization can fulfill its public service mission while remaining self-sustaining. Since August 2020, DeJoy has served as a member of the Board of Governors' Strategy and Innovation Committee.

DeJoy is a member of the Board of Trustees at Elon University in North Carolina and the Fund for American Studies in Washington, DC. He received his Bachelor of Business Administration from Stetson University.



**Doug Tulino, Deputy
Postmaster General and
Chief Human Resources
Officer**

Douglas Tulino was appointed to serve as the Deputy Postmaster General of the United States in May 2021. He will continue to serve as chief human resources

officer (CHRO), emphasizing a commitment to the Postal Service workforce and to initiatives in the 10-year plan, Delivering for America, which are designed to make the Postal Service a great place to work for all employees.

As Deputy Postmaster General, Tulino will ensure the organization's culture, talent, labor relations and leadership development are all contributing to the successful implementation of the Delivering for America plan. He will also play a key leadership role in ongoing stakeholder outreach.

As CHRO, he oversees all aspects of Human Resources (HR) for the Postal Service's 653,000-member workforce. He is responsible for Labor Relations, HR Management, Organizational Development, Compensation and Benefits, Learning and Development, Recruiting and Hiring, and HR Technology.

Tulino holds a Bachelor of Business Administration and Industrial Relations from Kent State University in Ohio.

USPS Executive Leadership Team (ELT)



Postmaster General and
Chief Executive Officer
Louis DeJoy



Deputy Postmaster
General and Chief
Human Resources
Officer Douglas Tulino



Chief Commerce and
Business Solutions
Officer and Executive VP
Jacqueline Krage
Strako



Chief Technology
Officer and Executive VP
Scott Bombaugh



Chief Retail and
Delivery Officer and
Executive VP
Joshua Colin, Ph.D.



Chief Information
Officer and Executive VP
Pritha Mehra



Chief Logistics and
Processing Operations
Officer and Executive VP
Isaac Cronkhite



Chief Customer and
Marketing Officer and
Executive VP
Steve Monteith



**Chief Financial Officer
and Executive VP
Joseph Corbett**



**Finance and Strategy
Senior VP
Luke Grossmann**



**General Counsel and
Executive VP
Thomas Marshall**

USPS Organizational Chart

Executive Leadership Team (ELT): 11 (shaded)

Officers — non ELT: 33



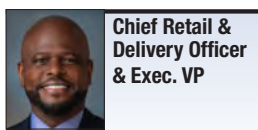
**POSTMASTER GENERAL
AND
CHIEF EXECUTIVE OFFICER**

Louis DeJoy



**Deputy Postmaster
General &
Chief Human
Resources Officer**

Douglas Tulino



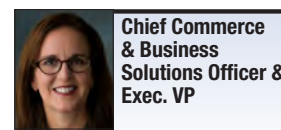
**Chief Retail &
Delivery Officer
& Exec. VP**

Joshua Colin Ph.D.



**Chief Logistics
& Processing
Operations Officer
& Exec. VP**

Isaac Cronkhite

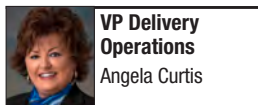


**Chief Commerce
& Business
Solutions Officer &
Exec. VP**

Jacqueline Krage Strako



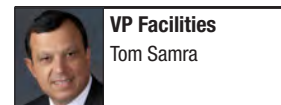
**VP Human
Resources**
Simon Storey



**VP Delivery
Operations**
Angela Curtis



**VP Processing
& Maintenance
Operations**
Mike Barber



VP Facilities
Tom Samra



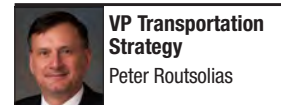
**VP Labor
Relations**
Katherine Attridge



**VP Retail &
Post Office
Operations**
Elvin Mercado



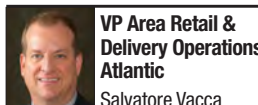
VP Logistics
Robert Cintron



**VP Transportation
Strategy**
Peter Routsolias



**VP Organization
Development**
Jenny Utterback



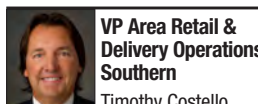
**VP Area Retail &
Delivery Operations
Atlantic**
Salvatore Vacca



**VP Regional
Processing
Operations Eastern**
Dane Coleman



**VP Business
Solutions**
(Vacant)



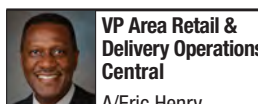
**VP Area Retail &
Delivery Operations
Southern**
Timothy Costello



**VP Regional
Processing
Operations Western**
Larry Munoz



**VP Business
Development**
(Vacant)



**VP Area Retail &
Delivery Operations
Central**
A/Eric Henry



**VP Area Retail &
Delivery Operations
WestPac**
Eduardo Ruiz



Chief Postal Inspector
Gary Barksdale



VP Government Relations & Public Policy
Peter Pastre



VP Corporate Affairs
Judy de Torok




VP Corporate Communications
Jeffery Adams



Judicial Officer
Alan Caramella



Chief Technology Officer & Exec. VP
Scott Bombaugh



Chief Information Officer & Exec. VP
Pritha Mehra



Chief Customer and Marketing Officer & Exec. VP
Steven Monteith



Chief Financial Officer & Exec. VP
Joseph Corbett




General Counsel & Exec. VP
Thomas Marshall




VP Engineering Systems
Linda Malone



VP Chief Information Security Officer
A/Michael Ray



VP Customer Experience
Kelly Sigmon



SVP Finance & Strategy
Luke Grossmann




VP Enterprise Analytics
Jeffrey Johnson



VP Technology Applications
Marc McCrery



VP Marketing
Sheila Holman




VP Controller
Cara Greene



VP Innovative Business Technology
Gary Reblin




VP Network & Compute Technology
William Koetz




VP Sales
Shavon Keys



VP Supply Management
Mark Guilfoil



VP Product Solutions
Thomas Foti



VP Pricing & Costing
Sharon Owens

FY 2021 Comprehensive Statement on Postal Service Operations

USPS History and Mission Statement

Our history

The United States Postal Service has a storied history as the institution of our Government guaranteeing safe and secure communication among and between the Government and the American people.

Many are familiar with our history, which began with the Second Continental Congress and Benjamin Franklin in 1775 and continued in 1787 when the Postal Clause of the U.S. Constitution empowered Congress to establish Post Offices and post roads. Congress exercised those powers with the passage of The Post Office Act of 1792, which made postal services a permanent fixture of the Federal Government. The act included provisions

to facilitate freedom of the press, ensure the privacy of personal correspondence, and expand the nation's physical infrastructure, all vital to our nation's growth and prosperity.

These principles and objectives endure. While radio, television and the internet have irrevocably altered our information-gathering habits, postal correspondence remains the most secure and resilient form of communication, providing the American people with a delivery infrastructure vital to our national security.

USPS retains the largest physical and logistical infrastructure of any non-military government institution, providing an indispensable foundation supporting an ever-changing and evolving nationwide communication network. Capitalizing on its expertise in scheduling

Our mission

In April 2020, the Board of Governors adopted the following mission statement for the Postal Service to conduct long-range planning and set strategic policy:

Our mission

- To serve the American people and, through the universal service obligation, bind our nation together by maintaining and operating our unique, vital and resilient infrastructure.
- To provide trusted, safe and secure communications and services between our Government and the American people, businesses and their customers, and the American people with each other.
- To serve all areas of our nation, making full use of evolving technologies.

To meet this mission we will:

- Remain an integral part of the United States Government, providing all Americans with universal and open access to our unrivaled delivery and storefront network.
- Maintain and enhance our reputation and role

as a trusted face of the federal government in every community and provide all levels of government with access to our network and services.

- Provide frequent, reliable, safe and secure delivery of mail, packages and other communications to all Americans.
- Use technology, innovation, and where appropriate, private sector partnerships, to optimize and adapt our network, operations and business model to meet the changing needs of our customers and delivery recipients, while maintaining our core mission.
- Operate in a modern, efficient and effective manner that allows us to minimize what we charge for our services, consistent with meeting, in a fair way, our obligations to our current and retired employees and other stakeholders.
- Remain an employer of choice, able to attract, retain and develop high quality employees who possess the skills necessary to excel in a rapidly changing business environment.

and high-volume sorting, USPS also serves a vital role enabling digital commerce.

Commitment to Diversity

The Postal Service defines diversity as “the richness of cultures, perspectives, experiences and backgrounds.” USPS recognizes the value of a diverse workforce and is one of the leading employers of minorities and women.

As part of the Delivering for America plan, the Postal Service launched the Executive Diversity Council (EDC) to advise, assist, and recommend on diversity, equity, and inclusion matters and champion key initiatives to build leadership and organizational capabilities. The EDC is comprised of an experienced, diverse group of senior executive leaders.

The Postal Service also created a National Steering Committee (NSC) to advance the key focus areas identified by the EDC. Both the EDC and NSC are focused on increasing diversity in leadership positions.

Additionally, the organization created a new Diversity, Equity and Inclusion (DEI) team, dedicated to integrating DEI practices into its employee programs and processes to drive the necessary cultural changes needed throughout the organization.

Currently, minorities comprise 52 percent and women comprise 47 percent of the total workforce. Further, minorities comprise 38 percent and women comprise 37 percent of senior USPS management positions.⁴

More than a quarter of Postal Service workers are Black (29 percent), 13 percent are Hispanic and 8 percent are Asian. In contrast, according to 2018 Census Bureau data of the national workforce, Black Americans make up 13 percent, Hispanic Americans 17 percent, and Asian Americans 6 percent.⁵

The Postal Service is also a leading employer of veterans with just over 10 percent of its workforce comprised of veterans, nearly double the national rate of 5.7 percent according to the Bureau of Labor Statistics.⁶

In 2021, the Postal Service was ranked the top federal agency in *Black EOE Journal*, *Hispanic Network* magazine, and *Professional Woman’s* magazine. Additionally, the Postal Service received the Readers’ Choice Award as a top 20 government employer in *Equal Employment Opportunity* magazine, *Woman Engineer* magazine, *Minority Engineer* magazine, and *Careers & the disABLED* magazine.

Overview of Postal Service Operations

After the passage of the Postal Reorganization Act (PRA), the United States Postal Service began operations July 1, 1971, succeeding the cabinet-level Post Office Department. The PRA established the Postal Service as an “independent establishment of the executive branch of the Government of the United States.”

According to Title 39 U.S.C. subsection 101, “The United States Postal Service shall be operated as a basic and fundamental service provided to the people by the Government of the United States, authorized by the Constitution, created by an Act of Congress, and supported by its people. The Postal Service shall have as its basic function the obligation to provide postal services to bind the Nation together through the personal, educational, literary, and business correspondence of the people. It shall provide prompt, reliable and efficient services to patrons in all areas and shall render postal services to all communities.”

In accordance with the provision of the PRA, the Postal Service fulfills its legal mandate to provide universal services at fair and reasonable prices by offering a variety of postal services to its many customers. Although the Postal Accountability and Enhancement Act (PAEA) classifies the services offered as Market Dominant and Competitive “products,” the term “services” is often used in this report for consistency with other descriptions of services the Postal Service offers.

USPS Services and Postal Rates

To fulfill its universal service obligation, USPS provides services to patrons in all areas and communities in the United States. The Postal Service serves rural areas, communities and small towns and uses a variety of transportation methods to move mail through this large network, including both surface and air transportation. As a self-funded organization, the Postal Service receives no tax dollars for its operating expenses and

⁴ Senior management is defined as Officer, Executive, and Payband level positions.

⁵ DeSilver, D., & Schaeffer, K. (2020, May 14). *The state of the U.S. Postal Service in 8 charts*. Retrieved September 28, 2021, from <https://www.pewresearch.org/fact-tank/2020/05/14/the-state-of-the-u-s-postal-service-in-8-charts/>

⁶ Table 5. *Employed persons 18 years and over by industry, class of worker, sex, veteran status, and period of service, 2020 annual averages. (2021, March 18)*. Retrieved Oct 14, 2021, from <https://www.bls.gov/news.release/vet.t05.htm>

relies on the sale of postage, products and services to fund its operations.

Services are sold at approximately 31,000 Postal Service-managed Post Offices, stations, and branches, plus approximately 3,000 additional Contract Postal Units, Community Post Offices, and Village Post Offices. A large network of commercial outlets also sells stamps and services on behalf of the Postal Service. Customers can also purchase stamps and services on the web at www.usps.com. Mail deliveries are made to more than 163 million city, rural, PO Box, and highway delivery points.

Services include the following:

- **First-Class Mail** — This category includes letters, cards and large envelopes destined for either domestic or international (up to 4 pounds) delivery. Large envelopes may weigh up to 13 ounces to domestic destinations and less than 16 ounces if mailed internationally. First-Class Mail is sealed against inspection. It contains correspondence, bills or statements of account, payments and other mailable content.
- **Marketing Mail** — This category includes advertisements and marketing packages weighing less than 16 ounces and meeting the criteria of not being required to be mailed using First-Class Mail service because of their content. Marketing Mail is typically used for direct advertising to multiple delivery addresses. Every Door Direct Mail is a category of Marketing Mail: it enables customers to prepare direct mailings without names and addresses for distribution to all business and residential customers on individual carrier routes.
- **Periodicals** — This category encompasses the Periodicals class of mail offered for distribution of newspapers, magazines and newsletters that have a required frequency. Customers must receive prior USPS authorization to use this service.
- **Shipping and Packages** — This category includes the following services:
 - First-Class Package Service — Commercial**, an option for shippers of packages that weigh less than 1 pound.
 - First-Class Package Service — Retail**, for shipment of boxes, thick envelopes or tubes of 13 ounces or less.

Package Services for merchandise or printed matter, such as library and media mail weighing up to 70 pounds.

Parcel Services, which includes Parcel Select and Parcel Returns services, including “last-mile” products, and USPS Marketing Mail Parcels, which provide commercial customers with a means of package shipment.

Priority Mail, which is offered as a service both within the U.S. and abroad with domestic, day-specified (non-guaranteed) delivery.

Priority Mail Express, which provides overnight to 2-day delivery, with money-back guaranteed service including tracking, proof of delivery and basic insurance up to \$100. Priority Mail Express delivery is offered to most U.S. destinations for delivery 365 days a year.

- **International Mail** — This category offers international mail and shipping services with individual customer contracts and agreements with foreign postal administrations. Priority Mail Express International and Priority Mail International services compete in the e-commerce cross-border market to more than 190 countries. In addition, First-Class Package International Service offers competitive solutions to both retail and commercial mailers for shipping to many countries. Global Express Guaranteed is a co-branded service with FedEx to more than 190 countries.
- **Other** — This broad category includes PO Box services, money orders and USPS Extra Services. PO Box services provide customers an additional method for private and convenient mail delivery. Money orders offer customers a safe, convenient and economical method for payment remittance. Money orders are available for amounts up to \$1,000, can be purchased and cashed at most Post Offices, or deposited or negotiated at financial institutions. USPS Extra Services offer a variety of service enhancements that provide security, proof of delivery or loss recovery. These services include: Certified Mail, Registered Mail, Signature Confirmation, Adult Signature, and insurance up to \$5,000. Extra Services are available online, at Post Offices or at USPS self-service kiosks.

Market Dominant services include, but are not limited to, First-Class Mail, Marketing Mail, Periodicals, Bound Printed Matter parcels, Marketing Mail parcels, and Library/Media Mail.

Market Dominant prices are established to be fair, equitable, and affordable. Prices and fees are reviewed and approved by the Governors and are subject to a review process by the Postal Regulatory Commission (PRC). Price increases for Market Dominant services are currently generally subject to a price cap based on the Consumer Price Index for All Urban Consumers (CPI-U) with some additional pricing flexibility and authority.⁷ In FY 2021, the retail price for a First-Class Mail 1-ounce stamp was raised \$0.03 to \$0.58 and continued to be one of the lowest letter-mail postage rates among industrialized countries.

Competitive services, such as Priority Mail, Priority Mail Express, First-Class Package Service, Parcel Select, Parcel Return Service and some types of International Mail, are not limited by a price cap. By law, the price for each Competitive service must cover its “attributable costs” (meaning the Postal Service’s costs attributed to such service through reliably identified causal relationships). Further, Competitive services collectively must contribute an “appropriate share” to the institutional costs of the Postal Service. In general, the Postal Service attempts to set its prices for Competitive services to maximize profitable revenue. The FY 2021 average price increases varied by Competitive services product.

USPS Connect

The Postal Service’s processing and delivery network enables businesses to reach customers reliably and affordably. The Postal Service’s latest innovation, USPS Connect, will now provide businesses with expanded access to the network through its suite of local, regional, and national offerings. USPS Connect will give more businesses, including small local businesses, the ability to induct their mailpieces deeper in the Postal Service network, reducing shipping costs while still providing fast and affordable delivery options. As outlined in *Delivering for America*, USPS Connect is a key strategy for USPS to support its commitment to growth and innovation.

The USPS Connect suite of offerings is built around the following local, regional, national and returns solutions.

- USPS Connect National will provide affordable nationwide package delivery solutions for businesses and organizations of all sizes.
- USPS Connect Regional will provide affordable next-day delivery within a broad geographic region.
- USPS Connect Local will provide affordable local-to-local next-day package delivery. This includes same-day and Sunday delivery, plus package pickup options at many locations.
- USPS Connect Local Mail will provide next-day delivery of legal and regular-sized documents at an affordable flat rate and same-day delivery in participating locations.
- USPS Connect Returns will help businesses offer their customers convenient returns, with free carrier pickup or drop off at one of 31,000 retail locations across the country.

⁷ For additional information regarding the Postal Service’s pricing authority, please reference PRC Order 5763, issued in November 2020.

Operations

Beginning in FY 2020 and continuing into FY 2021, the Postal Service realigned core business operations in support of its mission and strategy, focusing on what it does best: collect, process, move, and deliver mail and packages. This organizational change captured operating efficiencies by providing clarity and economies of scale to allow the Postal Service to reduce its cost base and generate new revenue.

The new organizational structure is centered around three operating units:

- **Retail and Delivery Operations** — Focused on accepting and delivering mail and packages efficiently and with a high level of customer satisfaction.

- **Logistics and Processing Operations** — Focused on processing and moving mail and packages efficiently to delivery units within determined service standards.
- **Commerce and Business Solutions** — Focused on leveraging Postal Service infrastructure to enable growth.

As part of the operational realignment, the Postal Service adjusted its Retail and Delivery Operations areas and districts, as well as its Logistics and Processing Operations regions and divisions, to better serve the American public. Image #1 shows the Retail and Delivery Operations Areas and Districts and Image #2 shows the Logistics and Processing Operations Regions and Divisions.

Image #1: Retail and Delivery Operations Areas and Districts

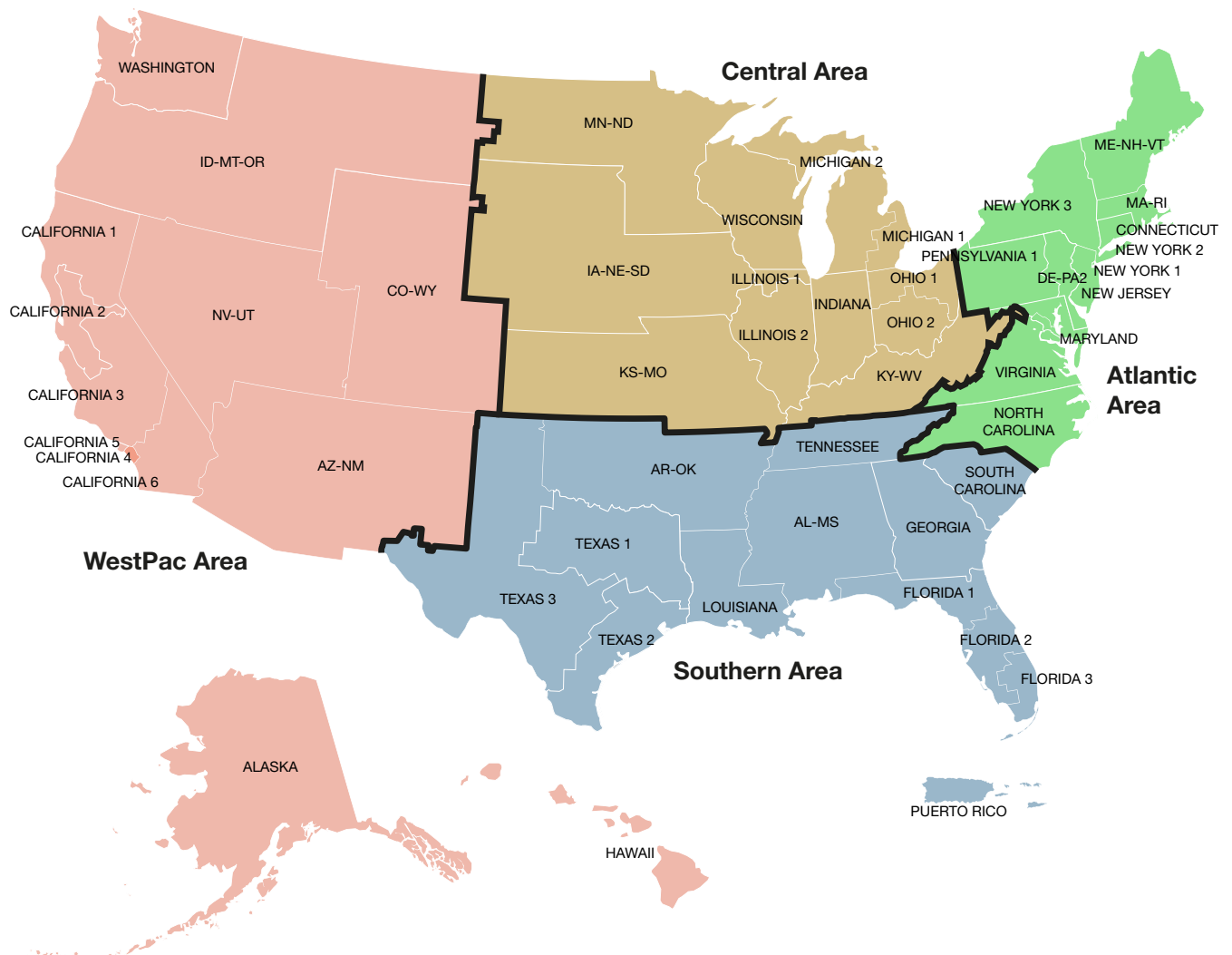
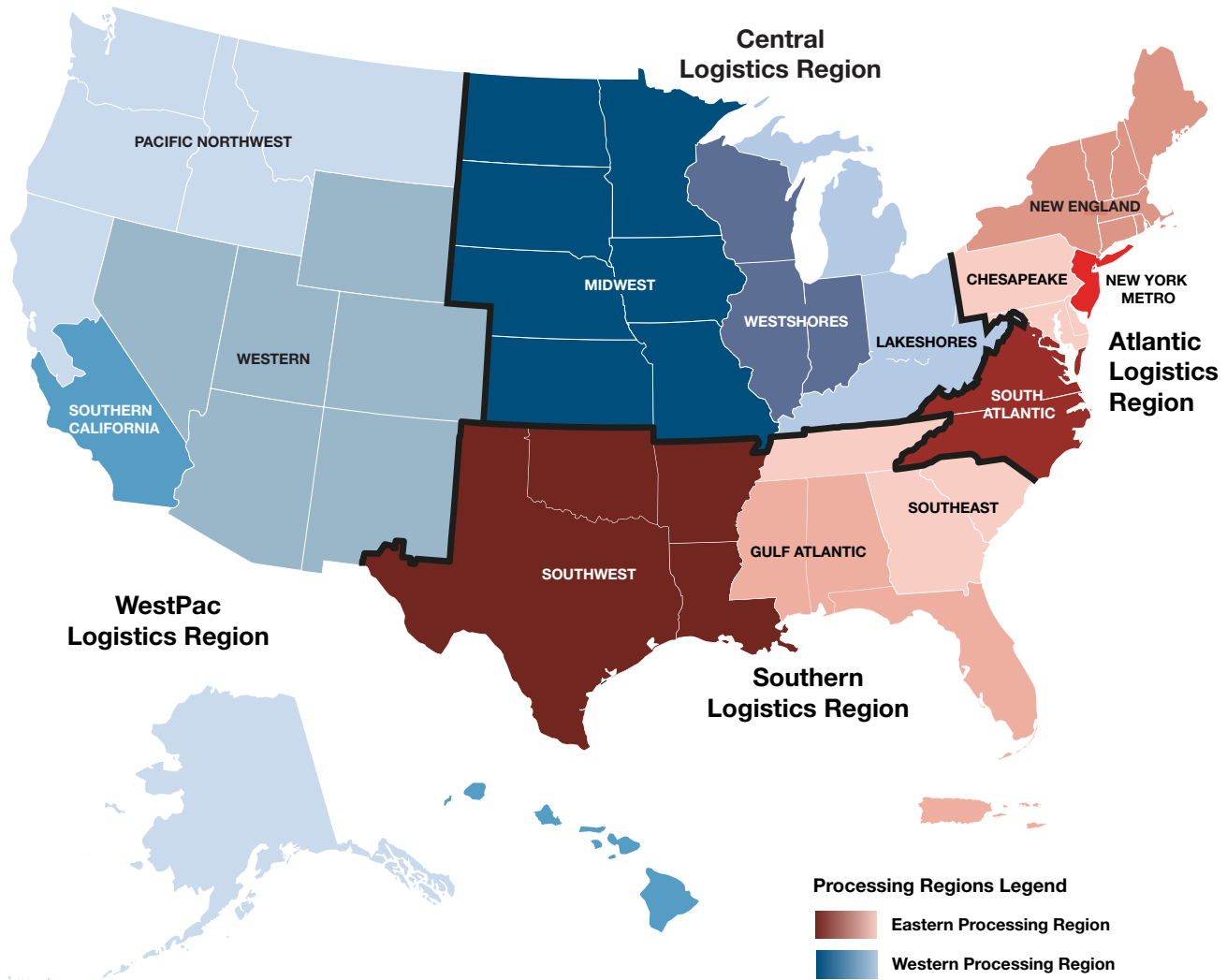


Image #2: Logistics and Processing Operations Regions and Divisions





Semipostal Stamps

Semipostal stamps are postage stamps with a postage value equal to the First-Class Mail single-piece, 1-ounce stamp rate in effect at the time of purchase, plus an amount to fund a designated cause. By law, funds from sale of semipostal stamps, less the postage paid and the reasonable costs incurred by the Postal Service, are distributed to designated agencies to support the approved causes.

Semipostal stamps are either congressionally mandated or issued through discretionary authority granted to the Postal Service through the Semipostal Authorization Act, Pub.L.106-253. Under this act, the Postal Service may issue and sell semipostal fundraising stamps to advance such causes as it considers to be “in the national public interest and appropriate.” The law specified that the Postal Service can issue up to five new semipostal fundraising stamps over a 10-year period.

In FY 2021, the Postal Service sold four semipostal stamps: the congressionally mandated *Breast Cancer Research* semipostal stamp, the congressionally mandated *Save Vanishing Species* semipostal stamp, and, under the Postal Service’s discretionary authority, the *Alzheimer’s* semipostal stamp and the *Healing PTSD* semipostal stamp.



The *Breast Cancer Research* semipostal stamp generated approximately \$1.5 million in funds in excess of the postage value in FY 2021. As of Sept. 30, 2021, and since the stamp’s inception, the Postal Service had distributed approximately \$64 million, or 70 percent of the proceeds, to the National Institutes of Health within the

Department of Health and Human Services and approximately \$27 million, or 30 percent of the proceeds, to the Breast Cancer Research Program within the Department of Defense.



The *Save Vanishing Species* semipostal stamp generated approximately \$449,000 in funds in excess of the postage value in FY 2021. As of Sept. 30, 2021, and since the stamp’s inception, the Postal Service had

distributed approximately \$6 million, 100 percent of the funds collected in excess of the postage value, to the U.S. Fish and Wildlife Service to support its Multinational Species Conservation Fund.



The *Alzheimer’s* semipostal stamp generated approximately \$114,000 in funds in excess of the postage value in FY 2021. As of Sept. 30, 2021, and since the stamp’s inception, the Postal Service had distributed approximately \$1 million, 100 percent of the funds collected in excess of

the postage value, to the National Institute on Aging within the U.S. Department of Health and Human Services.



The *Healing PTSD* semipostal stamp generated approximately \$408,000 in funds in excess of the postage value in FY 2021. As of Sept. 30, 2021, and since the stamp’s inception, the Postal Service had distributed approximately \$1 million, 100 percent of the funds collected in excess of the postage value, to the Department of Veterans Affairs.

Environmental Affairs and Corporate Sustainability

Sustainability is a core commitment of the Postal Service. As the organization invests in new technology, it will champion sustainable and environmentally focused solutions. At the Postal Service, environmental stewardship means continuously advancing the organization's sustainability goals and environmentally-focused solutions that reduce greenhouse gas emissions, energy, fuel, and waste. The following cross-functional initiatives are examples of postal stewardship that benefit customers, employees and the environment:

Environmental Compliance. Environmental compliance is the foundation of the Postal Service's commitment to sustainability. The Postal Service strives to be a good steward of the environment and minimize its impact by establishing programs and practices to meet applicable federal, state and local environmental regulations.

Environmental Compliance Reviews. The Postal Service conducts environmental compliance reviews (ECRs) at its facilities to evaluate site-level compliance with all applicable environmental regulations and Postal Service policy. ECRs are the foundation of the Postal Service's compliance program. These reviews follow a standardized protocol to assess site compliance and provide a platform to directly engage employees to assist with compliance implementation. When necessary, the Postal Service mandates corrective actions and provides compliance assistance to ensure completion.

Storage Tank Management. The Postal Service has a comprehensive program focused on improving and maintaining tank systems to avoid contaminating the environment. The Postal Service removes and replaces tanks that pose a liability as they approach end of life or warranty limits. Replacement tanks are installed only where necessary. These new tank systems are centrally monitored and designed to prevent and quickly detect leaks to avoid soil and groundwater contamination.

Solar Power. The Postal Service is committed to increasing conservation efforts with the installation of on-site renewable energy projects at multiple facilities, including at the South Jersey Mail Processing Center in New Jersey. This large solar project adds to the Postal Service's solar energy portfolio and includes the installation of more than 13,000 solar panels, which is enough electricity to power more than 856 homes each year.

Green Energy Purchases. The Postal Service has initiated an environmental investment in renewable energy certificates. Electricity contract suppliers in 13 states will now provide 25 percent of their power from renewable energy sources, including wind power, hydro power and solar installations. As a result, the Postal Service will consume more than 880,000 megawatts of green power over a four-year period.

Hydrogen Fuel Cells (HFC). The Postal Service is committed to accelerating the path of innovation and to investing in the future through initiatives such as using hydrogen fuel cells to replace lead acid batteries in powered industrial vehicles. Building on previous success at the Washington Network Distribution Center mail processing facility, facilities were reviewed for HFC technology expansion. The current target facilities are the New Jersey Network Distribution Center and the Brooklyn Processing and Distribution Center. The Postal Service is determined to optimize the environmental benefits of hydrogen fuel cells in additional locations.

Corporate Energy Interface (CEI) Resiliency Tool. The Postal Service CEI Resiliency Tool provides information to ensure the protection of Postal Service employees and assets in anticipation of disastrous weather events. Facilities can be searched by address to access information about whether the facility is susceptible to sea level rise, flooding and storm surge. Additionally, the tool provides data on facility assets, such as the number and type of equipment, number and type of vehicles and the number of employees. This information provides critical planning information for operations in advance of a dangerous or disastrous weather pattern. Operations can use the data to determine if equipment needs to be removed or precautions put in place to minimize loss.

Recycled Materials. The Postal Service's Priority Mail, Priority Mail Express and ReadyPost corrugated boxes are recyclable and meet Sustainable Forestry Initiative or Forest Stewardship Council Certification standards. The Postal Service partners with the organization How2Recycle to help customers understand how to properly recycle postal products. How2Recycle is a labeling system that gives consumers clear recycling instructions.

Environmentally Preferable Products. The Postal Service is committed to using environmentally preferable products where possible. The Postal Service continues to promote the integration of sustainable

goods and services throughout its supply chain by increasing the use of sustainability contract clauses when working with suppliers, increasing availability of these products through the internal online catalog, and taking steps toward increased accountability by improving its supplier tracking and reporting system.

USPS BlueEarth. The Postal Service helps customers reduce waste, increase recycling and improve their carbon footprints through several Postal Service's BlueEarth programs:

- *USPS BlueEarth Secure Destruction* is a sustainable mail service that reduces the handling costs of return-to-sender First-Class letters and flats for business customers who use Intelligent Mail barcode technology. Mail that is undeliverable can be intercepted, inspected and handled in a secure manner by USPS rather than returning it to the sender. BlueEarth Secure Destruction helps reduce the carbon footprint of First-Class Mail and is more cost-effective for both mailers and the Postal Service. In FY 2021, the USPS BlueEarth Secure Destruction Mail Service intercepted and securely handled more than 111 million pieces of undeliverable First-Class letters and flats that would have otherwise been returned to sender.
- *USPS BlueEarth Federal Recycling Program* provides a convenient mail back option for federal agencies to recycle small electronics and used toner cartridges. Participating agencies can access online reports of their recycling activity which includes details about the final disposition of each item recycled.
- *USPS BlueEarth Carbon Accounting Service* provides major mailers an online report of the emissions produced due to their mailing and shipping activity. This information can be used for their corporate inventory or to purchase carbon credits to offset and provide carbon neutral shipping for their customers.

National Recycling Operation. This program transports materials — primarily paper, cardboard and plastic — from Post Offices to central hubs for recycling, using available space in Postal Service vehicles. The Postal Service encourages recycling initiatives across the organization to increase recycling performance and improve the organization's bottom line at the same time.

The Postal Service is “Putting its Stamp on a Greener Tomorrow” by taking sustainable actions and integrating environmental business practices into day-to-day operations. Additional information on the Postal Service's sustainability efforts is available in the 2021 Annual Sustainability Report, available at www.usps.com/green.

Commitment to a Safe and Secure Network

The United States Postal Inspection Service (USPIS) is the law enforcement, crime prevention, and security arm of the Postal Service. In FY 2021, USPIS Inspectors helped USPS maintain America's trust by:

- Ensuring the secure transfer of election mail through the Postal Service's network as an unprecedented number of people relied on USPS to vote.
- Serving as a core member of the Department of Justice's COVID-19 Fraud Task Force, an interagency working group assembled to address COVID-19 related fraud schemes.
- Investigating frauds that target seniors through the mail, such as lottery and sweepstakes fraud.
- Reducing mail theft through vigorous investigation of customer reports and preventing theft by protecting physical infrastructure and educating customers.
- Leading efforts to eliminate opioids and other illicit drugs from the mail by coordinating with other law enforcement agencies to share intelligence, coordinate cases and conduct joint enforcement operations.
- Working aggressively with other law enforcement agencies and key trade partners to stem the flow of illegal drugs entering the United States, as well as improving detection through the collection and receipt of customs advance electronic data (AED) as required by the STOP Act.

In FY 2021, USPIS launched its Southwest Border Initiative at major induction points, identified by internal analytical work, for drugs in the domestic mail. In the initial phase completed in August 2021, teams of USPIS Inspectors conducted interdictions and investigations at the southwest border, seizing over 60 pounds of fentanyl, 213 pounds of methamphetamine and over \$760,000 in illicit proceeds. This operation produced significant intelligence that will help assist in multiple high-impact investigations and will help strategize future operations.

While USPS is continuing its efforts to remove opioids and other illicit drugs from the mail, the agency is also focusing on multiple other initiatives to ensure a safe and secure network. To learn more about USPS, visit <https://www.uspis.gov>.

Election Mail Performance

During the 2020 election period, the Postal Service delivered roughly 543 million pieces of election mail, a 96 percent increase from 2016. Election mail consists of mail to or from election officials, including ballots, ballot applications, registration forms, or other items that enable citizens to participate in the voting process.

Throughout 2020, the Postal Service faced unprecedented challenges, including an unfamiliar political spotlight; however, the commitment among letter carriers, clerks, mail handlers, supervisors, postmasters, plant managers, and other employees throughout the organization was resolute. Postal employees rose to the occasion, served the American people with pride and distinction, and upheld the Postal Service’s promise to deliver the nation’s election mail securely and on time, consistent with the organization’s non-partisan public service mission.

To support the timely delivery of election mail, the Postal Service Board of Governors chartered an Election Mail Committee in August 2020, to oversee, review, and monitor the organization’s preparations for the election season. The following statistics highlight the Postal Service’s exemplary election season performance.

Key General Election Performance Statistics:

- On average, the Postal Service delivered ballots from election officials to voters in 2.1 days and ballots from voters to election officials in 1.6 days.
- 99.89 percent of ballots were delivered to election officials within 7 days from when the Postal Service received the ballot.
- The overwhelming majority of ballots were delivered in far less time than that. Specifically, based on internal processing scores, 97.9 percent of ballots mailed from voters to election officials were delivered within three days, and 99.7 percent were delivered within five days.
- Total mail volume surpassed 4.6 billion mailpieces for both Political Mail (used for campaign purposes and excluding ballots) and Election Mail, representing a 114 percent increase above the 2016 election cycle.

Key Election Mail Performance Statistics

Percent of ballots delivered from voters to election officials within seven days:

99.89

Percent of ballots delivered from voters to election officials within three days:

97.9

Average time to deliver ballots from election officials to voters:

2.1 Days

Average time to deliver ballots from voters to election officials:

1.6 Days

- The Postal Service delivered more than 135 million ballots, including blank ballots delivered from election officials to voters and completed ballots returning from voters to election officials.

In August 2021, the Board of Governors chartered a new bipartisan Election Mail Committee, focused on overseeing, reviewing, and monitoring the Postal Service’s preparations for the 2022 primary and general election elections and making recommendations to the Board on this and related issues. Specifically, the committee has the following duties:

- Review and make recommendations on the Postal Service’s plans to serve citizens and state and local entities on matters related to elections.
- Review and make recommendations on election and political mail products the Postal Service offers.
- Monitor and make recommendations regarding the operational and performance metrics related to voting by mail and election and political mail.
- Provide regular reports to the Board on matters within their scope and special issues that may merit Board attention.
- Perform all other duties required by law or otherwise necessary for effective guidance of the Postal Service’s election mail functions, or as the Board may direct.

For additional information on the USPS 2020 Post-Election Analysis visit www.about.usps.com/newsroom.

COVID-19 Pandemic Response

In March 2020, the Postal Service established the COVID-19 Response Command Team to ensure proactive management of the pandemic’s effect on employees, operations and customers. The team continues to monitor the daily effects of the pandemic and identify potential and actual impacts throughout the nation. The team also recommends and implements policies, plans and procedures to ensure continued high-quality service to the public, while also meeting employee and customer safety needs. The Postal Service’s COVID-19 Supplies Command Center remains dedicated to ensuring that Postal Service facilities have adequate supplies to keep employees safe and meet ongoing facility cleaning needs throughout the pandemic.

Core responsibilities of the COVID-19 Response Command Team include:

- Reinforcing proper workplace behaviors regarding safety precautions such as social distancing and wearing face coverings.
- Implementing contact tracing and other COVID-19 tracking procedures.
- Updating cleaning and ventilation policies.
- Monitoring postal leave policies for employees affected by the COVID-19 pandemic.
- Expanding telework capabilities for most administrative employees and ensuring adequate communication to and safeguards for employees who have returned to the office.
- Issuing stand-up talks, articles, videos and other communications to ensure employees have the latest information.
- Maintaining steady communication with residential customers and business mailers regarding postal facility disruptions and delivery impacts through USPS Service Alerts at about.usps.com/newsroom/service-alerts.

The Postal Service is proud of its ability to provide a trusted, valued service to the American public, while safeguarding employees and customers during the continuing national public health emergency.

Continuity and Preparedness

The Postal Service Continuity and Preparedness group ensures that plans, procedures and protocols are in place to respond to emergencies that could disrupt operations, and provides the tools and resources that enable resumption of operations quickly, safely and efficiently. Continuity and Preparedness coordinates actions with senior and field management when employees and property are affected by natural disasters or national emergencies. The Postal Service’s commitment to resuming safe mail delivery as soon as possible after disruptions would not be possible without the Continuity and Preparedness team and the resilience of USPS employees and its networks. The Postal Service takes its mission of providing universal service across the nation seriously, striving to keep communities connected and deliver a sense of normalcy, even during local, regional or national disruptions to service.

Key Financial and Operating Statistics

Financial History Summary

(in millions)

	FY 2021	FY 2020	FY 2019
Operating results			
Total revenue ¹	\$ 77,041	\$ 73,133	\$ 71,154
Operating expenses			
Compensation and benefits ²	50,085	48,730	47,519
Retirement benefits ³	7,376	6,964	6,197
Retiree health benefits	5,110	4,660	4,564
Workers' compensation	(580)	2,903	3,504
Transportation	9,652	8,814	8,184
Other operating expenses	10,201	10,116	9,911
Loss from operations	\$ (4,803)	\$ (9,054)	\$ (8,725)
Investment and interest income (expense), net	(127)	(122)	(88)
Net loss	\$ (4,930)	\$ (9,176)	\$ (8,813)
Financial position			
Cash and cash equivalents ⁴	\$ 23,858	\$ 14,358	\$ 8,795
Property and equipment, net	14,778	14,567	14,352
All other assets ⁵	7,769	6,979	2,486
Total assets	\$ 46,405	\$ 35,904	\$ 25,633
Retiree health benefits	\$ 56,975	\$ 51,865	\$ 47,205
Workers' compensation liability	18,174	20,074	18,529
Debt	11,000	14,000	11,000
Retirement benefits	14,915	11,583	8,385
All other liabilities ⁵	21,021	19,090	12,046
Total liabilities	\$ 122,085	\$ 116,612	\$ 97,165
Total net deficiency	\$ (75,680)	\$ (80,708)	\$ (71,532)

¹ Includes other non-operating income such as sale of land and buildings, sale of miscellaneous equipment and sale of motor vehicles.

² Excludes Federal Employees Retirement Systems (FERS) normal costs, amortization of unfunded retirement benefits, retiree health benefits and workers' compensation.

³ Includes FERS normal costs and amortization of unfunded retirement benefits.

⁴ Cash and cash equivalents are unrestricted.

⁵ Includes restricted cash of \$449 million, \$354 million, and \$366 million, at September 30, 2021, 2020, and 2019, respectively.

Revenue, Pieces and Weight Statistics

(in millions of units indicated, unaudited)

	FY 2021	FY 2020	FY 2019
First-Class Mail¹			
Revenue	\$ 23,281	\$ 23,781	\$ 24,431
Number of pieces	50,695	52,628	54,936
Weight, pounds	2,551	2,644	2,780
Marketing Mail²			
Revenue	\$ 14,590	\$ 13,909	\$ 16,359
Number of pieces	66,200	64,004	75,653
Weight, pounds	5,560	5,715	6,917
Shipping and Packages³			
Revenue	\$ 32,013	\$ 28,529	\$ 22,783
Number of pieces	7,578	7,325	6,165
Weight, pounds	15,308	14,163	12,568
International Mail			
Revenue	\$ 2,223	\$ 2,408	\$ 2,474
Number of pieces	409	742	855
Weight, pounds	311	432	476
Periodicals			
Revenue	\$ 942	\$ 1,024	\$ 1,194
Number of pieces	3,679	4,006	4,635
Weight, pounds	1,160	1,283	1,572
U.S. Postal Service Mail⁴			
Number of pieces	280	441	284
Weight, pounds	97	110	101
Free Matter for the Blind⁵			
Number of pieces	20	25	34
Weight, pounds	9	10	13
Other services – revenue ⁵	\$ 3,960	\$ 3,472	\$ 3,895
Postal Service totals			
Operating revenue	\$ 77,009	\$ 73,123	\$ 71,136
Number of pieces	128,861	129,171	142,562
Weight, pounds	24,996	24,357	24,427

Note: The Postal Service has reclassified the totals for certain mail categories in prior years to conform to classifications used in the current year.

¹ Excludes First-Class Mail Parcels.

² Excludes Marketing Mail Parcels.

³ See Shipping and Packages and Other Services Statistics table on the following page.

⁴ No revenue is received or recorded for this category of mail.

⁵ By law, the Postal Service is required to offer below-cost postage prices to certain categories of mailers including blind individuals. Congress agreed to reimburse the Postal Service for revenue it had foregone by offering these below-cost postage prices..

Shipping and Packages and Other Services Statistics

(in millions of units indicated, unaudited)

	FY 2021	FY 2020	FY 2019
Priority Mail Express			
Revenue	\$ 820	\$ 697	\$ 716
Number of pieces	29	24	26
Weight, pounds	34	29	28
First-Class Packages			
Revenue	\$ 7,386	\$ 6,227	\$ 4,465
Number of pieces	2,056	1,848	1,398
Weight, pounds	786	696	532
Priority Mail			
Revenue	\$ 13,514	\$ 11,831	\$ 9,728
Number of pieces	1,405	1,274	1,097
Weight, pounds	3,760	3,385	2,937
Parcel Select Mail and Marketing Mail Parcels			
Revenue	\$ 9,224	\$ 8,740	\$ 6,849
Number of pieces	3,499	3,536	2,947
Weight, pounds	9,487	8,713	7,593
Parcel Return Service Mail			
Revenue	\$ 234	\$ 202	\$ 204
Number of pieces	72	72	75
Weight, pounds	173	181	199
Package Services			
Revenue	\$ 835	\$ 832	\$ 821
Number of pieces	517	571	622
Weight, pounds	1,068	1,159	1,279
Total shipping and packages			
Revenue	\$ 32,013	\$ 28,529	\$ 22,783
Number of pieces	7,578	7,325	6,165
Weight, pounds	15,308	14,163	12,568
Other services			
Certified Mail			
Revenue	\$ 567	\$ 598	\$ 653
Number of articles	156	168	187
Return Receipts			
Revenue	\$ 262	\$ 280	\$ 314
Number of articles	110	120	138
USPS Tracking			
Revenue	\$ 1	\$ 1	\$ 1
Number of articles	3	1,565	5,422
PO Box Services revenue			
Revenue	\$ 1,207	\$ 1,095	\$ 1,037
Money Orders			
Revenue	\$ 147	\$ 146	\$ 148
Number of articles	71	77	81
Insurance			
Revenue	\$ 105	\$ 93	\$ 78
Number of articles	17	17	14
Shipping and mailing supplies			
Revenue	\$ 122	\$ 135	\$ 107
Number of articles	49	60	53
Miscellaneous other services revenue			
Revenue	\$ 1,549	\$ 1,124	\$ 1,557
Total other services revenue	\$ 3,960	\$ 3,472	\$ 3,895

Note: The Postal Service has reclassified the totals for certain mail categories in prior years to conform to classifications used in the current year.

Post Offices and Delivery Points

(in actual units indicated, unaudited)

	FY 2021	FY 2020	FY 2019
Post Offices, stations and branches			
Postal Service-managed			
Post Offices	26,362	26,362	26,362
Classified stations, branches and carrier annexes	4,885	4,968	4,960
Total Postal Service-managed	31,247	31,330	31,322
Contract Postal Units	2,009	2,094	2,175
Village Post Offices	542	590	667
Community Post Offices	425	437	449
Total offices, stations and branches	34,223	34,451	34,613
Residential delivery points			
City	84,775,116	84,233,373	83,739,561
Rural	46,475,650	45,320,604	44,425,454
PO Box	16,020,228	16,015,289	15,985,189
Highway Contract	3,106,794	3,050,749	3,001,015
Total residential delivery	150,377,788	148,620,015	147,151,219
Business delivery points			
City	7,818,805	7,789,025	7,734,259
Rural	1,766,055	1,736,436	1,707,145
PO Box	3,093,299	3,146,028	3,226,893
Highway Contract	83,220	82,648	81,796
Total business delivery	12,761,379	12,754,137	12,750,093
Total delivery points	163,139,167	161,374,152	159,901,312
Change in delivery points	1,765,015	1,472,840	1,343,056

Number of Routes by Type of Delivery

(in actual units indicated, unaudited)

Route	FY 2021	FY 2020	FY 2019
City	142,207	142,018	142,672
Rural	81,288	79,900	79,404
Highway Contract Route	9,676	9,661	9,731
Total	233,171	231,579	231,807

Postal Vehicle Inventory

(in actual units indicated, unaudited)

Vehicle type	FY 2021	FY 2020	FY 2019
Delivery and collection (0.5–2.5 tons)	212,327	207,945	204,274
Mail transport (tractors and trailers)	4,158	5,719	5,481
Mail transport (5–11 tons)	2,167	2,782	3,460
Administrative and other	6,482	6,697	6,925
Service (maintenance)	4,611	5,464	5,858
Inspection Service and law enforcement	2,623	2,934	2,942
Total	232,368	231,541	228,940

Real Estate Inventory

(in actual units indicated, unaudited)

Real estate inventory	FY 2021	FY 2020	FY 2019
Owned properties	8,460	8,440	8,393
Owned interior square feet	194,097,968	193,867,670	193,355,127
Leased properties	22,986	23,050	23,118
Leased interior square feet	85,449,683	78,860,472	79,027,452
GSA ¹ /other government properties	290	291	292
GSA ¹ /other government interior square feet	1,729,484	1,732,001	1,792,744

¹ General Services Administration.

Real Estate Inventory Actions

(in actual units indicated, unaudited)

Real estate inventory actions	FY 2021	FY 2020	FY 2019
Lease actions (alternate quarters, new leases and renewals)	5,593	5,414	4,410
Property disposals ¹	3	5	8
New construction ²	98	98	76
Repair and alteration projects	53,237	61,483	59,864
Repair and alteration expense project totals (in thousands, rounded)	\$ 270,000	\$ 268,000	\$ 240,000
Repair and alteration capital projects	4,119	4,312	4,428
Repair and alteration capital project totals (in thousands, rounded)	\$ 553,000	\$ 555,000	\$ 519,000

¹ Total partial and complete property sales does not include non-property sales such as right-of-ways/easements, sale of rights, defaults, installment payments, etc.

² Includes the build-out of pre-existing spaces that the Postal Service did not previously own, the new construction of leased or owned space, and the expansion of existing spaces.

Employees

(actual numbers, unaudited)

	FY 2021	FY 2020	FY 2019
Headquarters and HQ-related employees			
Headquarters	6,416	3,477	3,311
Headquarters – field support units	2,761	3,425	3,447
Inspection Service – field	2,358	2,399	2,441
Inspector General	1,016	1,017	1,031
Total HQ and HQ-related employees	12,551	10,318	10,230
Field employees			
Area offices	129	923	946
Postmasters/installation heads	12,662	13,667	13,729
Supervisors/managers	22,663	25,189	25,581
Professional administration and technical personnel	2,309	4,792	4,752
Clerks (including nurses)	129,113	119,171	121,573
Mail handlers	46,866	36,721	36,939
City delivery carriers	172,894	167,934	166,343
Motor vehicle operators	9,417	9,189	8,742
Rural delivery carriers – full-time	75,134	74,255	73,165
Building and equipment maintenance personnel	27,867	28,675	29,751
Vehicle maintenance employees	5,031	5,107	5,183
Total field employees	504,085	485,623	486,704
Total career employees	516,636	495,941	496,934
Pre-career employees			
Casuals	188	10,261	849
Postal support employees	31,346	25,778	26,251
Non-bargaining temporary	332	341	339
Rural part-time	54,110	58,747	58,224
Postmaster relief and leave replacements	1,838	1,959	2,021
City carrier assistant	37,652	38,079	42,121
Mail handler assistant	11,064	12,927	6,369
Total pre-career employees	136,531	148,092	136,174
Total employees	653,167	644,033	633,108

Executive Compensation

Federal law requires the Postal Service to provide compensation and benefits to employees at a level comparable to the private sector. The Postal Service will continue to pursue this goal for all of its employees. In addition, the organization supports, develops and provides a wide range of tools and development resources that assist employees in reaching their full potential.

The Board of Governors establishes executive officer compensation and benefits, subject to the requirements and limitations of federal law. Although USPS governing law provides that executives should be compensated at a level comparable to the private sector, the Postal Service does not have the resources to achieve this level of compensation. Compensation for executive officers remains significantly below that of similarly ranked senior executives in the private sector.

In most circumstances, the Postal Service cannot compensate its executives more than the rate for Level 1 of the Executive Schedule (\$219,200 in calendar year (CY) 2020). Under certain programs, bonuses or other rewards can be awarded, which raise the level of compensation beyond this limit; however, compensation is still limited by federal law.

Performance-based payments for FY 2019 were paid in CY 2020. Performance-based payments were determined by the Board of Governors.

In accordance with legal reporting requirements, the following table reports executives compensated in excess of Federal Executive Level 1 in CY 2020. The second column of the table reports the total compensation in excess of Federal Executive Level 1, including salary and bonus or other payment. The third column lists the amount of bonus or other payments that caused pay to exceed Level 1 of the Executive Schedule in CY 2020. The terms “bonus or other payment” in the third column of the table are statutory terms that represent various amounts which are a part of an executive’s total compensation; these amounts are predicated on the Postal Service’s maintenance of a performance appraisal system that makes meaningful distinctions based on relative performance.

Executive Name	CY 2020 Reportable Excess Earnings	CY 2020 Bonus or Other Payment
Kristin A. Seaver	\$ 84,244	\$ 31,452
Isaac S. Cronkhite	82,231	31,452
Jacqueline M. Strako	74,244	21,452
Thomas J. Marshall	72,276	24,313
David E. Williams, Jr.	64,244	11,452
Joseph Corbett	61,551	11,452
Luke T. Grossmann	49,196	20,982
Douglas A. Tulino	35,456	31,987
Joshua D. Colin	31,029	31,452
Michael J. Elston	22,838	30,831
Scott R. Bombaugh	19,423	29,252
Pritha Mehra	14,886	11,452
Salvatore N. Vacca	14,473	29,232
Angela H. Curtis	12,327	32,752
Gary R. Barksdale	9,457	9,880
Steven W. Monteith	8,608	21,452
Dane A. Coleman	5,640	23,422
Michael L. Barber	3,641	20,959
Gregory S. Crabb	3,542	14,404
Jeffrey C. Johnson	2,787	3,210

Note: Legislation requires reporting compensation in the last full calendar year. This timeframe does not align with the Postal Service’s fiscal year, which is from October to September.



FY 2021 Performance Report and FY 2022 Performance Plan

Corporate-wide Goals and Targets

The Postal Service is a self-supporting, independent federal establishment of the U.S. Government and continues to play an indispensable role as a driver of commerce and provider of delivery services that connect Americans to one another — reliably, affordably and securely — and to every residential and business address.

To provide a roadmap for a more efficient, valuable and relevant organization that will meet the evolving needs of the nation and customers now and for years to come, the Postal Service issued the Delivering for America plan in March 2021. It outlines the following 12 strategic areas of focus to achieve financial sustainability and service excellence.

- Strengthen value of mail and sustain public service mission, including 6-day mail delivery.
- Implement service standards that achieve service excellence 95% of the time.
- Innovate and launch USPS Connect.
- Modernize delivery vehicle fleet, and with Congressional support, implement electric fleet by 2035.
- Implement best-in-class processing operations.
- Implement best-in-class delivery operations.
- Implement a modern, transformed network of retail Post Offices.
- Implement a fully optimized surface and air transportation network.
- Stabilize and empower workforce to include reducing pre-career turnover.
- Align organizational structure to support effectiveness.
- Support legislative and administrative actions.
- Implement a more rational pricing approach including a judicious implementation of new and existing pricing authorities.

These strategies position the Postal Service to successfully meet the evolving mailing and shipping needs of the nation and become the preferred delivery service provider for the American public.

To assess efforts in implementing these strategies, the organization measures performance through progress against these corporate performance outcomes:

- High-Quality Service
- Excellent Customer Experience
- Safe Workplace and Engaged Workforce
- Financial Health

For each of these, the following subsections describe both the measures used to assess organizational progress in the FY 2021 performance report, the FY 2021 actual outcomes, and the FY 2022 plan to achieve targets.

These targets are aligned with the FY 2022 Integrated Financial Plan (IFP), which includes planned revenue and expenses for FY 2022. Every fiscal year, USPS develops a budget and plan intended to be sufficient to meet its targeted financial and nonfinancial performance outcomes. The Postal Service sets all corporate-wide targets to be achievable given the planned expenses in the IFP.⁸

The following table shows actual corporate performance from FY 2018-FY 2021 and targets for FY 2021-FY 2022 for each measure.

⁸ The FY 2022 Integrated Financial Plan information contained in this document will be revised if needed upon approval by the Board of Governors.

FY 2021-FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes

Corporate Performance Outcome	Measure	FY 2022 Target	FY 2021		FY 2020 Actual	FY 2019 Actual	FY 2018 Actual
			Actual	Target			
High-Quality Service ¹	Single-Piece First-Class Mail						
	Two-day	90.25	86.44	87.81	91.47	92.05	93.78
	Three-to-five-day	90.00	63.20	68.64	78.83	80.88	82.48
	Presort First-Class Mail						
	Overnight	94.75	93.38	93.99	94.72	95.46	96.00
	Two-day	93.00	88.29	89.20	92.77	94.10	94.92
	Three-to-five-day	90.50	80.87	84.11	89.89	91.95	91.96
	First-Class Mail Letter and Flat Composite (FCLF)	91.00	82.69	84.88	89.73	91.36	92.07
	Marketing Mail and Periodicals Composite	91.50	87.12	86.62	88.38	88.73	89.26
Market Dominant Composite ^{2,3,4}	91.25	85.30	85.86	89.00	89.86	89.66	
Excellent Customer Experience	Customer Experience Composite Index ⁵	72.99	68.49	76.90	72.40	69.04	67.47
	Business Service Network (BSN)	97.33	97.89	97.20	97.33	96.68	95.90
	Point of Sale (POS)	87.46	84.39	90.42	87.46	87.77	87.98
	Delivery	80.94	70.41	86.33	80.94	80.40	80.47
	Customer Care Center (CCC)	63.02	61.85	60.03	60.03	46.94	39.19
	Customer 360 (C360)	40.05	33.34	55.00	40.05	37.45	36.73
	Large Business Panel	N/A	N/A	N/A	N/A	N/A	72.34
	usps.com	73.41	67.13	73.41	73.41	72.94	57.54
	Business Mail Entry Unit (BMEU)	96.72	95.66	96.73	96.72	96.00	95.33
Safe Workplace and Engaged Workforce	Total Accident Rate	13.45	13.48	13.75	13.09	14.19	15.09
	Grand Mean Engagement Score	3.38	3.36	N/A	3.29	3.36	3.34
	Engagement Survey Response Rate	N/A	25	51	33	38	42
Financial Health ⁶	Controllable Income (Loss) (\$ in billions)	(4.10)	(2.39)	(5.60)	(3.75)	(3.42)	(0.81)
	Deliveries per Total Work Hours, Percent Change	NA	N/A	N/A	0.90	(0.60)	(0.50)

Note: NA indicates that either no data was collected or no target was set for the relevant indicator and year.

¹ The Postal Service is providing nonpublic service performance data for certain competitive products as part of the Nonpublic Annex in the Annual Compliance Report proceeding conducted by the Postal Regulatory Commission (PRC).

² Market Dominant Composite includes all First-Class Mail, Marketing Mail, Periodicals, Flats, Bound Printed Matter Parcels, Marketing Mail Parcels and Library/Media Mail.

³ The FY 2019-FY 2021 actual scores are sourced from the Service Performance Measurement (SPM) system. In FY 2018, data was sourced from legacy SPM systems (e.g. External First-Class Measurement System and Intelligent Mail Accuracy and Performance System). For more information regarding comparability, refer to USPS Response to Question 4 from the 2020 Annual Compliance Report Chairman Information Request No. 2, dated Jan. 14, 2021.

⁴ FY 2018-FY 2020 actuals are provided for comparability purposes only. Market Dominant Composite was introduced in FY 2021.

⁵ In FY 2019-FY 2022, the Customer Experience Composite Index is based on survey responses from the following touchpoints: Business Service Network, Point of Sale, Delivery, Customer Care Center, C360, usps.com and Business Mail Entry Units. For more information regarding comparability, refer to USPS Response to Question 4 from the 2020 Annual Compliance Report Chairman Information Request No. 2, dated Jan. 14, 2021.

⁶ The FY 2022 Integrated Financial Plan information contained in this document will be revised if needed upon approval by the Board of Governors.

High-Quality Service

The Postal Service is committed to “bind the Nation together through the personal, educational, literary and business correspondence of the people. [We] shall provide prompt, reliable and efficient services to patrons in all areas and shall render postal services to all communities” (U.S.C. Title 39). This forms the core of USPS operations.

The Postal Service operates a highly complex network of distribution and delivery facilities interconnected by multiple modes of transportation across the country. The organization measures service performance at the product level against specific service standards on a continuous basis

Service Performance Measurement (SPM) is an internal measurement system that measures and reports service performance from the time mail is deposited in a Postal Service facility to when a USPS employee delivers it to a home, business or PO Box.

The annual service performance indicators are reported as a cumulative score throughout the year and are volume weighted. Service performance during the first half of the year — when mail volume is highest — sets the pace for the remainder of the year.

In FY 2021 the Postal Service measured service performance in the following categories:

Single-Piece First-Class Mail. The measures for this category represent the performance of single-piece First-Class Mail letters, postcards and flats throughout the fiscal year. The indicators show the estimated percent of total mail by service standard (two-day and three-to-five-day) that was delivered to customers on time.

Presort First-Class Mail. The measures for this category represent the performance of commercial presorted First-Class Mail letters, postcards and flats delivered throughout the fiscal year. The indicators show the estimated percent of total mail by service standard (overnight, two-day and three-to-five-day) that was delivered on time.

First-Class Mail Letter and Flat (FCLF) Composite. This category represents the weighted average of the performance of single-piece First-Class Mail and Presort First-Class Mail across all service standards, weighted by volume.

Marketing Mail and Periodicals Composite. This category is a composite indicator of the percent of all Marketing Mail and Periodicals that was delivered within the service standard established during the year. This includes Marketing Mail letters, Marketing Mail flats and Periodicals. Approximately two-thirds of mail volume in this composite is Marketing Mail letters, while the remainder is Marketing Mail flats and Periodicals.

Market Dominant Composite. The Market Dominant Composite includes letters and flats of all First-Class Mail, Marketing Mail, Periodicals, Bound Printed Matter and all parcels of Library Mail, Media Mail and Bound Printed Matter. The score for this category is generated by dividing the total volume (of all classes, shapes and service standards) by the number of pieces delivered on time and is reported as a cumulative year-to-date score.

FY 2021 Performance Report

The following table includes both FY 2021 Actuals (unmitigated) and FY 2021 Targets for the High-Quality Service measures.

Measure	FY 2021 Actual	FY 2021 Target	Delta (pp ¹)	FY 2021 Target (Met/Not Met)
Single-Piece First-Class Mail Two-Day	86.44	87.81	(1.37)	Not Met
Single-Piece First-Class Mail Three-to-Five-Day	63.20	68.64	(5.44)	Not Met
Presort First-Class Mail Overnight	93.38	93.99	(0.61)	Not Met
Presort First-Class Mail Two-day	88.29	89.20	(0.91)	Not Met
Presort First-Class Mail Three-to-Five-Day	80.87	84.11	(3.24)	Not Met
First-Class Mail Letter and Flat Composite (FCLF)	82.69	84.88	(2.19)	Not Met
Marketing Mail and Periodicals Composite	87.12	86.62	0.50	Met
Market Dominant Composite	85.30	85.86	(0.56)	Not Met

¹ PP refers to the percentage point difference between FY 2021 Actuals and FY 2021 Targets.

In FY 2021, providing high-quality service was especially challenging, and only the Marketing Mail and Periodicals Composite measure met its target for the year. All other measures missed their fiscal year targets.

While many variables negatively affected service performance, four are noteworthy: poor peak season performance, employee absenteeism, reduced supplier capacity, and weather and natural disaster disruptions.

Peak season in FY 2021 was significantly more challenging than anticipated. The organization plans each year for the increased mail and package volume expected during peak season, but the record level of package volume received last year from November through January impeded the flow of mail from being processed timely through postal facilities and contributed to poor First-Class and Marketing Mail performance during peak season and subsequent months. The unprecedented surge in package volume affected the entire delivery industry, with many other delivery companies instituting volume capacity controls for their customers, resulting in a substantial diversion of their package volume to the Postal Service and creating gridlock and backlogs throughout the network.

Additionally, high levels of employee absenteeism due to the pandemic negatively affected the Postal Service's ability to staff its operations appropriately to support on-time service performance.

The pandemic also affected air and surface transportation contractors, who are essential to achieving service performance targets. Postal Service operations were greatly affected by continued reductions in commercial air lift, as airlines reduced the number of flights, changed schedules, and used smaller airplanes with less capacity for mail and package cargo space. Efforts to mitigate these issues by using alternative and additional transportation suppliers were minimally effective due to high demand for transportation services throughout the industry. Further, as mail transportation schedules are planned in advance to meet existing service standards, the ability to dynamically transfer mail from air to surface transportation to achieve service standards was limited.

The Postal Service also experienced significant challenges due to natural disasters and weather events. In some cases, these events impacted postal suppliers and led to reduced on-time service performance. For example, a major icing event caused the Postal Service's largest transportation partner to close their primary air hub for several days, resulting in a weeks-long backlog of undelivered mail.

The Postal Service Board of Governors chartered a new bipartisan Election Mail Committee, which was given responsibility to oversee, review, and monitor the organization's preparations for the 2020 election. Service performance for Election Mail items during this period was strong - 97.9 percent of ballots were delivered from voters to election officials within three days and 99.89 percent of ballots within seven days. The Postal Service was able to accomplish this performance due to the hard work and commitment of postal employees at every level. Throughout the enterprise, ballots were prioritized in processing operations and regular sweeps were conducted in facilities to ensure ballots were quickly moving through the system. The organization added extra transportation, staff, and overtime to support these efforts. Letter carriers checked all mailboxes on their route, regardless of inbound or outbound mail, for ballots. Mail was collected and processed on the Sunday before the election, and mail at risk of being delivered late was prioritized and routed to the express network at no extra charge. These extraordinary efforts resulted in a successful election mail performance and reinforced the Postal Service's commitment to providing high-quality service.

Reference the FY 2021–FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes table on page 33 for historical performance.

FY 2022 Performance Plan

For FY 2022, Market Dominant service performance will be measured against service standards of two-day and three-to-five day for Single-Piece First-Class Mail. For Presort First-Class Mail, service performance will be measured relative to overnight, two-day, and three-to-five day service standards. The following table states the FY 2022 targets.

Measure	FY 2022 Target
Single-Piece First-Class Mail Two-Day	90.25
Single-Piece First-Class Mail Three-to-Five-Day	90.00
Market Dominant Composite	91.25
First-Class Mail Letter and Flat Composite (FCLF)	91.00

Measure	FY 2022 Target
Presort First-Class Mail Overnight	94.75
Presort First-Class Mail Two-day	93.00
Presort First-Class Mail Three-to-Five-Day	90.50
Marketing Mail and Periodicals Composite	91.50

These ambitious targets, greatly exceeding the FY 2021 actuals, reflect the organizational strategic vision from Delivering for America and will position the Postal Service to achieve 95 percent on-time service performance relative to service standards once the plan is fully implemented.

In FY 2022, the Postal Service will continue implementing the elements of the Delivering for America plan to achieve service excellence. Postal leadership will conduct a thorough review of processing locations and establish site-specific operating plans to improve operational efficiency, resulting in better service throughout the network.

The Postal Service will proactively plan for the FY 2022 peak season, based on the challenges faced last fiscal year and in accordance with the Delivering for America plan. The organization is executing on strategies to pull together people, technology, transportation, equipment, and facilities into a well-integrated and streamlined mail and package network. The Postal Service is hiring over 40,000 seasonal delivery and plant personnel, expanding its facility footprint by leasing 7.5 million additional square feet in more than 40 multi-year annexes, and installing new processing equipment to accommodate the delivery needs of customers.

To further support peak operations, the Postal Service will continue efforts to stabilize the career workforce by working with the American Postal Workers Union and the National Postal Mail Handler Union to increase the number of career employees through a scheduled conversion process. At the beginning of FY 2022, the total career bargaining unit workforce increased by more than 25,000 employees compared to the same period last year. The Postal Service will continue to hire seasonal employees and provide training to prepare them for their peak season duties.

The Postal Service will also continue to invest in its network, as part of the \$40 billion in planned capital investments outlined in the Delivering for America plan. The Postal Service will continue installations of new package sorting machines; at the beginning of FY 2022, the organization had installed 70 of the 112

machines. Additionally, more than 50 large package sorting machines will be deployed before December. These investments will increase processing capacity by more than 4.5 million additional packages daily.

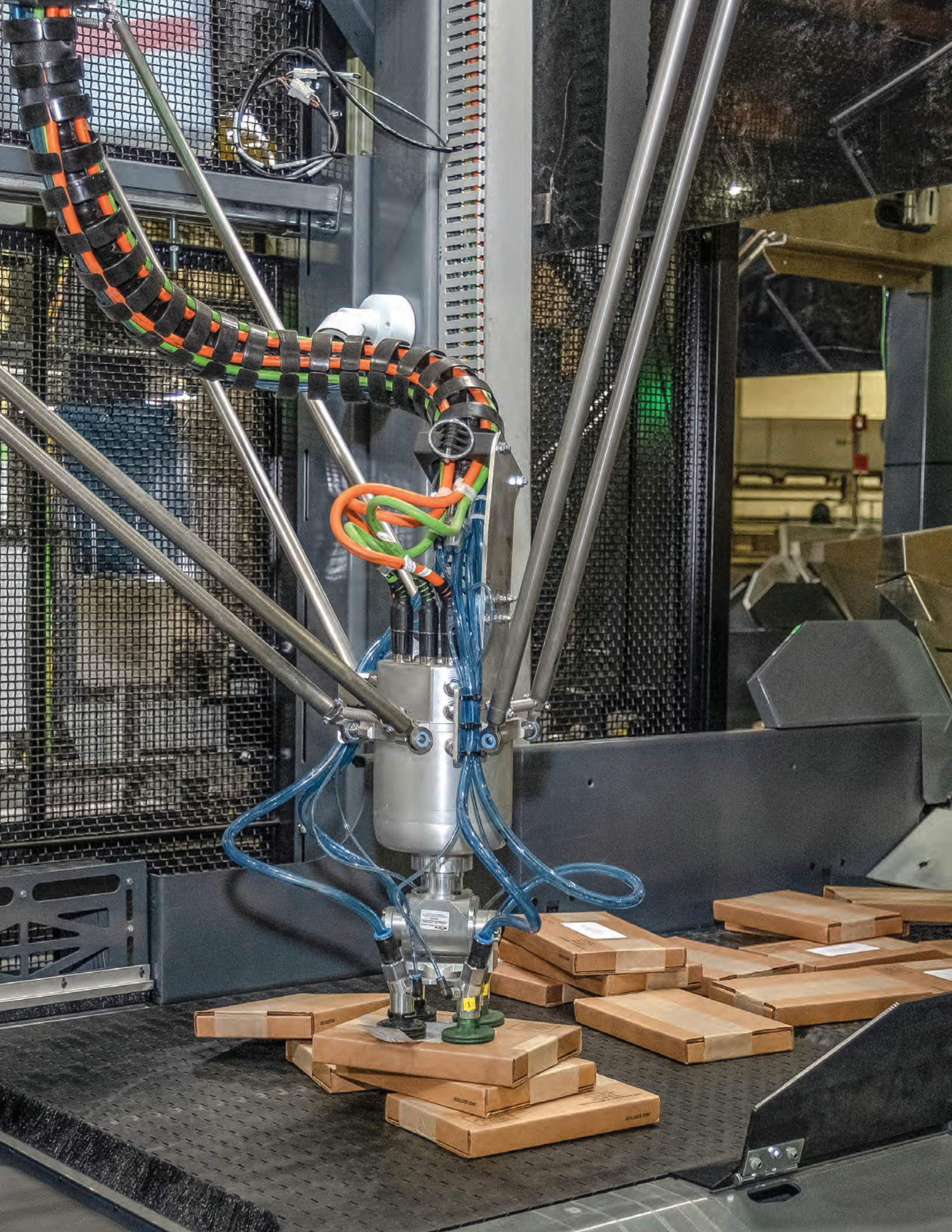
In the first quarter of FY 2022, the Postal Service expects to complete its processing network redesign, which will expand Surface Transportation Centers (STC) to add several hundred thousand square feet for improved workflow. This is part of a multi-year network redesign that will permit continued operations as facilities are modernized and optimized to meet customer needs for the future. As a core component of the Delivering for America plan, the network redesign is essential to sustain high-quality service performance.

On October 1, the Postal Service also implemented new service standards for First-Class Mail and Periodicals. The service standard changes are a part of the Delivering for America plan and will increase delivery reliability, consistency, and efficiency for customers. The service standard changes are a necessary step towards achieving 95 percent on-time service performance.

Most First-Class Mail (61 percent) and Periodicals (93 percent) will be unaffected by the new service standard changes. Single-Piece First-Class Mail traveling within a local area will continue to have a two-day service standard. For mail products traveling longer distances, service standards will increase by one or two days depending on distance. With the implementation of the service standard change, the Postal Service can design its ground transportation network to deliver more First-Class Mail, benefiting customers.

To follow the success of the 2020 election season performance and to reaffirm the Postal Service's commitment to the election process, the Board of Governors reconstituted the Election Mail Committee in August 2021 to oversee, review, and monitor the Postal Service's preparations for the 2022 primary and general election elections and make recommendations to the Board on this and related issues.

Reference the FY 2021–FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes table on page 33 for historical performance.



Excellent Customer Experience

Excellent customer experience is foundational to the Postal Service’s success. To evaluate USPS customer satisfaction with the services provided, customers are surveyed at every primary interaction point, referred to as “touchpoints.” The Customer Experience (CX) Composite Index provides a comprehensive view of the customer’s experience across the most frequently used customer-facing channels. The CX Composite Index is comprised of seven component surveys: Business Service Network (BSN), Point of Sales (POS), Delivery, Customer Care Center (CCC), Customer 360 (C360), usps.com, and Bulk Mail Entry Unit (BMEU).

To calculate the FY 2021 CX Composite Index score, each customer touchpoint’s raw overall satisfaction score is multiplied by its respective weighting and the total is summed. This total represents the CX Composite Index score for the year. There were no methodology changes in FY 2021 that affected the measurement of key metrics in the CX Composite.

The following describes each component of the CX Composite Index:

BSN Survey. The BSN provides nationwide support to qualified business customers on service issues, information and requests. The BSN survey measures businesses’ satisfaction with the overall experience provided by the BSN. The national weighting of the BSN score used to calculate the CX Composite Index is 10 percent.

POS Survey. The POS survey measures customers’ overall satisfaction with their experiences at retail locations. The national weighting of the POS score used to calculate the CX Composite Index is 15 percent.

Delivery Survey. The Delivery survey measures the overall satisfaction of residential and small/medium business customers’ delivery experience, including both street address and PO Box deliveries. The national weighting of the Delivery score used to calculate the CX Composite Index is 20 percent.

CCC Survey. The CCC survey measures customer satisfaction for customers who call the Customer Care Center. The national weighting of the CCC score used to calculate the CX Composite Index is 20 percent.

C360 survey. The C360 survey measures satisfaction with issue resolution for customers who file service requests with the Postal Service. The national weighting

of the C360 score used to calculate the CX Composite Index is 20 percent.

usps.com Survey. The usps.com survey measures customer satisfaction with the USPS website. The national weighting of the usps.com score used to calculate the CX Composite Index is 5 percent.

BMEU Survey. The BMEU survey measures business customers’ overall satisfaction with their experience at the BMEU. The national weighting of the BMEU score used to calculate the CX Composite Index is 10 percent.

All FY 2021 survey results and methodology for each component and the CX Composite Index are comparable to FY 2020.

FY 2021 Performance Report

The following table includes both FY 2021 Actuals and FY 2021 Targets for the Excellent Customer Experience metrics.

Measure	FY 2021 Actual	FY 2021 Target	Delta (pp) ¹	FY 2021 Target (Met/Not Met)
CX Composite Index	68.49	76.90	(8.41)	Not Met
BSN	97.89	97.20	0.69	Met
POS	84.39	90.42	(6.03)	Not Met
Delivery	70.41	86.33	(15.92)	Not Met
CCC	61.85	60.03	1.82	Met
C360	33.34	55.00	(21.66)	Not Met
usps.com	67.13	73.41	(6.28)	Not Met
BMEU	95.66	96.73	(1.07)	Not Met

¹ PP refers to the percentage point difference between FY 2021 actuals and FY 2021 targets.

In FY 2021, the Postal Service improved its overall CX Composite Index score of 68.49 percent from the previous year’s 72.40 percent. Despite improvements in CCC and BSN scores, the CX Composite Index score target of 76.90 percent was not met, due to five component surveys missing their respective FY 2021 targets: POS, Delivery, C360, usps.com, and BMEU.

One positive year-over-year trend to note is CCC, which improved by 1.82 percentage points from FY 2020. BSN also improved year-over-year by 0.56 percentage points. This is the second consecutive year that scores for both CCC and BSN have improved.

In FY 2021, the ongoing COVID-19 pandemic continued to impact USPS operations, resources, and employee availability, affecting the organization’s efforts to improve customer experience. Additionally, the Postal Service

received record package volume during its peak season from November through January. As a result, C360 case volume more than doubled during this time period as customers experienced issues and delays with mail and packages.

The Postal Service continued to evolve and improve its measurement, reporting, and evaluation of customer experience in FY 2021, including the addition of a Spanish-language option for BSN, BMEU, and usps.com surveys. This change improves the inclusivity of the surveys and allows USPS to capture more feedback from Spanish-speaking customers.

The Postal Service continued to ask the overall satisfaction question in each component survey in FY 2021. All FY 2021 CX Composite Index scores are thus comparable to FY 2020 and FY 2019 actual scores.

The following sections address FY 2021 actual scores, FY 2021 targets, accomplishments achieved throughout the year, and other related information for each CX survey component.

BSN Survey. In FY 2021, the Postal Service achieved a score of 97.89 percent, exceeding the target of 97.20 percent by 0.69 percentage points. This score represented a 0.56 percentage point improvement compared to FY 2020. BSN customers identified issue resolution as their primary concern. Added attention was placed on survey responses that indicated “issues have still not been resolved.” The requirement to obtain the customer’s satisfaction of the resolution prior to closing service requests was critical to improving customer experience. The BSN team continued to develop improvement plans for locations with low scores and provided additional guidance to BSN employees and Consumer and Industry Contact Managers to address issues and concerns before closing a customer’s issue. The Postal Service continued to apply this feedback process to all service requests.

POS Survey. In FY 2021, the Postal Service achieved an overall satisfaction score of 84.39 percent, 6.03 percentage points lower than the target of 90.42 percent. This score represented a 3.07 percentage point decrease compared to FY 2020. The Postal Service did not meet the fiscal year target largely due to the impact of the ongoing COVID-19 pandemic on retail operations. The Postal Service continued to maintain the retail safety measures that were implemented in FY 2020, including social distancing initiatives and the use of cough and

sneeze barriers. Additionally, the launch of a Self-Service Kiosk Prepaid Acceptance Pilot provided contactless transactions for customers who require a receipt when mailing a prepaid package.

Delivery Survey. In FY 2021, the Postal Service achieved a score of 70.41 percent, 15.92 percentage points lower than the target of 86.33 percent. This score represented a 10.53 percentage point decrease compared to FY 2020. The challenges of the COVID-19 pandemic impacted performance in this area.

To help improve customer experience with delivery performance, the Postal Service conducted several Delivery pilots in FY 2021. One pilot was conducted in the Triboro area of New York City at locations with high numbers of deliveries that failed on their first attempt. To improve performance at these locations, the pilot initiative replaced existing Centralized Box Units with Neighborhood Post Boxes, which have larger compartments and can accommodate more and/or larger customer packages. In another pilot, the Postal Service tested smart locker units in the Northern Virginia area. This pilot allowed customers more options for package delivery, including direct delivery or redelivery to these secure lockers.

CCC Survey. In FY 2021, the Postal Service achieved a score of 61.85 percent, an improvement of 1.82 percentage points compared to FY 2020, and exceeded its FY 2021 target of 60.03 percent by 1.82 percentage points. To achieve this, the Postal Service improved customer experience within its automated Interactive Voice Response System. This included enrolling customers to receive text alerts regarding package tracking and enhancing the way USPS captures tracking numbers from customers so that it is more accurate. This enabled the CCC team to resolve customer inquiries more quickly. CCC agents continued to provide high levels of service to customers throughout the year with customer feedback showing strengths in agent knowledge and courtesy. Agents also provided additional value to small business customers by identifying products and services that could help them to grow their business.

C360 Survey. In FY 2021, the Postal Service achieved a score of 33.34 percent, 21.66 percentage points lower than the target of 55.00 percent. This score represented a 6.71 percentage point decrease compared to FY 2020. Customers primarily reported that their issues were not adequately resolved and that follow-up

contact was not made in a timely manner by USPS representatives.

To improve issue resolution, the Postal Service trained internal users to better utilize the C360 platform. In addition, the Postal Service created two cross-functional teams of subject matter experts to coach, train, and motivate personnel. One team focused on how to leverage real-time, actionable reports to improve initial contact and resolution performance and the other team leveraged the C360 platform to deliver a quick, successful, and quality resolution.

In FY 2021, the Postal Service developed and deployed a Congressional Inquiry Portal. Congressional staffers can now use the portal as a direct link to the C360 platform to create Service Requests directly for constituents, which allows inquiries to be routed to proper channels, investigated, and resolved in a timely manner. This process saves Congressional staffers' time, creates a permanent record of the inquiry, and gives immediate confirmation of receipt by USPS.

usps.com Survey. In FY 2021, the Postal Service achieved a score of 67.13 percent, 6.28 percentage points lower than the target of 73.41 percent. This score represented a 6.28 percentage point decrease compared to FY 2020. To address customer needs and improve the digital experience on the website during the pandemic, the Postal Service revised the international section and the Post Office locator, and added guest checkout to the Postal Store. Additionally, the Postal Service enhanced the support available for small business customers, including the creation of a small business webpage and the expansion of the USPS Loyalty Program, which is an incentive program for registered business users of the Click-N-Ship application. Finally, the Postal Service reviewed its tracking application with customers and stakeholders to assess possible usability enhancements in the future.

BMEU Survey. In FY 2021, the Postal Service achieved a score of 95.66 percent, 1.07 percentage points lower than the target of 96.73 percent. This score represented a 1.06 percentage point decrease compared to FY 2020. While the target was not achieved in FY 2021, customers cited issue resolution and positive employee attitudes as the two primary drivers of satisfaction. In FY 2021, the Postal Service continued to leverage the successful strategies and initiatives that it used in FY 2020 to improve customer service. These initiatives included improving issue resolution, implementing

trainings, updating job aids, and coaching and mentoring employees that serve BMEU customers.

Reference the FY 2021–FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes table on page 33 for historical performance.

FY 2022 Performance Plan

The following table includes the FY 2022 Targets for the Excellent Customer Experience metrics.

Measure	FY 2022 Target
CX Composite Index	72.99
BSN	97.33
POS	87.46
Delivery	80.94
CCC	63.02
C360	40.05
usps.com	73.41
BMEU	96.72

In FY 2022, the Postal Service will continue to prioritize excellent customer experiences across multiple channels. This includes improving the way employees engage with customers, measuring customer experiences in a timely manner, and providing consistent customer service across all channels.

In FY 2022, the Postal Service will include the same touchpoints with the same weighting as the FY 2021 CX Composite Index.

The Postal Service will continue to improve the measurement of customer experiences by ensuring questions accurately measure both customer sentiment and attributes of customer satisfaction across the CX surveys. Further, the organization will work to influence change across all customer-facing channels in FY 2022. The Postal Service will empower its workforce to prevent undesirable customer experiences by providing actionable data to help them resolve customer pain points and improve customers' experiences.

As part of the Delivering for America plan, the Postal Service is planning to invest in its retail units to provide a world-class customer experience with improved retail training, modernized uniforms, refreshed lobbies, and expanded self-service and digital options.

Reference the FY 2021–FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes table on page 33 for historical performance

Large Flat Rate Box
STARTING AT \$1.55
STARTING AT \$7.05

Flat Rate Medium Box \$5.95
Flat Rate Large Box \$7.15
Use any box or envelope STARTING AT \$26.35
Use any box or envelope



Safe Workplace and Engaged Workforce

Employee Safety

Employee safety is a top priority for the Postal Service. Prevention is the guiding principle for both occupational safety and health-related legislation as well as the underlying philosophy of the USPS Safety Program. To avoid accidents and occupational diseases, USPS has adopted standard requirements for safety and health protection in the workplace and established compliance protocols to ensure effective implementation.

Risk assessment and management are fundamental to preventing and controlling risks to safety and health in the workplace. This includes accounting for all relevant risks, checking the efficacy of safety measures, and regularly documenting and reviewing outcomes.

In FY 2021, the Postal Service continued to evaluate pandemic-related risks and implement controls to protect employees and reduce the disease's spread. The Postal Service marshaled all possible resources to meet the challenges posed by the pandemic. Early in the pandemic, the organization established a dedicated USPS COVID-19 Command Response leadership team to direct employee, operational, business and customer continuity efforts during this extraordinary time. USPS followed guidance from CDC and other public health authorities and continues to provide employees with up-to-date information. USPS will continue to protect employees in the workplace as they serve the American people.

The Postal Service's safety performance is measured by the total accident rate. The formula for calculating the total accident rate is the number of recorded accidents in the year multiplied by 200,000 (calculated by the average annual 2,000 work hours per employee multiplied by 100 to standardize accident rates). This number is then divided by the annual number of exposure hours.

The total accident rate formula is:

$$\frac{\text{Total Number of Accidents} \times 200,000}{\text{Exposure Hours}}$$

This rate uses the same calculation developed by the Occupational Safety and Health Administration (OSHA) for its Illness and Injury (I&I) rates metric, which has been expanded to include accidents that do not result in medical expenses, days away from work, or

restrictions from performing full duty. Using the total accident rate is an industry best practice that enables the Postal Service to design targeted prevention strategies to decrease accidents and reduce their impact on employees and the organization.

FY 2021 Performance Report

In FY 2021, the total accident rate was 13.48, surpassing the target of 13.75. The following table includes both the FY 2021 Actual and FY 2021 Target for the corporate safety metric.

Measure	FY 2021 Actual	FY 2021 Target	Delta	FY 2021 Target (Met/Not Met)
Total Accident Rate	13.48	13.75	(0.27)	Met

The Postal Service was able to meet its FY 2021 target by continuing the Safety Intervention and Recognition Program that tracked district level performance each month. With the new organizational restructure of field operations implemented in FY 2021, USPS was able to better target poor performance and develop strategies for accident reduction for Retail and Delivery and Logistics and Processing. These efforts are directly related to the Delivering for America strategic plan and helped foster a safe work environment for all employees throughout the organization.

In FY 2021, the Postal Service conducted nearly 2.7 million workplace and driver observations using the Informed Mobility Safety Observation Tool. The tool tracked compliance with required observations and provided insight into the most common unsafe behaviors observed. This insight allowed the field to implement safety awareness campaigns and engage employees to correct those unsafe behaviors before they resulted in accident or injury.

The new structure of the organization and the realignment of the Safety, Injury Compensation and Medical Services functions into a single Occupational Safety and Health team allowed the Postal Service to provide more data analysis tools and refine existing tools. By visualizing accident data, injury compensation claims and costs into a single scorecard, the impacts of each accident became more evident.

The following table shows accidents by type in FY 2021 and FY 2020.

Accident Count by Type

Accident Type	FY 2021	FY 2020 ²	Percent Change
OSHA I&I	30,694	33,009	-7.01
Non-Recordable	49,151	44,211	11.17
Motor Vehicle ¹	27,760	26,211	5.90
Total	79,845	77,220	3.40

¹ Motor vehicle accidents are included in both the OSHA I&I and non-recordable accident counts.

² FY 2020 accident counts by type may differ from reported accident totals in previous Annual Reports to Congress due to either coding changes or additional claims being submitted after the end of the fiscal year.

Reference the FY 2021–FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes table on page 33 for historical performance.

FY 2022 Performance Plan

The FY 2022 target for the total accident rate is 13.45. The Postal Service will continue proactive safety and prevention efforts to achieve the target. Outreach efforts will be concentrated on the most frequent workplace hazards (such as dog bites, distracted driving, extreme weather events, and slip, trip and fall injuries) and will target at-risk groups. The following table states the FY 2022 target.

Measure	FY 2022 Target
Total Accident Rate	13.45

In support of Delivering for America, the Postal Service will continue to foster safety as a core value throughout the organization. Specifically, the Postal Service will focus on equipping local leaders with the tools and awareness training needed to maintain a culture of safety, including the introduction of the Safety and Health Management Tool that will be available for field use on Oct. 1, 2021. The tool provides insight into the safety culture in postal facilities and tracks hazards, inspection findings, and accident investigations. Reports provide trends and forecasts so that actions can be taken before accidents occur.

In addition, USPS has designed an Occupational Safety and Health Scorecard that combines accident data with injury compensation data. This allows field leadership to track the costs and impacts of each accident and documents efforts to return injured workers to suitable employment as early as possible.

As outlined in Delivering for America, the Postal Service will continue to empower employees to identify, record, and report safety concerns in real time and will provide

timely communications of safety and health information to the workforce. The cooperation and support of employees will be crucial to establish effective accident reduction action plans and promote early safety interventions within processing facilities and Post Offices.

Reference the FY 2021–FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes table on page 33 for historical performance.

Employee Engagement

The Postal Service aims to engage employees so that teams, individuals and leaders thrive and perform at high levels. Research shows that higher levels of employee engagement correlate to healthier work environments, successful teams and positive business outcomes for organizations.

To measure the level of engagement at the Postal Service, the organization administers the Postal Pulse survey to all employees annually. Postal Pulse results include the survey response rate and the grand mean score. The survey response rate identifies the level of participation of all potential respondents during each survey administration. The grand mean score assesses overall engagement levels of surveyed respondents across all survey participants.

FY 2021 Performance Report

In FY 2021, the Postal Pulse survey response rate was 25 percent, which was lower than both the FY 2021 target of 51 percent and the FY 2020 response rate of 33 percent. The following table shows the FY 2021 Actual and Target.

Measure	FY 2021 Actual	FY 2021 Target	Delta (pp) ¹	FY 2021 Target (Met/Not Met)
Engagement Survey Response Rate	25%	51%	(26)	Not Met

¹ PP refers to the percentage point difference between FY 2021 actual and FY 2021 target.

This year, the Postal Pulse survey was administered from May 11, 2021 through June 11, 2021. Non-bargaining employees received the survey link via Postal email on May 11, and each subsequent week until they responded or until June 11 if they did not respond. The Postal Pulse survey was administered to bargaining-unit employees using three methods: a paper survey distributed at the work unit, a paper survey mailed to

the employee’s home address, and via Postal email, if available. Employees also had the option to access the survey through LiteBlue, the employee external Internet platform. All employees were invited to respond to the survey on-the-clock.

Employees were also encouraged to complete the survey through other communication channels including email and official internal postal employee communications.

This year’s response rate for the Postal Pulse Survey was 25 percent, which did not meet the goal of 51 percent and was an 8 percentage point decrease from FY 2020. The response rate is calculated by totaling the number of employees who responded to at least one of the 12 core survey questions, divided by the total eligible population.

Three root causes contributed to not achieving the target response rate: the target was overly ambitious given preceding trends, the COVID-19 pandemic continued to impact the Postal Service in 2021, and the organization continued its restructuring efforts in FY 2021.

1. **Ambitious Target** – The target response rate of 51 percent was not realistic. Over the past four survey administrations, the response rate has been steadily declining, with year-to-year changes ranging from 3-5 percent. Given the declining trend, it was not realistic to expect a one-year increase of 14 percent.
2. **COVID-19 Pandemic** – Gallup, the survey administrator, verified that, for most of their clients, employee surveys in general had reduced response rate during the pandemic. Although the response rate could rebound as people began returning to work, the likelihood of it increasing to greater than pre-pandemic levels was unlikely.
3. **USPS Restructure** – The survey was administered three days after the Postal Service announced a major restructure. Organizational changes often cause increased employee anxiety, which can lead to reduced engagement.

In FY 2021, the Postal Service achieved multiple successes related to employee engagement.

This year, the grand mean score was 3.36, an increase of 0.07 from last year’s score. This signifies a return to pre-pandemic levels of engagement. This improvement occurred despite the decrease in the response rate.

Another positive accomplishment was the transition

of engagement training to a virtual platform. To date, over 51,000+ leaders have attended the instructor-led “Creating an Engaging Workplace at the USPS” training in the last five years, including 1,040 who completed it through the new virtual platform. The class teaches attendees how to interpret survey results and take steps to improve engagement throughout the year. Leaders are expected to integrate survey feedback into their local operations and communicate local improvements to their teams.

This past year, the Postal Service also had a national campaign to promote team employee engagement action plans. This focus resulted in a 99 percent completion rate for action plan development — the highest completion rate to-date and a significant improvement over the 59 percent rate for FY 2020.

Gallup analysis of the survey results showed that supportive conversations with supervisors result in higher engagement scores. Consequently, the Postal Service encouraged Next Level Connections, one-on-one conversations between supervisors and employees designed to assess and address employee engagement needs. Discussions can now be documented in the internal HR platform, HERO. Over 1,400 Next Level Connection conversations were documented in HERO.

Reference the FY 2021–FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes table on page 33 for historical performance.

FY 2022 Performance Plan

The Postal Service is changing from a response rate target to a grand mean engagement score target. Analysis of postal data has shown that grand mean engagement scores correlate significantly with a variety of key performance metrics, such as improved productivity, improved customer satisfaction, and reduced leave usage, accidents, and injuries. The FY 2022 metric target will be a grand mean engagement score of 3.38.

The following table states the FY 2022 target.

Measure	FY 2022 Target
Grand Mean Engagement Score	3.38

Grand mean scores over the past eight years have ranged from 3.16 to 3.36. Over the span of five survey administrations from 2016-2019, the scores increased

by 0.01 each year. The proposed target score of 3.38, an increase of 0.02 from FY 2020, is aggressive, yet realistic.

The Postal Service has multiple initiatives underway to improve engagement across the organization, including stabilizing the pre-career workforce, training frontline supervisors, enhancing technical and leadership training programs, and reinforcing managerial performance and accountability.

A key component of Delivering for America is to improve retention among the pre-career workforce. The Postal Service will do this by focusing on improving the job experience during the first 90 days, which will help new employees feel more engaged and supported from the start. The organization has multiple initiatives targeted at better equipping supervisors to feel more engaged and confident. This includes improving the processes for hiring and training supervisors.

Efforts to enhance training extend beyond frontline supervisors. The Postal Service is also reviewing and identifying opportunities to improve functional and technical training and leadership programs. The goal of these programs is to ensure employees and leaders have the knowledge and skills they need to succeed, which is a critical element of employee engagement.

In FY 2021, the organization was restructured to drive greater line-of-sight and accountability throughout the organization. In FY 2022, the Postal Service expects to empower leaders at all levels to take ownership and drive performance, which will enhance engagement throughout the organization.

Reference the FY 2021–FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes table on page 33 for historical performance.



Financial Health

As a self-funded organization, the Postal Service receives no tax dollars for its operating expenses and relies on the sale of postage, products and services to fund its operations. The Postal Service continues to face long-term systemic challenges to its business model, including declines in mail volume and growth in legacy retirement and retiree health benefit costs.

The COVID-19 pandemic continued to impact the Postal Service's financial health in FY 2021. The organization experienced significant increases in customer demand for package delivery services while also facing staffing and transportation shortages. Increased use of employee leave and expenditures on personal protective equipment have also contributed to increased expenses. Emergency legislation, including a \$10 billion grant from the Coronavirus Aid, Relief, and Economic Security (CARES) Act, has helped ensure sufficient liquidity to maintain operations.

In FY 2021 and years prior, the Postal Service implemented price increases on various Market Dominant and Competitive services to remain competitive within the industry. However, these price increases have not fully offset the organization's losses due to overall mail volume decline.

Controllable Income (Loss)

The Postal Service's financial statements are prepared in accordance with U.S. Generally Accepted Accounting Principles (GAAP). Controllable income (loss) is a non-GAAP measure defined as total revenue less controllable expenses. Controllable expenses are divided into several categories: compensation and benefits, Federal Employees Retirement System (FERS) normal cost, Postal Service Retiree Health Benefits Fund (PSRHBF) normal cost (controllable), transportation, depreciation, supplies and services, and rent, utilities and other. Projections of controllable income (loss) are based on planned revenues and expenditures for every program activity included in the Postal Service's Integrated Financial Plan (IFP). Controllable income (loss) should not be considered a substitute for net income (loss) and other GAAP reporting measures.

The Postal Service uses controllable income (loss), rather than net income (loss), as its principal indicator to assess its financial performance, as net income includes the effects of factors (such as interest rate

changes) that cannot be controlled or influenced by management.

Non-Controllable Expenses

Those expenses excluded from controllable income (loss) are non-controllable expenses, which are not reflective of short-term operational decisions and are subject to large fluctuations outside the organization's control.

Non-controllable expenses include: revaluations of the PSRHBF normal cost based on requests for payment from the Office of Personnel Management (OPM); the amortization of the Postal Service's unfunded PSRHBF liabilities; the amortization of unfunded liabilities for the Postal Service's participation in FERS and Civil Service Retirement System (CSRS); and non-cash expenses related to changes in the liability for participation in the federal workers' compensation program. These items are excluded from the calculation of controllable income (loss).

Fluctuations in non-controllable expenses are caused by changes in interest rates for workers' compensation and by changes in actuarial assumptions related to other retirement plans. The Postal Service can only marginally influence these expenses over the long term by changing the number of employees or compensation rates, but this effect is very small and gradual compared to the effect of external factors. For example, a 1 percent increase in the discount rate would cause a decrease in the Sept. 30, 2021, workers' compensation liability and related expense by approximately \$2.0 billion. Similarly, a 1 percent decrease in the discount rate would cause an increase in the Sept. 30, 2021, workers' compensation liability and related expense by approximately \$2.5 billion.

The following table includes revenue, controllable income (loss), and net income (loss) and shows planned revenues and expenses by category for FY 2022 and FY 2021, as well as actual data for FY 2018-FY 2021.

Revenue and Expenses

(in billions, unaudited) ¹

	FY 2022 Plan (IFP)	FY 2021 Actual	Actual vs Plan	FY 2021 Plan (IFP)	FY 2020 Actual	FY 2019 Actual	FY 2018 Actual
First-Class Mail	\$ 24.2	\$ 23.3	\$ 0.5	\$ 22.8	\$ 23.3	\$ 24.4	\$ 25.0
Marketing Mail	15.2	14.6	2.6	12.0	14.6	16.4	16.5
Shipping and Packages	30.6	32.0	2.8	29.2	32.0	22.8	21.5
International	2.2	2.2	0.0	2.2	2.2	2.5	2.6
Periodicals	1.0	1.0	0.1	0.9	0.9	1.2	1.3
Other ²	4.3	4.0	0.2	3.8	4.1	4.0	3.9
Total Revenue	\$ 77.5	\$ 77.1	\$ 6.2	\$ 70.9	\$ 73.2	\$ 71.3	\$ 70.8
Salaries and Benefits	52.2	51.4	1.9	49.5	50.0	48.9	47.9
FERS Normal Cost	4.4	4.1	0.0	4.1	3.8	3.5	3.5
PSRHBFB Normal Cost ³	4.3	3.9	0.0	3.9	4.0	4.0	3.7
Transportation	9.6	9.7	1.0	8.7	8.8	8.2	7.9
Depreciation	1.7	1.7	0.0	1.7	1.7	1.7	1.7
Supplies and Services	3.2	2.9	(0.2)	3.1	3.1	2.8	3.0
Rent, Utilities and Other ⁴	6.2	5.8	0.3	5.5	5.6	5.6	5.3
Controllable Expenses	\$ 81.6	\$ 79.5	\$ 3.0	\$ 76.5	\$ 77.0	\$ 74.7	\$ 72.8
Controllable Income (Loss)	\$ (4.1)	\$ (2.4)	\$ 3.2	\$ (5.6)	\$ (3.8)	\$ (3.4)	\$ (2.0)
PSRHBFB Normal Cost Actuarial Revaluation ³	0.0	(0.3)	(0.3)	0.0	0.1	0.2	(0.1)
PSRHBFB Unfunded Liability Amortization	(1.0)	(0.9)	0.0	(0.9)	(0.8)	(0.8)	(0.8)
FERS Unfunded Liability Amortization	(1.4)	(1.4)	0.0	(1.4)	(1.3)	(1.1)	(1.0)
CSRS Unfunded Liability Amortization	(1.9)	(1.9)	(0.1)	(1.8)	(1.8)	(1.6)	(1.4)
Workers' Comp. Fair Value and Other Non-Cash Adjustments	0.0	2.0	2.0	0.0	(1.6)	(2.1)	1.4
Non-Controllable Items	\$ (4.3)	\$ (2.5)	\$ 1.6	\$ (4.1)	\$ (2.5)	\$ (5.4)	\$ (1.9)
Net Income (Loss)	\$ (8.4)	\$ (4.9)	\$ 4.8	\$ (9.7)	\$ (9.2)	\$ (8.8)	\$ (3.9)

¹ Numbers are rounded for additive purposes.

² Includes investment and interest income, gain or loss on sale and income from the out-lease of property.

³ Total PSRHBFB normal cost is the sum of PSRHBFB Normal Cost (Controllable) and PSRHBFB Normal Cost Revaluation.

⁴ Includes interest expense.

FY 2021 Performance Report

In FY 2021, Controllable Income (Loss) was \$(2.4) billion, which was better than the FY 2021 target of \$(5.6) billion. The following table includes both the FY 2021 Actual and FY 2021 Target for the Controllable Income (Loss) metric.

Measure	FY 2021 Actual	FY 2021 Target	Delta	FY 2021 Target (Met/Not Met)
Controllable Income (Loss) (\$, billions)	(2.4)	(5.6)	3.2	Met

The major factors that affect the organization's controllable loss include overall customer demand; the mix of postal services and contribution associated with those services; the Postal Service's ability to manage its cost structure in line with the shifting volume mix; an increasing number of delivery points; increased leave, transportation, and supplies and services costs associated with the COVID-19 pandemic; and legacy costs for retirement and retiree health benefits.

In FY 2021, total revenue, including interest and investment income, was \$77.1 billion. Total expenses, including interest expense, were \$82.0 billion, resulting in a net loss of \$4.9 billion. This was \$4.8 billion less than the \$9.7 billion net loss planned in the FY 2021 IFP. The lower-than-anticipated net loss was primarily due to higher revenue than projected and \$2.0 billion of non-cash adjustments to workers' compensation liability, partially offset by higher controllable expenses than projected.

Revenue - Revenue includes funds received from the sale of postage, mailing and shipping services; passport processing; PO Box rentals; gain or loss on sale and income from the leasing of property; and interest and investment income. The Postal Service's FY 2021 total revenue of \$77.1 billion was \$6.2 billion more than planned, which was due to better-than-expected mail volumes and a continued surge in package volumes.

First-Class Mail primarily consists of single-piece and presorted letters and postcards. Revenue from First-Class Mail was \$23.3 billion, above the planned amount by \$0.5 billion, mainly due to higher-than-expected volume recovery from the pandemic loss.

Marketing Mail consists of mail that weighs less than

16 ounces and that is not required to use First-Class Mail service. Marketing Mail is typically used for direct advertising to multiple delivery addresses. Marketing Mail may include advertising, newsletters, catalogs, small marketing parcels, and other printed matter. Revenue from Marketing Mail was \$14.6 billion, exceeding the planned amount by \$2.6 billion, primarily due to higher-than-expected volume recovery from the pandemic loss.

Shipping and Packages consist largely of Competitive services that can be priced to reflect current market conditions. These include Priority Mail and Priority Mail Express, business-oriented services such as Parcel Select and Parcel Return, First-Class Mail parcels, and certain other package delivery services. Revenue from Shipping and Packages was \$32.0 billion, an increase of \$2.8 billion above the planned amount, due to the continued surge in volumes resulting from the pandemic.

International Mail includes services that enable both domestic and international customers to send mail and packages through either standard or express delivery options to other countries. Most International Mail revenue is generated from outbound services that allow customers in the U.S. to send mail and packages to other countries. Revenue from International Mail was \$2.2 billion, in line with plan.

Periodicals Mail is comprised primarily of newspapers, magazines and other periodic publications whose primary purpose is transmitting information to an established list of subscribers or requesters. Revenue from Periodicals was \$1.0 billion, above the planned amount by \$0.1 billion. Declines in hard-copy reading and advertising shifts away from print have depressed this segment for several years; financial pressures on publishers brought about by the pandemic exacerbated this trend in FY 2021.

Other revenue includes ancillary services, such as Certified Mail, PO Box services, Return Receipt services, and money order and passport services. Other revenue was \$4.1 billion, exceeding the plan amount by \$0.3 billion.

Controllable Expenses - The Postal Service's ability to affect its amount of controllable expenses is limited by various legal requirements, including the universal service obligation, collective bargaining agreements, and

the obligation to participate in federal benefits programs. This section describes the various categories of controllable expenses and their performance in FY 2021.

Salaries and benefits expenses include salaries, health benefit expenses for active employees, and workers' compensation cash outlays. These expenses were \$51.4 billion, \$1.9 billion more than the FY 2021 plan. This was primarily due to an increase in work hours resulting from the continued surge in package volumes, especially during peak season.

FERS normal cost expense is the expense the organization incurs to fund retirement benefits for active employees. The normal cost of \$4.1 billion was in line with the planned amount.

PSRHBF normal cost expense is the expense the organization incurs to fund retirement health benefits for active employees. The normal cost of \$4.2 billion was \$0.3 billion above the planned amount; however, this difference is considered a non-controllable benefit, as it is the result of revised actuarial assumptions used by OPM to calculate the final amount. The controllable portion of PSRHBF normal costs was \$3.9 billion.

Transportation expenses include the contractual costs incurred to transport mail and other products between Postal Service facilities, including highway, air, and international transportation contracts, plus contract delivery services. Transportation expenses do not include the compensation and benefits of employees responsible for transporting mail and other products between facilities or to delivery points. The non-personnel costs of transportation to delivery points, excluding contract delivery services, are included in rent, utilities, and other expenses. Total transportation expenses were \$9.7 billion, \$1.0 billion more than plan. This was primarily because of the increased need for transportation due to volume above plan and inflationary pressures in the trucking industry due to supply imbalances.

Depreciation expense allocates the cost of long-lived assets to the periods in which they are used. These assets include items such as buildings, equipment, vehicles, leasehold improvements, and capitalized software. Depreciation expense in FY 2021 was \$1.7 billion, in line with the IFP estimate.

Supplies and services expenses include minor equipment, spare parts, furniture, services, cost of sales, office supplies, and cleaning supplies and PPE.

Supplies and services expenses in FY 2021 were \$2.9 billion, \$0.2 billion under plan, largely due to less-than-forecasted use of service contracts.

Rent, utilities and other expenses include the cost of leasing buildings, utilities, building repairs and alterations, vehicle fuel, information technology, interest expense, and all other miscellaneous items. These items collectively cost \$5.8 billion, which was \$0.3 billion above plan, primarily due to higher-than-anticipated vehicle costs and labor resolutions.

Reference the FY 2021–FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes table on page 33 for historical performance.

FY 2022 Performance Plan⁹

In FY 2022, the Postal Service anticipates a \$4.1 billion controllable loss, resulting from a projected \$0.4 billion increase in revenue and a \$2.1 billion increase in controllable expenses compared to FY 2021.

Revenue - Revenue from mail is expected to increase by \$1.8 billion. In August 2021, the Postal Service implemented price increases of about 6.8 percent on these products, while underwater products, that is, those products that do not cover their costs, received additional 2 percent increases. These price increases include the additional rate authority provided by PRC Order 5763, issued in November 2020. The increased prices are expected to offset the loss of revenue as a result of the effect of mail volume decline due to continued electronic diversion.

Shipping and Packages revenue is estimated to decrease by \$1.4 billion because of a slowdown in e-commerce growth and attenuation of package volume growth due to the pandemic. Consumers are expected to increase in-store shopping and the use of pickup services instead of online shopping. Moreover, competitors are increasing their efforts to capture sources of revenue. International revenue is expected to remain flat, while revenue from other sources is expected to increase by about \$0.3 billion.

Controllable Expenses - Total controllable expenses in FY 2022 are projected to be \$81.6 billion. Salaries and benefits expenses are planned to increase by \$0.8 billion in FY 2022 due to wage increases from

⁹ The FY 2022 IFP information contained in this document will be revised if needed upon approval by the Board of Governors.

contractual general increases and high cost-of-living adjustments (COLA) based on increased inflation. The cost-of-living payment issued in August 2021 (the full impact of which will be reflected in FY 2022) was equivalent to approximately \$1,935 per year for most full-time employees. This is nearly equal to the impact of COLA payments for the three previous years combined. Salary and benefit expenses are expected to increase despite a planned reduction in work hours.

FERS normal cost expense is expected to increase by \$0.3 billion over FY 2021, in line with the increased employer compensation rate required by OPM. PSRHBF normal cost (controllable) is expected to increase by \$0.4 billion, in line with OPM's most recent request for payment.

Transportation expenses are estimated to decrease by \$0.1 billion, largely due to lower air transportation costs resulting from a decrease in package volumes, a shift of assigned transportation from air to surface, and increased usage of lower-cost commercial carriers. An increase in surface transportation rates is expected to limit this reduction. Depreciation expenses are expected to remain flat compared to FY 2021. Supplies and services are expected to increase by \$0.3 billion and rent, utilities, and other expenses are expected to increase by \$0.4 billion, due to increased expenses to support modernization investments, as well as inflationary pressures including fuel. Rent is also expected to increase due to an increased investment in annexes for processing packages.

Non-Controllable Expenses - The Postal Service's FY 2021 IFP included \$3.9 billion for PSRHBF normal cost as part of controllable expenses, based on projections from OPM. The actual amount billed by OPM was \$4.2 billion; the \$0.3 billion difference was reflected as an offset to non-controllable expenses. There is no plan for a normal cost revaluation expense, as the organization cannot predict calculation changes by OPM.

OPM calculates the PSRHBF amortization expense to allow the Postal Service to pay down its unfunded liability obligations in the PSRHBF program. The FY 2021 IFP included \$0.9 billion in expenses, based on the most recent OPM data available at the time of publication. The actual billed amount in FY 2021 was \$0.9 billion. Based on the latest available information, the FY 2022 IFP includes a \$1.0 billion expense for PSRHBF unfunded liability amortization.

OPM calculates both FERS and CSRS amortization payments to allow the Postal Service to pay down its unfunded liability obligations to the FERS and CSRS programs. These expenses depend on actuarial assumptions, including interest and inflation rates, over which the organization has no control. FY 2021 planned expenses for FERS and CSRS amortization were \$1.4 billion and \$1.8 billion, respectively, based on the most recent data available at the time of IFP publication. The actual charged amounts in FY 2021 were \$1.4 billion and \$1.9 billion, respectively. The FY 2022 IFP includes CSRS and FERS amortization expenses equal to their actual FY 2021 values.

GAAP requires the Postal Service to record its Sept. 30, 2021, workers' compensation liability based on the prevailing interest rates on that date. The adjustment is a function of events taking place in the economy and outside the organization's control. The Postal Service does not plan for this adjustment in its IFP, and therefore assumes no change in relevant discount rates, mortality rates, inflation rates, and other underlying determinants. In FY 2021, the Postal Service recorded a \$2.0 billion net non-cash workers' compensation expense.

Reference the FY 2021–FY 2022 Targets and FY 2018–FY 2021 Actuals for Corporate-wide Performance Outcomes table on page 33 for historical performance.

Measures of Productivity

Total Factor Productivity (TFP) measures how efficiently an organization uses its resources. An increase in TFP indicates the ratio of work completed to the resources used is increasing, and the organization is operating more efficiently. Correspondingly, a decrease in TFP indicates an organization is less efficient in the use of resources per unit of work. Work completed depends on three primary components: the number of delivery points, mail volume weighted by product type, and miscellaneous output (such as other services the organization provides, including passport services).

Labor productivity measures the efficiency of labor in producing a unit of workload per unit of labor. An increase in the labor productivity index indicates more workload is being handled per unit of labor relative to the index year. A decrease in labor productivity indicates labor is less efficient in workload generated per unit of labor. In FY2021, labor productivity increased 0.5 percent, marking the eleventh time in the last twelve years that labor productivity has been positive.

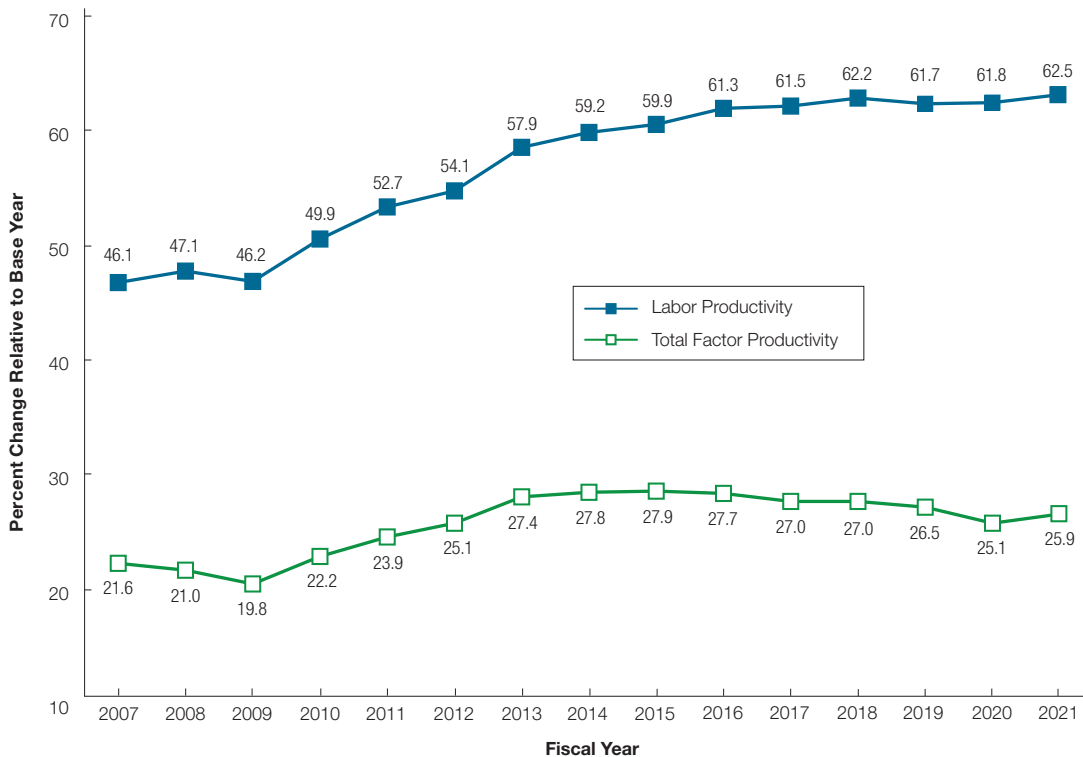
TFP had increased significantly between FY 2009 and FY 2015 but began declining in FY 2016. In FY2021, TFP improved at 0.7 percent. The increase can largely be attributed to an increase in labor productivity from a more cost-effective workforce and additional volume. Additionally, there were cost savings captured in supplies and services when compared to the initial stage of the COVID-19 pandemic in FY 2020. Furthermore, an organizational restructure occurred in FY 2021 to improve operational efficiencies across the nation.

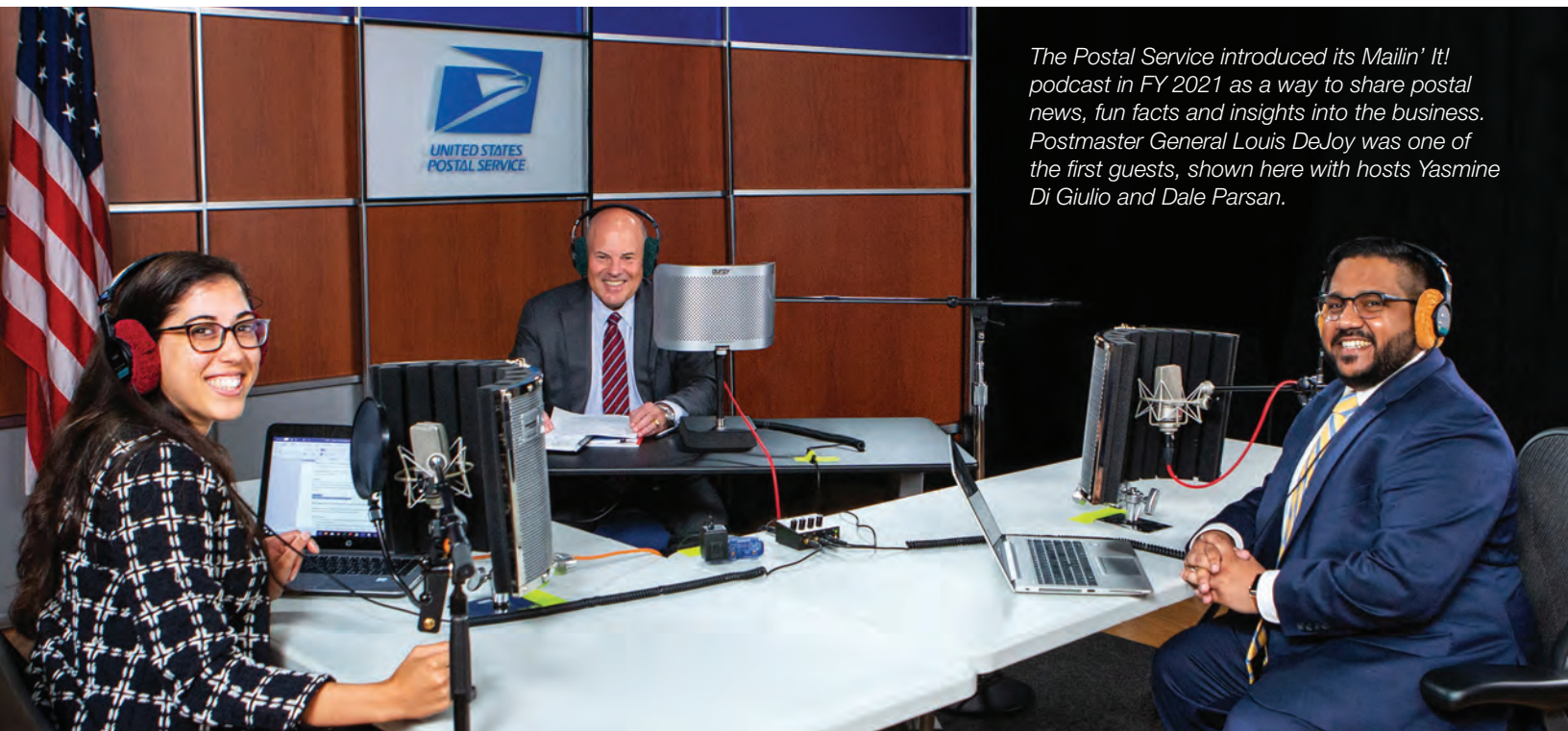
For both TFP and labor productivity, resource usage is based on the constant-dollar amounts of labor, capital, and materials used. Because some productivity measures take years for the effects to be realized, it is more informative to consider changes in TFP and labor productivity over a period of years, rather than year-to-year.

The following chart¹⁰ shows the percent change in TFP and labor productivity each year relative to the index year (FY 1971) since FY 2007.

¹⁰ FY 2020 TFP and labor productivity were recast after the final Cost and Revenue Analysis (CRA) was issued in February 2021. FY 2021 TFP and labor productivity is preliminary until the CRA report is released in early 2022.

Total Factor Productivity and Labor Productivity, Percent Change by Year Relative to Base Year (FY 1971)





The Postal Service introduced its Mailin' It! podcast in FY 2021 as a way to share postal news, fun facts and insights into the business. Postmaster General Louis DeJoy was one of the first guests, shown here with hosts Yasmine Di Giulio and Dale Parsan.

Strategic Initiatives

The Postal Service established strategic goals as described in the Delivering for America plan. To help achieve these goals, the organization has implemented a portfolio of strategic initiatives and a rigorous portfolio management process. This process is based on well-established methods to apply strategic and financial rigor to decision making and navigate significant organizational changes.

Each strategic initiative has a specific set of measures to track performance aligned to optimize short-term performance and build long-term capabilities. The portfolio of initiatives is dynamic and changes as priorities and resources change, and as programs are completed or adjusted based on external events.

As the Postal Service continues to implement the Delivering for America plan in FY 2022, the organization has refined the supporting initiatives to adapt to changing conditions in the market, feedback from customers and the PRC, input from employees, and lessons learned from FY 2021 progress. For more information regarding the Delivering for America initiatives, visit about.usps.com/what/strategic-plans/delivering-for-america.

The following table shows how the strategic initiatives started in FY 2021 and planned for FY 2022 align to the corporate-wide performance outcomes.

FY 2021 and FY 2022 Strategic Initiatives Matrix Accessible Matrix

FY 2021 DFA Strategic Initiatives	FY 2021 Corporate Outcomes Supported				Change from FY 2021 to FY 2022	FY 2022 DFA Strategic Initiatives	FY 2022 Corporate Outcomes Supported			
	High-Quality Service	Excellent Customer Experience	Safe Workplace and Engaged Workforce	Financial Health			High-Quality Service	Excellent Customer Experience	Safe Workplace and Engaged Workforce	Financial Health
Strengthen the value of mail and sustain public service mission		X		X	Refined	Strengthen the value of mail and sustain public service mission		X		X
Implement service standards	X			X	Refined	Implement service standards	X			X
Innovate and launch USPS Connect	X			X	Refined	Innovate and launch USPS Connect	X			X
Optimize surface and air transportation network	X	X		X	Refined	Optimize surface and air transportation network	X	X		X
Modernize delivery vehicle fleet			X	X	Refined	Modernize delivery vehicle fleet			X	X
Implement best-in-class processing operations	X			X	Refined	Implement best-in-class processing operations	X			X
Implement best-in-class delivery operations	X	X	X	X	Refined	Implement best-in-class delivery operations	X	X	X	X
Modernize retail Post Offices		X	X	X	Refined	Modernize retail Post Offices		X	X	X
Stabilize and empower workforce			X		Refined	Stabilize and empower workforce			X	
Align organizational structure				X	Refined	Align organizational structure				X
Implement a more rational pricing approach				X	Refined	Implement a more rational pricing approach				X
Support legislative and administrative actions				X	Refined	Support legislative and administrative actions				X

Note: The strategic initiatives identified in the Delivering for America plan are subject to change by the Board of Governors as changes in strategy become necessary or business conditions warrant

Additional Information

For more information on Postal Service products and services visit www.usps.com.

For additional information on USPS strategies, programs, and policies, visit www.about.usps.com.

Year References

Unless otherwise noted, all references to a specific year or “the year” refer to the Postal Service fiscal year ending Sept. 30. However, specific month and year references pertain to the calendar dates.

Trademarks

The eagle logo, the trade dress of USPS packaging, the letter carrier uniform, trade dress of the round top collection box and the postal truck, and the following word marks are among the many trademarks owned by the United States Postal Service®: Certified Mail®, Click-N-Ship®, First-Class™, First-Class Mail®, First-Class Package®, Forever®, Global Express Guaranteed®, Informed Delivery®, Informed Visibility®, Parcel Select®, PO Box™, Post Office®, Postal Pulse®, Postal Service™, Priority Mail®, Priority Mail Express®, Priority Mail Express International®, Priority Mail International®, Putting our Stamp on a Greener Tomorrow™, Standard Mail®, Standard Post™, United States Postal Inspection Service®, United States Postal Service®, U.S. Mail®, U.S. Postal Service®, USPS®, USPS BlueEarth®, USPS Connect™, USPS Marketing Mail®, USPS Retail Ground®, USPS Tracking®, USPS.com®, Village Post Office™, and ZIP Code™.



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