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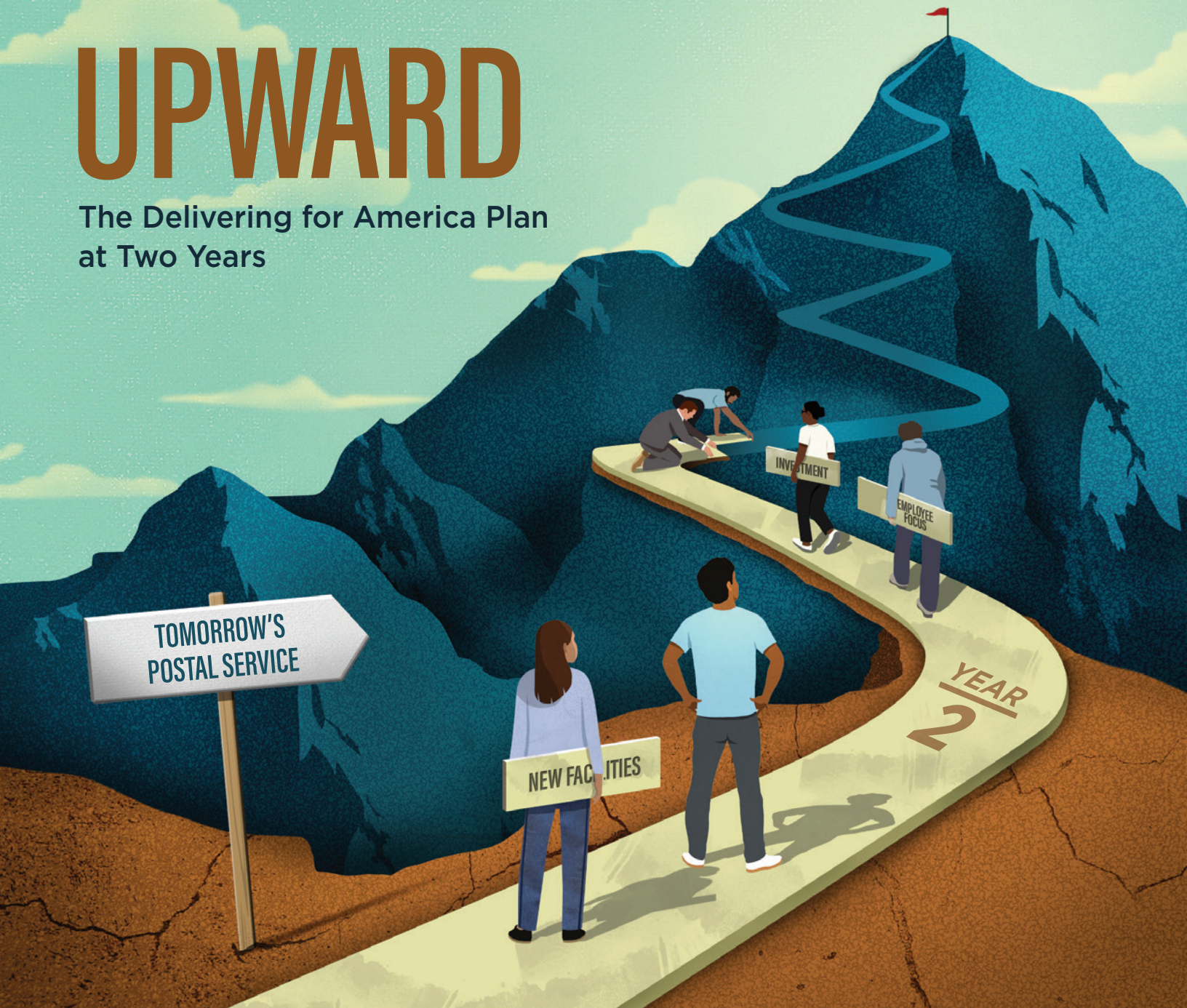
The Eagle

PUBLISHED QUARTERLY FOR EMPLOYEES
OF THE UNITED STATES POSTAL SERVICE®

MAGAZINE

UPWARD

The Delivering for America Plan
at Two Years





Mailin' it!

The Official Podcast of the United States Postal Service

Nearly every person in America experiences the Postal Service every day — by saying hello to a mail carrier, passing postal vehicles on the street, visiting a Post Office or just by the simple act of reading one's mail. But really, how well do you know the United States Postal Service?

Mailin' It! takes you behind the scenes and explores the rich role and history of a thoroughly American institution. Join our hosts for a fun look at your United States Postal Service.

Visit about.usps.com/newsroom/ or scan the QR code below to listen.



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ON THE COVER

Better service, new facilities, new products and capital investments are some of the paving stones for a path to the future. Under the Delivering for America plan, USPS is headed in the right direction — onward and upward. Find out more at about.usps.com/what/strategic-plans/delivering-for-america/.

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It has been two years since the Postal Service published the Delivering for America plan, and this edition of *The Eagle* takes stock of the accomplishments and trajectory of the organization on the climb toward higher performance and enhanced value for the American public. We have made great strides in operational precision and on-time delivery and continue to make demonstrable progress toward our goals for the 10-year transformation period, the result of organizational focus and strong effort by management teams and the entire postal workforce.

In this issue, we look at the restructured sales function and its role in delivering client solutions, growing revenue and expanding our customer base. We also examine the recent successes of our customer experience group, which manages incoming calls and messages from customers seeking information and issue resolution, and their efforts to streamline and improve the experience of our customers by delivering better information faster.

We also look at the many ways the Postal Service harnesses our amazing digital infrastructure and the scanning data from our mobile delivery devices to power operational precision and build customer confidence.

With these and future topics, *The Eagle* magazine will capture our progress in becoming a high-performing organization and provide context for the strategies and initiatives that are guiding us toward financial sustainability and service excellence.

I hope you find this magazine useful and engaging.

As always, thank you for the great work you do every day.

Louis DeJoy

Postmaster General and Chief Executive Officer
United States Postal Service

CONTENTS



4 **Selling Solutions**

Solving customer issues can grow USPS sales

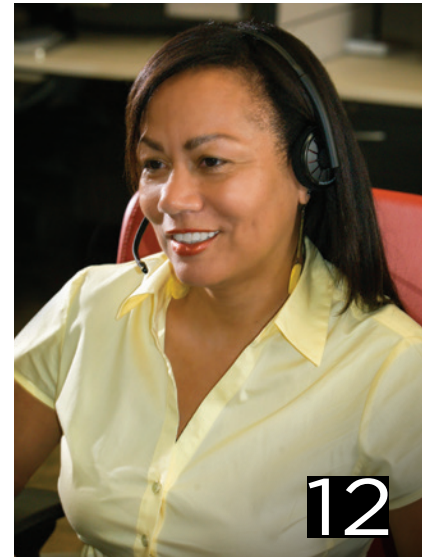
New offerings and a re-structured sales force benefit customers and USPS.



12 **Smarter Customer Service**

More information delivered more quickly

Innovations in customer support enhance the customer experience.



IN THIS ISSUE

1 **From the Postmaster General**
Progress at the two-year mark

3 **Spotlight**
A man from out of the blue

14 **Change Leaders**
Making lemonade

16 **We Go Everywhere!**
A visit to ZIP Code 99950

8 **Upward**

The Delivering for America plan at two years

USPS is moving onward and upward toward modernization goals.

18 **1.2 Billion Scans and Counting**

A wealth of data is collected

USPS utilizes a vast, high-tech digital infrastructure to provide up-to-the-minute information to customers.

SPOTLIGHT SEARCH >

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



Think you know about the Delivering for America plan? Test your postal knowledge! Visit https://uspsIndevalfedramp.gov/1.qualtrics.com/jfe/form/SV_ewY8mPZOQdYh4r4?Q_CHL=qr, or scan the QR code to anonymously take a quiz.

A man from out of the blue

Two-time organ donor Michael Ashley speaks up for the cause.

The vast majority of living organ donors feel good about their decision and become advocates for organ donation. Michael Ashley, a letter carrier from Rochester, NY, is a passionate voice among them.

In 2002, Ashley donated one of his kidneys to his adoptive father. “He didn’t match with any of his blood relatives, and though we were not biologically related, I was actually a match for him,” Ashley said. “It was just — kismet.”

In 2021, Ashley gave a section of his liver in a nondirected (also called altruistic) donation. “It was my brother-in-law who needed the transplant,” Ashley said. “I was not a match, and he didn’t have a match within the family — it would need to come from someone out of the blue. I came to realize there are thousands of others in the same situation as my brother-in-law, and I can be the person from out of the blue.”

There are nearly 106,000 men, women and children on the national transplant waiting list, according to the federal Health Resources and Services Administration agency. The need for organs far outstrips the supply. “Organ donation registration is a crucial element in changing the lives of people whose own bodies are failing them,” Ashley said.

To help shorten the list and save lives, you can register as a posthumous organ donor — just check a box when renewing your driver’s license. “One posthumous donor can save eight lives,” Ashley noted. “It is also important to discuss your desire to donate with your family,” he added. “Their understanding of your intentions can enable them to expedite the process when time is critical, and your decision may inspire other family and friends to follow your example.

It is not uncommon to hear of USPS employees giving of themselves to their communities. Ashley is exceptional in his generosity — however, he would like to normalize the concept

of organ donation. “There are many people who would donate to a family member, but don’t match, and the thought ends there,” Ashley said. “But if you can contemplate giving an organ to a brother or an aunt, then why not the brother or aunt that you’ve never met? Donating an organ — a part of yourself — is an amazing experience and a unique opportunity to improve the quality of life for someone else,” he said. “If just a small percentage of people are made aware of organ donation, or revisit their decision, maybe more people will be moved to action.”

“Your decision may inspire other family members and friends to follow your example.”

MICHAEL ASHLEY

Letter Carrier, Rochester, NY

To learn more about how you can save lives by being an organ donor visit [organdonor.gov](https://www.organdonor.gov).



SELLING SOLUTIONS

Being a strategic partner means solving business challenges for customers.

“ We compete every day to win, retain and grow revenue for the Postal Service, and we do it by being a great partner to our business customers and helping them succeed.”

— **Shavon Keys**,
Vice President, Sales

It all starts with a classic business pitch: a presentation to persuade someone that working with the Postal Service can help their business grow. Nearly every large- and medium-sized business customer began a relationship with the Postal Service because they were sold on the power of mail and its universal reach; the value of USPS package offerings; the advantage of reliable, on-time delivery; or the security of the postal processing and delivery network. It is an impressive pitch list — and USPS is adding a suite of solutions to help customers

achieve their business goals.

Who makes these pitches that generate most of the Postal Service's mail and package volume? The answer is two-fold. That very first conversation could come from any employee who talks about Postal Service offerings and identifies an opportunity for a customer. The conversations that follow are conducted by one of the 800-person-strong Postal Service Sales team members, who are responsible for engaging new and existing customers, and winning their business.

Re-thinking sales

The Postal Service takes a multi-faceted approach to selling. As part of the Delivering for America plan's organizational restructuring, sales representatives are assigned portfolios of accounts and territories, rather than being centralized around organizational districts. Salespeople are responsible for identifying new business opportunities in their territories and helping existing customers grow their businesses.

This approach brings Sales team members physically closer to their customers, providing opportunities to better understand local markets and businesses, and identify good sales prospects. While team members have much autonomy and accountability within their territories, the overall Sales team interacts daily throughout the country, sharing best practices and trends and providing support so that each member can make the most of each customer meeting and contact.

Also, since the beginning of the pandemic, a group of 100 USPS salespeople has focused exclusively on small businesses, the fastest-growing market for postal products and services. Working remotely, this team covers more ground, more cost-effectively, than if they were to visit all their small business accounts in person.

The Postal Service is looking to grow its highly successful Inside



“ Every employee plays the important role of salesperson whenever they talk with customers to promote our offerings. Expanding participation in our lead generation program has the potential to drive significant sales growth.”

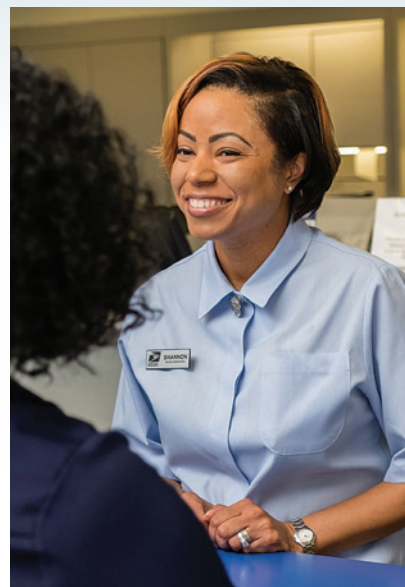
— **Louis DeJoy**,
Postmaster General

Sales group and expand the team of professional telesales agents. Inside Sales works with about 4 million unmanaged accounts, educating small businesses on how the Postal Service can help them expand while also vetting and routing sales leads from various sources.

New conversations

For a salesperson, it helps to have new offerings and solutions to engage existing and potential customers.

As the Postal Service modernizes and transforms its processing, transportation, delivery and retail operations, the organization is launching new products, offerings and services to best take advantage of the more effective and efficient



network. USPS Connect, which provides local shipping solutions, is one suite of offerings being added



to the full product portfolio.

The idea is to sell an entire solution — a value proposition — addressing the marketing and customer engagement needs of a business that can be supported through mail, and e-commerce shipping solutions that can be supported through package delivery services.

With a strong pipeline of existing and new offerings, plus a commitment to continue to grow the sales organization nationwide, the sales function is playing a vital role in the revenue-generating success of the Postal Service — and creating new and exciting career opportunities for individuals who would like to help grow postal revenue by helping business customers grow their revenue.



Submitting leads allows employees to pass on information about customers who could benefit from using USPS products and services.

LEADing Together

Sales leads are a vital tool for any enterprise, and the USPS sales organization is no exception. The Postal Service prides itself on tapping into its vast network of postmasters, carriers, retail associates and other employees on the lookout for new revenue opportunities.

Employees can alert the sales organization to these opportunities through the LEADing Together program, which launched in February. Previously, there were separate lead programs for different employee groups. LEADing Together joins them under a single umbrella, with a one-stop portal where any employee can submit leads for the sales team to pursue. Letter carriers can also submit leads using their mobile delivery devices.

Most potential sales — about 30 percent — reach the sales organization through employee leads, while another 25 percent come from product strategies. Advertising and promotions generate 15 percent of sales leads, with the rest coming through usps.com, trade shows and direct engagements with businesses.

Have a sales lead? Log on to *LiteBlue.usps.gov*, then go to “Featured Topics” and click on LEADing Together.

After leads go through a vetting and validation process, they are passed to Sales. A significant piece of the Postal Service’s revenue is generated this way. For example, the Every Lead Counts campaign, which ran in fiscal year 2022, delivered \$644 million in new revenue thanks to 129,000 leads generated by 12 percent of the Postal Service workforce. The fiscal year 2023 campaign, Delivering for Main Street, launched last October with goals of 130,000 employee sales leads and a 13 percent participation rate.

Are You Persuasive?

Personality counts for a lot in being an effective seller. If you are a good listener, connect well with people and like to help customers find solutions, you have the potential to be a great contributor to the USPS sales team — especially if you’re persuasive.

Check out openings in the sales organization at about.usps.com/careers/.

UPWARD

The Delivering for America Plan at Two Years

At the two-year mark since the publication of Delivering for America — the 10-year transformation and modernization plan of the United States Postal Service — a lot has been accomplished. Strong service and financial performance resulted from a powerful combination of organizational focus, operational discipline, a stabilized workforce and investments in automation, facilities and transportation. While the road ahead gets steeper with ongoing initiatives in postal processing, transportation, delivery and retail operations, the past two years show the Postal Service is moving toward its higher goals with strong forward momentum.

The accomplishments of Delivering for America's first two years are remarkable — not only because they have turned around the financial imbalances and service degradation of previous decades, but also because they were made using a legacy network that was near collapse.

Delivering for America established the goals and major elements guiding the organizational transformation now underway. It enabled many relatively quick achievements, while still providing the flexibility to learn and adapt as opportunities and challenges come into focus.

Now, as the 10-year modernization of the Postal Service enters its third year, more extensive changes will begin to take shape as the plan's \$40 billion investment program revitalizes the entire network structure of the Postal Service, improves its infrastructure and brings its transportation operations into the 21st century.



Years of underinvestment had left the Postal Service unprepared for the volumes of packages entering its system, and the failure to promptly process packages was dramatically affecting the organization's ability to meet its on-time delivery goals. Since the plan's launch in March 2021, USPS has installed 249 new package processing machines across its network, which, combined with increased operational precision, has expanded daily package processing capacity to 60 million. To put that in perspective, 60 million is more than double the 2020 holiday season maximum daily package sorting capacity and is 10 million more than the package volume recorded on the Postal Service's busiest day in the 2022 peak season.

Service performance

Operational initiatives, added facility space and processing automation significantly improved the Postal Service's capacity to handle large volumes. These improvements were solidly demonstrated by the successes of the 2021 and 2022 peak

"The success of Delivering for America in its first two years showcases the strength of our management team and 635,000 postal workers to get the best out of an antiquated, inefficient network. Our job over the next eight years is to transform our network so that we can perform and serve the public at the highest level, operate with financial stability and be one of the best-run organizations in the nation."

— Louis DeJoy, Postmaster General



BY THE NUMBERS

Delivering for America
at Two Years

Converted
precareer
employees to
career status

More than
125,000

Reduced expenses
with passage of
the Postal Service
Reform Act

\$48 BILLION
over 10 years

Installed package
sorting machines

249

Increased daily
package handling
capacity to

60 MILLION

13.2 BILLION

Handled letters, cards, flats and packages
during record peak 2021 season with no
major disruptions in service

Delivered COVID-19
test kits in an
average of 1.2 days

More than
730 MILLION

Established on-time delivery targets
for fiscal year 2023

First-Class Mail
92.50%

Marketing Mail
93.64%

Committed for new
vehicles to be added
between 2022 and 2028

106K

seasons — and the gains persist with improved on-time service performance throughout the year across all mailing and shipping categories.

The most notable impact has been seen in service performance, a key metric for business and residential customers alike. The peak seasons of 2021 and 2022 were two of the busiest holiday periods on record, but the Postal Service accommodated both with ease. Indeed, the ability demonstrated during the peak 2021 season gave the White House confidence to entrust the Postal Service with distributing COVID-19 test kits to the nation, a public health partnership that was renewed based on the high level of performance.

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“We have a plan that will serve the American people — our customers — and we are marching forward with it. I am proud of our leadership team, our union leadership and our whole organization for their willingness to pursue the necessary actions to stabilize this cherished institution and set it on a course for a brighter future.”

— **Louis DeJoy**, Postmaster General

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Service excellence is a key pillar of Delivering for America, but prior to its launch, the stated goal of 95 percent or greater on-time performance across all mail types would have been considered overly ambitious. However, over the past two years, delivery performance of First-Class Mail, Marketing Mail and Periodicals has consistently improved, and fiscal 2023 targets of 92.50 percent for First-Class Mail and 93.64 percent for Marketing Mail illustrate just how far USPS has come in such a short time.

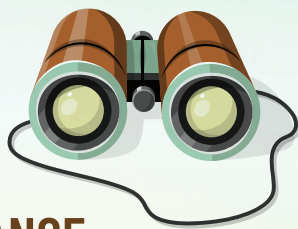
Public policy

These past two years have also seen critical gains made on the public policy front. Last year, Congress passed the Postal Service Reform Act. This new law relieves \$48 billion in unnecessary obligations, establishes better retiree health care financing and eliminates a significant fiscal distraction. In addition, new pricing authority enables pricing strategies that can adapt better to organizational needs, market forces and external pressures like inflation, and helps USPS compete better to win new revenue.

ORGANIZATIONAL FOCUS

Having a plan and leaders to drive large-scale change is essential to success.

The most important aspect of the Delivering for America plan is the realignment of the entire organization to achieve important operational, financial, service, workplace and performance goals — which improve competitiveness in the marketplace and strengthen the value of the Postal Service for the American public. Overcoming years of underinvestment and seemingly insurmountable service and financial burdens requires large-scale transformation and modernization, and the important successes achieved in just the first two years of the Delivering for America plan reveal that USPS is intensely focused on becoming the high-performing organization the public expects.



AT A GLANCE

How the Delivering for America Plan Helps USPS

Improved service performance

\$40 billion in investments

Brighter, safer and more efficient facilities for postal employees

Reduced operating and transportation costs

New revenue opportunities

Greater ability to compete

Improved employee engagement and lower turnover

Reduced carbon footprint

Workforce

One of the most critical improvements of Delivering for America has been the renewed investment and focus on employees. The conversion of more than 125,000 precareer employees to career status has provided stability for the entire organization. A returned onboarding experience and more focused training for supervisors have also helped elevate the workplace environment, and in the first two years of Delivering for America, USPS has made significant gains to meet its goal of reducing precareer turnover by 50 percent.

Moving forward

Postmaster General Louis DeJoy points out that moving forward, there will be hundreds of initiatives organized around the following themes. “Looking ahead we are focused on four points: improving our operating precision and service performance; reducing our cost of operations and maintaining our affordability; growing our revenue and use by the American people and businesses; and creating satisfying long-term career paths for all our employees.”

While the road ahead involves challenges to transformation and modernization, the upward momentum of the past two years should instill well-placed confidence in the years to come.



For more details on the results of the first two years of the Delivering for America plan, visit about.usps.com/what/strategic-plans/delivering-for-america/ or scan the QR code.



"Most customer issues resolve quickly with the delivery of the item, often the next day. We're focusing on improving service for that small percentage of the time when there's some hiccup or minor issue that comes the customer's way."

— Nathan King, director, Consumer Advocate

Smarter Customer Service

It's Wednesday and the package the sender guaranteed you'd have by Tuesday still hasn't arrived. You're wondering — when will it come?

Answering that question is a tall enough task for any major business trying to stay on top of customer satisfaction and response. For the Postal Service, with a customer base of the entire American population, the job is positively monumental.

Thanks to a combination of new technology and initiatives — as part of the Delivering for America plan — the organization is making tremendous strides to create great experiences for customers wondering, "where is my package?"

A team effort

Customer support is more important now than ever with the rise in package shipping. Whether the item is a product sent from a business or a gift shipped by a residential customer, both the sender and receiver have a vested interests in its safe, speedy delivery. Indeed, some 70 to 80 percent of

inquiries the Postal Service fields are related to package shipping.

Of course, with the staggering volume of deliveries the Postal Service handles, this very small percentage of mail is still a hefty number. Taking charge of administering these incidents is the Customer Experience (CX) group, which comprises departments aligned to specific segments of customers. The Enterprise Customer Care group supports consumers and residential customers, while the Business Service Network works for commercial customers.

Proactive progress

The Customer Experience Alignment initiative was devised to coordinate the various CX teams' work to give customers faster and better outcomes. This involves getting delivery timing and information to the customer at the initial point of contact and reducing the need for follow-up inquiries.

"In the first exchange with a customer, we try to get them information about their issue and the extent to which it can be resolved," said Marc McCrery, vice president of Customer Experience. "This is greatly reducing the need for a call or an internal service request. We are also working to integrate the complete visibility of packages throughout the process to build customer confidence."

McCrery and his team started by examining the product tracking and reporting system — known internally at USPS as PTR — to identify the most pressing needs. They found that a root cause of many service requests was simply a poor insight into where items are located. "We have been working feverishly with the field to fill the gap in visibility so we know where the items are," McCrery said.

With better scanning and reporting, the service team can inform customers about the cause of the delay — whether the item has not been picked up yet, or is stuck in transit — and can provide a

more accurate forecast about delivery. Further, any customer inquiring about a package's status is now presented with the option to give USPS two more days before a request is filed; nearly 99 percent of the time, the package arrives at its destination before those two days are up.

Smarter assistance

The Postal Service's roster of more than 1,600 call center agents has been working primarily remotely since the start of the pandemic. During periods of high volume, callers may be put on hold. With new technology, callers now have the option of choosing to communicate via SMS text message or a return call when an agent becomes available. Artificial intelligence enables the next step in the process, assisting customers using natural language exchanges for questions about packages or booking passport appointments.



40% ↓

reduction in service requests

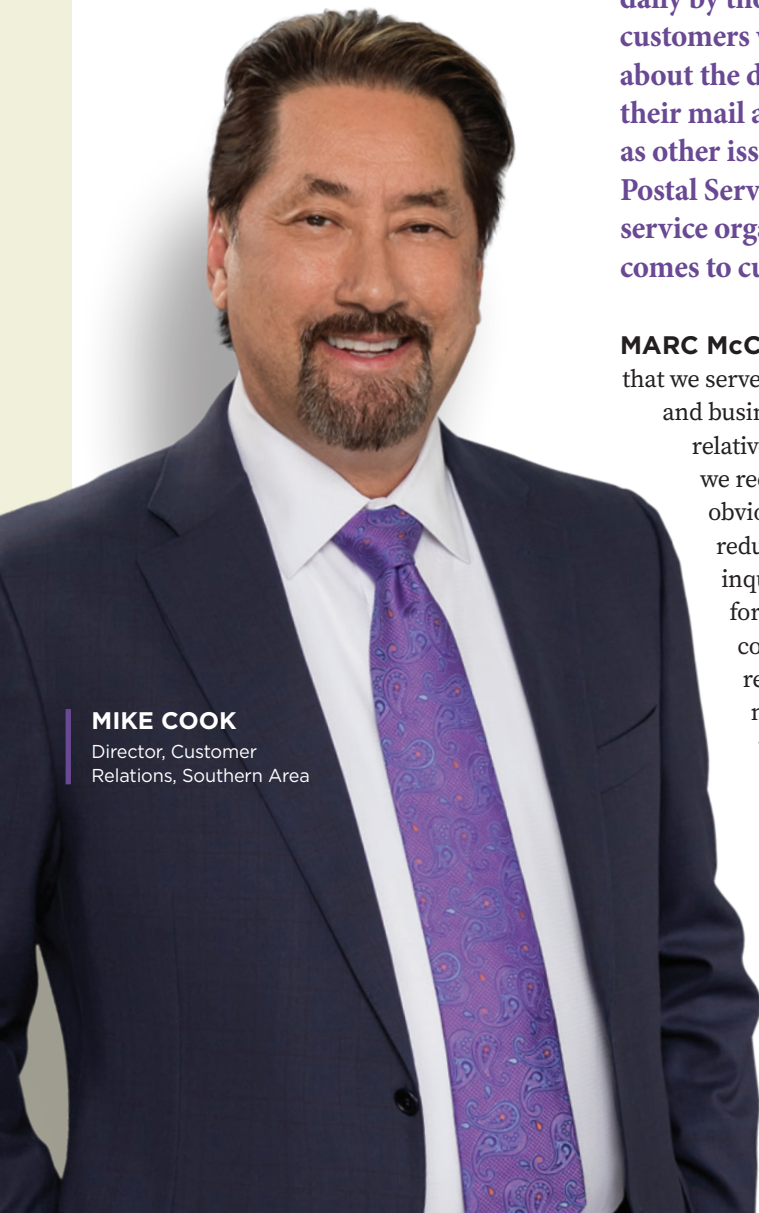
entered into the system since the Customer Alignment Initiative was implemented in October 2021. Fewer requests reduce burdens across the organization and enable faster responses to other inquiries.

The path ahead

As new scanning and logistics technologies continue to enhance the delivery ecosystem, customers will have increasingly greater confidence in the status of their mail and packages — making support less and less necessary. In cases where assistance is required, the Postal Service's CX group is elevating response and resolution to meet the high standards every customer expects and deserves.

MAKING LEM

Marc McCrery, vice president of Customer Experience, and **Mike Cook**, director of Customer Relations, Southern Area, talk about building brand loyalty through smarter responses to customer inquiries.



MIKE COOK

Director, Customer Relations, Southern Area

The Postal Service is contacted daily by thousands of customers who have questions about the delivery timing of their mail and packages as well as other issues. How does the Postal Service compare to other service organizations when it comes to customer response?

MARC MCCRERY: Considering that we serve every single person and business in the nation, the relative volume of inquiries we receive is modest, and obviously we would love to reduce the need for any inquiries at all. We are fortunate that for most concerns or issues, the resolution occurs the next day or the day after, with the arrival of the late delivery. So, in that instance, our challenge is to quickly provide reliable information to the customer and assuage their concerns about where their item is on its journey. The standard for any company is to resolve

the customer's issue, make their experience pleasant and give them the feeling that they were provided good service. We do these things well today, but we're always pushing to improve the experience for the customer.

MIKE COOK: The Customer Experience function is about turning lemons into lemonade. If a customer goes to the trouble of contacting us through any of our channels, they have a concern that is bothering them and they're anxious for a positive resolution. When that customer makes contact, we are being judged on the experience we provide. If that customer feels appreciated and they have a good resolution, they have a better feeling about the Postal Service. We are developing the culture that empowers and trusts every employee to deliver efficient, reliable and empathetic service, resulting in every customer feeling valued and appreciated. That is our goal: Turn negative situations into positive experiences and build stronger customer relationships and brand love as a result.

Having thousands of daily inquiries requires a lot of problem-solving throughout the organization. How do you see this aspect of customer response changing?

MARC MCCRERY: One of our Delivering for America initiatives aims to improve how we resolve

ONADE

customer inquiries — and specifically how we reduce the burden we currently place on all elements of our operations to find mail and packages. We have already made significant strides through our Customer Alignment Initiative by providing automated information to the customer about the current location and estimated day of arrival. The more internal visibility we have about package movement and location, the less need for a call to a facility or a Post Office, and the less need to distract from other functions. So far, we've reduced internal requests for assistance by 40 percent, and we can go further with better visibility.

MIKE COOK: We are seeing major improvements in package visibility due to improved technology, better discipline at the carrier and retail level, and in the expansion of scan points. Our corporate goal is a scan at every movement of a bin or package — so anything in the wrong place sticks out like a sore thumb and can easily be found and rerouted. Having that level of visibility makes it easy to automate responses to the customer and reduce the burden on operations teams. It's also important to recognize that the network transformation underway is streamlining transportation, reducing handling and establishing more orderly processes inside of plants — all of which reduces error rates. The combination of greater visibility and better operational precision will have a powerful, positive compounding effect on both reducing customer inquiries and

improving our resolution response times, and the quality of those responses. It's exciting to see where all of this is heading.

It seems technology is playing a large part in serving the customer, both in direct response and in the systems that generate the information needed to resolve the issue. Where do you see this heading?

MARC McCRERY: The technology piece is important, especially as artificial intelligence and more advanced software systems enable more useful, faster and engaging interactions with the customer. The Postal Service is looking closely at these offerings. We'll incorporate proven solutions if they can make a major improvement in customer experience, which is what every major brand would do. But really, the only test is whether the customer is better served.

MIKE COOK: Customers want to feel that someone — a real person — cares about their problem and will work to help resolve that problem. If technology helps our efficiency but the customer feels that the experience

was fundamentally impersonal or uncaring, we'll have lost something — so we're on guard not to cross that line. What won't get lost is that our Customer Experience group and the wider postal workforce have a deep commitment to public service. It's in our DNA and it comes through in the customer experience we deliver every day.



MARC McCRERY
Vice President,
Customer Experience

We Go Everywhere!

ZIP Code™ 99950

Like many frontier towns, Ketchikan, AK, was home to a Post Office that played a pivotal role in the early community, serving prospectors, outfitters and cannery workers at the turn of the 20th century. Ketchikan still serves as the “first city” of Alaska, or first port of entry, for many visitors to the 49th state, although they now mostly carry cameras instead of pickaxes and gold pans.

Ketchikan offers some of the best bear viewing locations in North America.



Ketchikan, AK

There is no road access to Ketchikan from the mainland; mail comes in by air or boat. Despite its remote locale, Ketchikan is a popular tourist destination. The Alaska Marine Highway System regularly ferries travelers between Ketchikan and the Lower 48. It is a two-hour flight from Seattle. And its location on the Inside Passage — a network of waterways — makes it accessible to cruise ships.

During the summer months, Ketchikan’s population swells. Hundreds of thousands of tourists visit the city’s shops, restaurants and attractions. Once a red-light district, **Creek Street** is now a shopping hub for arts and crafts. **The Tongass Historical Museum**, on Dock Street, offers a look into the city’s past and native origins. This popular historic area resides in 99901, one of five Ketchikan ZIP Codes, which include the nation’s highest ZIP Code number — 99950.

Ketchikan has the world’s largest collection



Above: Seaplanes tied to the docks.

of totem poles. The structures can be found throughout town and at the **Totem Bight Historical State Park**, **Potlatch Totem Park** — where you can watch a carving in progress — and **Totem Heritage Center**. Each totem pole, a sculpted stack of human figures or spirit animal symbols, is made from a single tree trunk, usually red cedar, that may rise more than 50 feet into the air.

Excursions from Ketchikan include a floatplane tour or day cruise of the **Misty Fjords National Monument Wilderness**. The park, which has more than 2 million acres,



Above: Creek Street, near the mouth of Ketchikan Creek, was a red-light district during the first half of the 20th century, with brothels on either side of the creek.

is renowned for its natural wonders — stunning waterfalls, sheer cliffs and snow-capped mountains. More adventurous travelers can arrange a water taxi from Ketchikan and rent a kayak.

Wildlife abounds in Alaska: bears, wolves, mountain goats, deer, bald eagles, over 100 species of migrating birds — and lots of fish. Ketchikan is known as the salmon capital of the world, with varieties like sockeye, pink, king (Alaska's state fish), chum and silver migrating through the area.

Where there are salmon, there are bears. Ketchikan offers several bear viewing locations: **Anan Wildlife Observatory**, **Traitors Cove**, **Neets Cove** and **Herring Cove**. The bears use a variety of fishing techniques, including sit and wait (for the fish

It takes planes, boats and a good deal of hiking to get the mail delivered in Ketchikan.

to come to them), dash and grab, snorkeling — and pirating from less dominant bears. A skilled bear may catch and consume more than 30 fish in a day.

The nighttime sky is lit by the glimmering aurora borealis — the Northern Lights. The best viewing is between August and April from a vantage point on the outskirts of town, where ambient light will not dim the dancing ribbons of yellow-green, red, blue or purple light.

So, if you visit this Alaskan outpost, bring your camera, binoculars and fishing pole. And take note: Savvy anglers mail their clothes home and travel with their cooler of fish as checked baggage.



Left: The Kadjuk Bird Pole at Totem Bight State Park depicts Raven forming the headdress of his wife, the Fog Woman, as she holds two salmon. Totem animals act as guardian spirits.

Misconception Turns Totem Pole Meaning on Its Head

Low man on a totem pole is a catchphrase popularized by H. Allen Smith's book of the same name. Published in 1941, the release of this collection of humorous, self-deprecating essays coincided with the U.S.'s entry into World War II. It became a bestseller, especially among deployed troops who could relate to their place at the bottom of the chain of command.

In an interesting twist, native elders often consider the lowest figures as the most prestigious. At eye level, they are the most visible and support the figures higher up.

1.2 Billion Scans and Counting

How USPS Uses Data to Drive Value

When people think about the Postal Service, chances are the first things that come to mind are the familiar objects and people we see in our communities every day — the Post Offices, mailboxes, postal vehicles and the thousands of men and women who deliver mail and packages to every address in the nation.

But behind the scenes, and increasingly essential to USPS operations, is a digital infrastructure that includes one of the largest computing environments in the world, processing 1.2 billion tracking events daily and 4 terabytes of data every minute.

This vast high-tech infrastructure supports all the work of the Postal Service, increasing efficiency, assisting delivery and helping customers get up-to-the-minute information about the mail and packages headed their way.

Success in business today hinges on visibility — not only for mail and packages, but in everything from ridesharing services to pizza deliveries. Customers expect to know where and when their orders will arrive. As the ultimate delivery enterprise, the Postal Service faces sky-high expectations from its customers for delivery status data — especially with the ever-rising volume of packages it handles.

Over the last two years, the Postal Service has taken a massive leap forward in meeting these expectations with a full-scale rollout of new tech tools that satisfy customers' craving for delivery updates and enable postal employees to be more effective every day.

USPS has created accessible digital information for nearly every major operational process: from





For our customers this data is gold.

automation scan data and container scans with surface visibility to geospatial intelligence on all its trucks, facilities and addresses.

This wealth of information flows in real time through the Informed Visibility advanced analytics platform, which uses artificial intelligence, machine learning, and data science to identify patterns that provide the right information to the right people at the right time.

This data enables informed decisions throughout the Postal Service. Just as importantly, business customers can access real-time data and visualizations about their particular mailings during every leg of the journey: acceptance, processing, transportation and delivery. USPS does this on an unprecedented scale, and the pulse of data to customers has become the steady heartbeat of the industry.

Internally, this data drives efficiencies, smooths workflows and enables greater visibility and faster response to operational issues — which translates into better service at a lower cost.

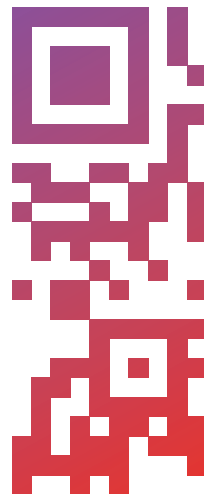
In real time

To stay competitive, in 2020 the Postal Service began rolling out new mobile delivery devices (MDDs) to some 300,000 employees across the country. Now fully phased in, these Android-based, smartphone-like units enable unprecedented insight into package operations for customers and USPS alike.

The significantly upgraded MDDs provide much quicker package status updates to the network. “Previously, the carrier scanners didn’t have real-time communication capability,” said Charles McLellan, Delivery and Mobile Technology Engineering manager at USPS. “Carriers would be out on the street and would scan a package for delivery, but the customer wouldn’t see it on *usps.com* until the carrier got back to the office. Now, we average about two minutes from the time a carrier scans a package until it posts on *usps.com*.”

The Postal Service operates one of the largest computing environments in the world — processing 1.2 billion tracking events daily and 4 terabytes of data every minute.

This sharper data is also driving waves of improvement to Informed Visibility, so marketers can harness better insight into the success of their mail campaigns. GPS data from the new MDDs is relayed back to the network every minute, unlocking more accurate time-of-day delivery information for customers and businesses. Catalogers, online retailers and marketers know exactly when their content has reached their customers. With this data, businesses can deliver follow-up emails or social media ads to further the impact of their mail. They can also track the way





The power of our digital infrastructure starts with a single scan.

customers react to a piece of mail, such as a retail catalog, by monitoring traffic at stores and on websites in the hours following delivery.

Optimized scanning and tracking is having a profound effect on the Postal Service's operations, as well. Using state-of-the-art data tools, a wide array of insights can be extracted to elevate efficiency and run a more streamlined business.

Postmaster General Louis DeJoy released his 2022 holiday employee message through a video on the MDDs — demonstrating the enhanced communications capabilities of the new devices.

Better connected to compete more effectively

The MDDs also have new features to help carriers do a better job. In nearly real time, the device displays a numerical assessment on the efficiency of the carrier's route based on GPS data and an array of physical sensors.

Carriers can then hone their approach to increase their productivity and better serve their customers.

For new carriers, trainers can load additional information and videos into the handset to help with orientation. A list can be downloaded to the

scanners to flag hazardous locations, such as addresses with dangerous dogs, improving carrier safety. And, they can show carriers customer instructions at the time of delivery — for example, a note to leave a package at a back or side door.

Aspects of carriers' edit books, which contain lists of delivery points on a route, were automated into the MDD, so they will no longer need to undergo the lengthy manual edit process when customers move. The MDDs are even being used for employee timekeeping by carriers, clerks and facility custodial staff.

"The new MDDs are transforming operations for the entire Postal Service, giving customers much-desired visibility into their deliveries, better supporting our employees, and opening countless doors for further improvement," said Linda Malone, vice president of Engineering Systems.

Moving forward

USPS is continually enhancing Informed Visibility by improving the quality of data, strengthening scanning accuracy and increasing the system's information distribution effectiveness. Any successful 21st century enterprise can do no less in today's market of increasing customer needs and demands.





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