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The Eagle

PUBLISHED QUARTERLY FOR EMPLOYEES OF THE UNITED STATES POSTAL SERVICE®

MAGAZINE

WELL ORCHESTRATED FOR THE HOLIDAYS





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PUBLISHER

United States
Postal Service

Jeffery Adams
Vice President,
Corporate
Communications

EDITOR

Yvonne Yoerger

ASSISTANT EDITOR

Cheryl De Falco

DESIGN & LAYOUT

Mike Quigley

COVER ILLUSTRATION

James Steinberg

PHOTOGRAPHERS

Daniel Afzal
Rebecca McDaniel
Christopher Descano

ON THE COVER

With well-orchestrated processing, transportation and delivery operations under the Delivering for America plan, USPS is poised for best-in-class performance this holiday season. Find out more at about.usps.com/what/strategic-plans/delivering-for-america.

CONTACT US

The Eagle
475 L'Enfant Plaza SW
Washington, DC
20260-2166

EMAIL

The_Eagle@usps.gov



This edition of *The Eagle* magazine looks at the improvements we have made to allow us to perform at a high level during the holiday season, when the volume of mail and packages we deliver is at its highest. The very fact that we can handle these tremendous spikes in volume demonstrates our growing processing and logistical capacity, and our expanding capabilities along the path to operational excellence. It goes without saying, we also earn the public's confidence when we deliver the nation's holiday mail and packages on time.

We also consider the important and impressive role we play throughout the nation in dealing with disasters. Very often, the quick, visible resumption of our operations is the first sign of the return to normalcy in disrupted communities.

We answer the question, "How does the Postal Service choose stamp topics?" We review our stamp selection process and the exemplary role played by our Citizens' Stamp Advisory Committee, which provides strong advice and counsel in shaping our portfolio of stamp topics each year. We also dig into postal history and explore the heroic contributions of Mary Katherine Goddard, America's first known female postmaster and a patriot of the American Revolutionary era.

The Eagle magazine seeks to capture our progress toward the goals of our Delivering for America plan and provide context for the strategies and initiatives that will guide us to become financially sustainable while achieving 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

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Welcome aboard America's only floating ZIP Code™

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 uspsindevalfedramp.gov/qualtrics.com/jfe/form/SV_bm6GeXsBVsZRBSm, or scan the QR code to anonymously take a quiz.

Be the Change You Wish to See

Postal employee and small-town resident Tammy Braley leads by example.

St. Albans, WV, with a population of 10,000, is a tight-knit community known for citizens' dedication to volunteerism and civic engagement. Tammy Braley, who works in Consumer Affairs, is a lifelong resident and has been "helping others as long as I can remember."

"Community service is a way to positively affect your surroundings — the place you call home," Braley said. She organized the local Keep It Beautiful Walk and enlisted her children and their friends. "We'll clean up a street in town, pull weeds at the local theater, plant flower beds at the police station — whatever needs doing," she said. "We want our community to be beautiful."

Nestled in the junction of the Coal and Kanawha rivers, the town has a vested interest in the health of those waterways. Braley volunteers with the Coal River Group, a nonprofit organization dedicated to restoring and protecting the Coal River watershed. Their primary fundraiser, the annual Tour de Coal, attracts thousands of participants. Kayakers, canoers and standup paddleboarders from all over the country float down a 12-mile stretch of river, ending

in St. Albans. Proceeds go toward projects such as the installation of river structures to move silt accumulated from mining operations, and updating the septic systems of remote homes on the river — "what we call hollers," Braley explained — both of which improve the habitats of fish and aquatic insects.

Braley also helps with Yak Fest, an outdoor live music, arts, food and beverage festival held the same weekend as the Tour de Coal. "It's a good time and it brings lots of money into our town and to our river," she said.

Small towns like St. Albans call on residents to be hands-on. "I just live the life I love, helping where I can and giving what I can," Braley said. "Community and family — including my postal family — are very important to me," she said. "At the end of the day, I am content knowing I am part of something that matters."

"I just live the life I love, helping where I can and giving what I can."

TAMMY BRALEY

USPS Complaints and Inquiry Clerk
Charleston, WV

You can visit **Coal River Group**
at www.coalrivergroup.com.

A photograph of a residential street after a disaster. A large pile of debris, including branches and trash, is piled up on the sidewalk. A USPS mail truck is parked on the street. The sky is overcast and cloudy. The text "STEPPING UP WHEN DISASTER STRIKES" is overlaid on the image in a large, white, distressed font. The text is set against a yellow background for the first line.

STEPPING UP WHEN DISASTER STRIKES



When Hurricane Maria hit parts of the Caribbean as a Category 5 storm in September 2017, millions of residents in Puerto Rico, the U.S. Virgin Islands and elsewhere were left without power and basic services. In the wake of one of the worst storms ever recorded on those islands, roads were destroyed, airfreight was halted and damage was estimated at more than \$90 billion.

A U.S. Postal Service truck is seen at an area damaged by Hurricane Maria in San Juan, Puerto Rico, Oct. 6, 2017. Photo by Carlos Barria / Reuters Pictures.



Within weeks, the Postal Service's disaster response efforts were in full gear. By early October, 99 of Puerto Rico's 128 Post Offices — many relocated to tents erected as stand-ins for destroyed facilities — were delivering packages and mail. Postal employees, many of whom were experiencing the same community damage and destruction as their customers, worked seven days a week, often distributing care packages sent to island residents from relatives living on the U.S. mainland.

When an emergency occurs in the United States and its territories, certain government functions and services are considered so important that they must be maintained during, or resumed within 12 hours of, the event. Mail delivery is one of these services, called Primary Mission Essential Functions (PMEFs). The Postal Service's disaster response in Puerto Rico was characteristic of how the organization handles its PMEF responsibilities under pressure.



Above left: Marathon, FL, Rural Carrier Judy Gardiner delivers mail and packages in 2017, soon after Hurricane Irma devastated a neighborhood on her route.

Left: In the aftermath of Hurricane Irma, the Postal Inspection Service — seen here setting up an air conditioning unit for a temporary tent — helped reestablish service and restore a sense of normalcy throughout affected areas.

A formal role in disaster response

The U.S. government plays a vital role in coordinating assistance in times of crisis, and as a federal agency, the Postal Service is no exception. The Federal Emergency Management Agency (FEMA) oversees the National Response Framework, which includes 15 Emergency Support Functions that group together various federal agencies and other organizations based on the resources and capabilities needed.



Postal Service operations can be leveraged by other agencies to support crisis response in eight areas, including transportation, housing and other recovery activities. Examples include the delivery of public information and supplies to disaster survivors as well as reporting on transportation infrastructure disruption and damage.

With a nationwide physical network, delivery to all addresses in the country and a comprehensive address database, the Postal Service is uniquely positioned to help communities in times of need. In fact, postal employees and the postal network have been a key part of emergency response for hundreds of years, including the distribution of the smallpox vaccine in the early 1800s and educational materials from public health officials to citizens during the 1918 influenza pandemic.

Most recently, the Postal Service has shipped and delivered hundreds of millions of free rapid at-home COVID-19 test kits to U.S. residents, and hundreds of millions of free face masks to government agencies, non-profit groups and critical infrastructure organizations. Throughout the pandemic, the Postal Service has delivered essential items like prescriptions, unemployment benefit and stimulus payments, personal protective equipment and other essential supplies.

Part of every community's fabric

One of the Postal Service's main advantages during emergencies is that its employees often live in the communities they serve. That means, in times of crisis, postal workers have on-the-ground knowledge of the situation and can respond effectively to their communities' needs.

Following the extreme ravages of Hurricane Maria, for example, postal carriers provided some of the best



Clockwise from top left: Employees work at the Napa, CA, Post Office during a 2017 wildfire. Due to a power outage, it was too dark to work inside the building.

Baton Rouge, LA, Letter Carrier Bezeit Miles delivers mail following an August 2016 flood.

Devon Cox, a letter carrier at Drew Station in Lake Charles, LA, delivers mail to a neighborhood damaged by Hurricane Laura.

information to government response teams by reporting on and mapping which roads were blocked by mudslides, downed trees and sinkholes. Postal workers were also able to relay information on sick and older residents in remote places where hospitals were closed, feeding FEMA information critical to their relief efforts.

Depending on the scale of the disaster, the Postal Service can mount massive operations to process mail and packages remotely and coordinate with displaced people to quickly reconnect them with important correspondence. And in the wake of fires, floods, earthquakes and other disasters, the Postal Service has another important impact on communities in distress that cannot be underestimated: The first delivery of mail or reopened Post Offices often provide the initial signs of a return to normalcy.

With the 2022 hurricane season underway and above-average activity forecast for this year — the seventh consecutive such seasonal outlook — the Postal Service's past successes in disaster relief can assure the public that the agency will step up whenever and wherever it's needed.

WELL ORCHESTRATED *for the* HOLIDAYS

To achieve excellent on-time results during the peak volume of the holiday season, every aspect of the postal operational model has to come together — much like an orchestra of many sections — to deliver a well-rehearsed performance.



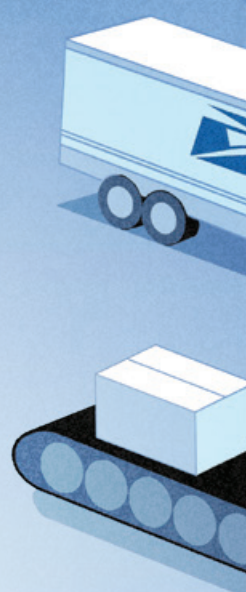
Since February of 2022, the Postal Service has been planning to handle projected volumes of mail and packages on a scale similar to 2020 and 2021 — upward of 13 billion letters, cards, flats and packages. While on-time performance in 2020 — the first COVID-influenced holiday season — was affected by longstanding capacity and logistical challenges, performance during the 2021 season was excellent.

The difference? Significant investment last year in transportation, facilities and automation, as well as better staffing approaches and operational practices. These combined efforts allowed the organization to ingest, process and deliver significantly more mail and packages on any given day. The Postal Service can now handle up to 50 million packages per day during

peak — which is 20 percent higher than will likely ever be tendered to the Postal Service in a single day. This means the nationwide network should never get overwhelmed like it did in 2020, when the peak processing capacity was 25 million packages.

Practice — and collaboration — makes perfect

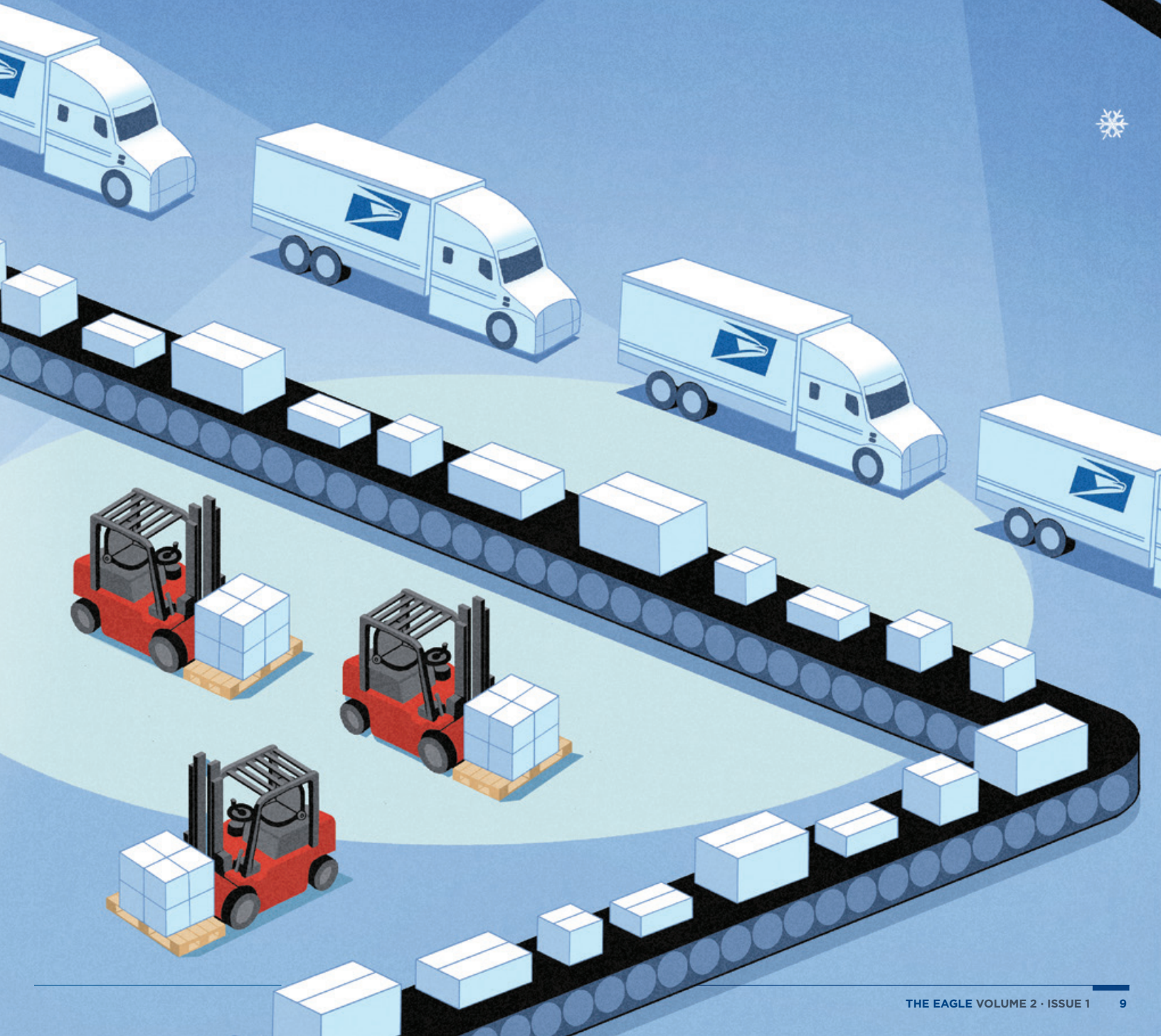
Throughout 2022, every functional and operational group within the Postal Service has been working collaboratively to better use the expanded assets and resources that made the 2021 holiday season so successful. These teams have refined operating practices, improved visibility, tightened operating windows, performed work to schedule and ensured workflows are consistent regardless of volume.





"In 2021, we created the holiday playbook and put new assets in place. The result was a strong performance — just 2.7 days on average to deliver for the holiday season. This year we refined our processes even further, operating with much greater precision and with the benefit of a productive year of operational practice."

— **Isaac Cronkhite**, Chief Processing and Distribution Officer



Improvement in any enterprise begins with learning. The 2021 holiday season provided important insights about deploying resources and automation; using annexes, measurement and visibility; doing on-the-ground planning; and integrating activities smoothly across the processing, transportation and delivery functions throughout the organization.

Planning teams worked collaboratively across disciplines to collect insights, and engaged suppliers and customers to fully diagnose opportunities to improve. Crucially, operational teams collaborated throughout the organization, allowing peer-to-peer sharing and learning.

Striking just the right note

The proof that these efforts are coming together can be seen in the dramatically improving on-time performance metrics reported throughout the year. For most of 2022, the average transit time — or days to deliver — for all volume throughout the postal network has been about 2.4 days. This represents a dramatic improvement from recent years and is attributable to the constant refinement of operating practices that are applied during the holiday season.

To further demonstrate the improvements made this year, the Postal Service has been recording on-time service performance scores for the delivery of Marketing Mail that are better than any time since measurement began in 2011. Performance across all major product categories has improved significantly in 2022 compared

with recent years, setting the stage for strong operational momentum heading into the holiday season.

Another source of confidence about the 2022 holiday performance relates to the fall mailing season. The ability to handle high volumes in the fall has been a harbinger of performance during the holidays, as any backlogs are difficult to clear when holiday volumes increase toward the end of November and through December.

With both First-Class Mail and Marketing Mail on-time performance consistently above 93 percent,

“We have been able to achieve quite a lot in the past 18 months in terms of performance, and especially peak holiday volume performance, without having implemented our network redesign. The processing, transportation and delivery network we are now building will take us to the next level in terms of speed, reliability and efficiency — and during the holidays will make us the dominant player we should be.”

— **Louis DeJoy**, Postmaster General





Earning Customer Confidence

Will it get there in time? That is the question gift-givers want answered in the hectic holiday mailing season. Convenience and price factor into consumers' choices of delivery carriers — but the deciding point is more often confidence that their gifts or cards will arrive in time. On-time delivery during the holiday period has the effect of driving and retaining higher mail and package volume throughout the following year. This nexus between operational precision during the peak season and future revenue growth reflects confidence in the brand and a customer's choice to use the Postal Service in the future. Strong on-time holiday performance alleviates consumer anxiety, builds confidence and leads to future revenue growth.

the Postal Service should be free of any backlogs and able to achieve low network transit times heading into the holiday mailing and shipping season — even with somewhat heavier mail volume due to midterm elections in November.

Setting a higher bar for future holiday performances

The processing, transportation and delivery operations changes envisioned in the Delivering for America plan are just beginning. The performance improvements of the past year, and during the 2021 holiday season, resulted from important process modifications and capacity enhancements to the existing USPS operating model. Enhancements were made to facility footprints, transportation flows, and delivery unit and route structures.

These modifications and enhancements — acquiring annexes, expanding transportation capacity, deploying hundreds of automation installations, and using better staffing practices and logistical processes — are only a partial step toward a much more fundamental transformation that will dramatically improve the flow of mail and packages throughout the postal network. This will include a streamlined processing and delivery unit footprint, a new transportation model, modern facilities

and equipment, and a fresh, dynamic operating approach that enables much greater opportunity for customers to leverage destination entry and next-day reach.

So, how will this improve future holiday performance? In a word: dramatically.

Shippers will be able to use the postal network to reach a larger percentage of their customers faster and more reliably. The Postal Service should expect to win more business in the competitive package delivery marketplace — especially during the all-important holiday season. The Postal Service will see significant improvements in its capacity to deliver, to the point that the holiday seasons will require less organizational effort to meet rising demand — because a much more efficient network will be able to accommodate much larger volume. As a target, the average days to deliver and on-time performance across the network during the holidays should be roughly the same as at any time throughout the year.

And this upcoming 2022 holiday season? The goal is to be the best performing national delivery carrier, achieve the best on-time performance in USPS history and steadily improve each subsequent year. By building upon and applying the lessons of a strong 2021 performance, the Postal Service is well positioned and well rehearsed to meet the high expectations of the public, and to deliver a well-orchestrated holiday performance this year.

Measure What You

Dr. Joshua Colin, chief retail and delivery officer (CRDO) and executive vice president, and **Gerald Roane**, district manager, Virginia, talk about taking advantage of scorecards and sharing successes in delivery operations.

The Postal Service has been able to drive significant on-time performance improvements over the past year — especially during the 2021 holiday season. What role have the last-mile delivery operations played in these improvements?

DR. JOSHUA COLIN: First of all, the Postal Service's delivery operations are fundamentally different than our competitors' because we have to reach every home and business six and seven days a week. As a result, we are structured in a very stable, repetitive way in our last- and first-mile operations, with carriers assigned long term to routes — gaining great local knowledge of the neighborhoods and communities they serve. That is the reason our delivery operations have consistently achieved above 99 percent on-time, accurate delivery once we get mail and packages from the network — even during the height of the holiday season. And we are relentless about driving greater precision and efficiency, especially regarding the interaction with our processing and distribution, logistics, and transportation operations partners.

GERALD ROANE: We are seeing definite improvements across the network that have a positive impact in delivery operations. When destination delivery units get earlier and more reliable deliveries to the dock, the last mile gets even more consistent, and that is what we want. We are also highly focused on having our operations feed the network in a very predictable way. Having strong teams across our delivery operations helps ensure we are getting accepted mail and packages scanned and ready for timely transport with great reliability.

Planning for the holidays is an organization-wide effort. How does Delivery plan for the holiday peak season?

DR. JOSHUA COLIN: We collaborate in a very cross-functional way at headquarters, with every discipline interacting with all other disciplines to ensure we are applying the right staffing, deploying equipment where needed, and reevaluating facilities and processes regularly. We also have a very extensive process within the delivery organization, which involves scoring every aspect of the delivery unit function using our established scorecard. Importantly, everyone with delivery responsibility is scored against their peers and those scores are shared to evaluate in a very open way what is working well and what is not.

GERALD ROANE: The scorecard process is extremely effective, and it was great to play a role in shaping it. There is no ambiguity about whether any individual with responsibility is doing well or not doing well, and what needs to be fixed. The most important thing is that district managers are sharing successes and problems in a very open way — it is not a stifling top-down approach. It is a lateral process where you have peers cheering you on. We are constantly learning and improving, and that is showing up in the way that we work and in the results we are producing for our customers.

Treasure

What is an example of a specific change you implemented based on the scorecard?

GERALD ROANE: The scorecard approach has many measurement dimensions and one of those is scanning. I was not performing well in that area, and I did not really understand that until we started measuring against every district's performance. I made it a priority to improve management and carriers' understanding of the importance of scanning to give visibility to our customers. This involved a daily performance call with Virginia leadership focusing on root causes, doing Gemba walks at the sites and identifying opportunities to improve. The result is that we had a major

improvement on that metric — which is important. I am a huge advocate of quickly understanding the problem — or the opportunity — and tackling it.

DR. JOSHUA COLIN: The best part of the delivery scorecard is that we equip managers with information in a transparent way and empower them to lead. We want thoughtful improvement based on best practices that are shared peer to peer. There are great leaders at every level of the Postal Service, and you really see great leadership qualities emerge when people are collaborating to improve everything from the work environment, to managing workflows, to improving timeliness and creating better efficiencies.



GERALD ROANE
District Manager,
Virginia

DR. JOSHUA COLIN
Chief Retail and Delivery
Officer (CRDO)

MAKING THE CUT

HOW COMMEMORATIVE STAMPS ARE CHOSEN

From Elvis to Superman to Abraham Lincoln, commemorative stamp topics become more than just artful pieces of postage for collectors — they're a carefully curated celebration of America, a showcase of our national identity.

Culture



entire process from selection to issuance takes about three years. Here's how it works.

Citizens' choice

The process of selecting subjects for commemorative stamps is carried out by the Citizens' Stamp Advisory Committee (CSAC), a panel of individuals appointed by the postmaster general, with expertise in the fields of history, science, technology, art, education, sports and other noteworthy areas of interest. Since 1957, the CSAC has held closed, confidential quarterly meetings to review stamp subject nominations.

"The CSAC was created to represent the American people," said William Gicker, director of Stamp Services at USPS, on a recent episode of the Postal Service's *Mailin' It* podcast. "They are not postal employees; they're really meant to be citizen representatives who speak for the country."

The CSAC's criteria for what can be accepted is rather rigid. For starters, no living person is allowed to be selected as the stamp's subject. Even the most influential and beloved private citizens must be deceased for at least three years before a commemorative stamp can be issued in their honor. There is an exception for U.S. presidents, but even their stamps cannot be issued until the first anniversary of their birth that falls after their passing.

Naturally, the vast majority of stamps feature American subjects. However, other subjects may be considered if they exerted a significant influence on American history or culture.

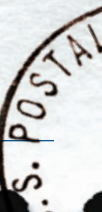


Heritage

Ever since the first commemorative stamps were issued for the World's Columbian Exposition in 1893, which observed the 400th anniversary of Columbus' voyage to America, hundreds of limited-edition postage stamps have been issued, marking milestones, honoring leaders and institutions, and recognizing the greatest aspects of American life and culture.

Out of some 30,000 suggestions, only about 35 stamp topics are chosen each year, and the

This page: Commemorative stamps recognize American culture, heritage, milestones and beloved figures.



GO FOR BROKE
JAPANESE AMERICAN
SOLDIERS OF WWII
FOREVER USA



Above: Honoring the distinguished, all-Japanese American 100th Infantry Battalion/442nd Regimental Combat Team of WWII.

Anniversaries are only commemorated in multiples of 50 years; the same goes for states, based on their date of entry into the union. The committee avoids acknowledging violence or tragedies and seeks to celebrate positive contributions to American life or promote healthy lifestyles. Commercial brands are not directly honored — so, while popular characters from movies or cartoons occasionally adorn stamps, you will not see a stamp celebrating the companies that created them.

“Nominations are presented in a very democratic process,” Gicker noted during his podcast interview. “It doesn’t matter how many letters we receive, and it doesn’t matter who sends them in. The committee simply reviews the subject matter based on merit, and if it meets merit, it’s considered as a possible stamp.”

After extensive deliberation on each slate of selections that meet merit, the CSAC sends its choices to the postmaster general for final approval.

“THE COMMITTEE SIMPLY REVIEWS THE SUBJECT MATTER BASED ON MERIT, AND IF IT MEETS MERIT, IT’S CONSIDERED AS A POSSIBLE STAMP.”

— William Gicker, Director of Stamp Services, USPS

Movers & Shakers



From idea to art

Once the subjects are determined, the committee sets its sights on how to best convey them. The CSAC works with four contracted art directors who collaborate with an extensive team of designers, illustrators and photographers to create the work. These artists hail from all over the country, and the art directors will often look to bring new talent into the fold.

According to Gicker, the process is one of continuous refinement until the desired result is finally met. “It’s rigorous from a design standpoint,” he said. “We’re creating little icons — miniature works of art — and they need to represent and tell the story very quickly. It’s a small area — usually a 1-inch-by-1-inch square that must convey a lot of information, all at once.”

Once the team is set, the art director will reconvene with them on a monthly basis to review development until the design is finalized.

This year

Stamp subjects being honored this year are the result of a process started by the 13-member CSAC three years ago. Topics include the establishment of National Marine Sanctuaries, the Mississippi River, pony cars, the James Webb Space Telescope, and the 50th anniversary of Title IX — as well as notable figures like scientist Eugenie Clark, business titan Katharine Graham and folk legend Pete Seeger.

The work of the CSAC never stops, and Gicker and his team are in the process of assembling collections for the next three years.

Have an idea for a stamp for 2026? USPS always welcomes suggestions — in writing, by U.S. Mail, of course.

There are three steps to submit a stamp idea:

- 1 Consider** the criteria for appropriate subjects.
- 2 Include** pertinent information and important dates associated with the subject.
- 3 Submit** your proposal in writing by U.S. Mail (one topic per letter) to:

Stamp Development

Attn: Citizens’ Stamp Advisory Committee
475 L’Enfant Plaza SW, Room 3300
Washington, DC 20260-3501

For more information on the CSAC, go to about.usps.com, select the “Who we are” tab, then click on “Stamp committee.”

Left: Novelist Nella Larsen (1891-1964) was selected as part of the “Voices of the Harlem Renaissance” collection, honoring the lives and legacies of four of the movement’s greatest voices.

We Go Everywhere!

ZIP Code™

48222



You can find Post Offices all across America and in all manner of unique locations — from the arctic tundra of Alaska, to the foothills of Hawaiian volcanoes, the depths of the Grand Canyon, and along the Appalachian Trail. But would you believe there is a floating Post Office? It's on the waters of the Detroit River, and has served this trading route for decades with the country's only nonmilitary floating ZIP Code, 48222.

Above: Mail bucket. Photo courtesy of N. Schultheiss.



Detroit River Station, MI

This floating Post Office is maintained and operated by the family-owned **J.W. Westcott Co.**, which has been an official contract carrier for the Postal Service since 1948. Today, the Detroit-based firm connects sailors on large, 1,000-foot freighters with the amenities of the modern world, but at its core, it follows the same principles established four generations ago by its founder — and great-grandfather to the current company president — John Ward Westcott.

The son of a prominent Michigan shipping family, Westcott grew up on the water. Born in 1848, he was a cabin boy in his early teens and, according to family history, by 20, he became the youngest captain to sail the Great Lakes.

This was post-Civil War America, when the shipping industry closely guarded the details of a cargo's destination. While at the time a prudent security measure, this policy left many captains unaware of their final port of call, a problem compounded by the lack of any reliable form

of private communication. The entrepreneurial Westcott saw this dilemma as an opportunity, and in 1874 he established his “ship-to-shore” marine reporting agency.



Above: J.W. Westcott Co.'s crews once relied on wooden rowboats to deliver “mail in a pail” service. Photo courtesy of N. Schultheiss.

Using rowboats, the agency would deliver destination and dock information from shipping companies, placing the communication in a bucket attached to a line thrown over the side of the passing vessel.

Mail delivery was a natural and obvious extension of J.W. Westcott's services, and over the coming generations, the company, sometimes



Left: The J.W. Westcott II has been serving a crucial role on the Detroit River since 1948. Photo courtesy of N. Schultheiss.

J.W. Westcott has used a variety of vessels during its nearly 150-year history. For much of its early existence, the company relied on rowboats, but in 1910 it introduced its first motor-powered boat, the J.W. Westcott. This was followed in 1949 with the launch of the J.W. Westcott II, a 45-foot-long, diesel-powered vessel that remains the operator's primary carrier.

The J.W. Westcott II is a formidable vessel that can easily sail parallel to massive freighters many times its size. Emblazoned with the iconic sonic eagle Postal Service logo, the J.W. Westcott II also incorporates a special clear plexiglass roof on the vessel's pilot house, which allows the helm to maintain visual contact with the deckhands on freighters some 25 feet above them.

The precarious delivery process, which takes about 10 minutes, requires skill and experience. Unlike the early days, when towlines were essential, the J.W. Westcott II crew today matches a passing ship's speed and uses the larger vessel's hydrodynamics to bring them close together. Lines are then dropped and



Above: Food, supplies and sometimes boat pilots accompany mail deliveries on by the J.W. Westcott II. Photo courtesy of N. Schultheiss.

deliveries are made before the J.W. Westcott II uses its powerful engine to break the suction created between the two vessels and proceed to its next delivery.

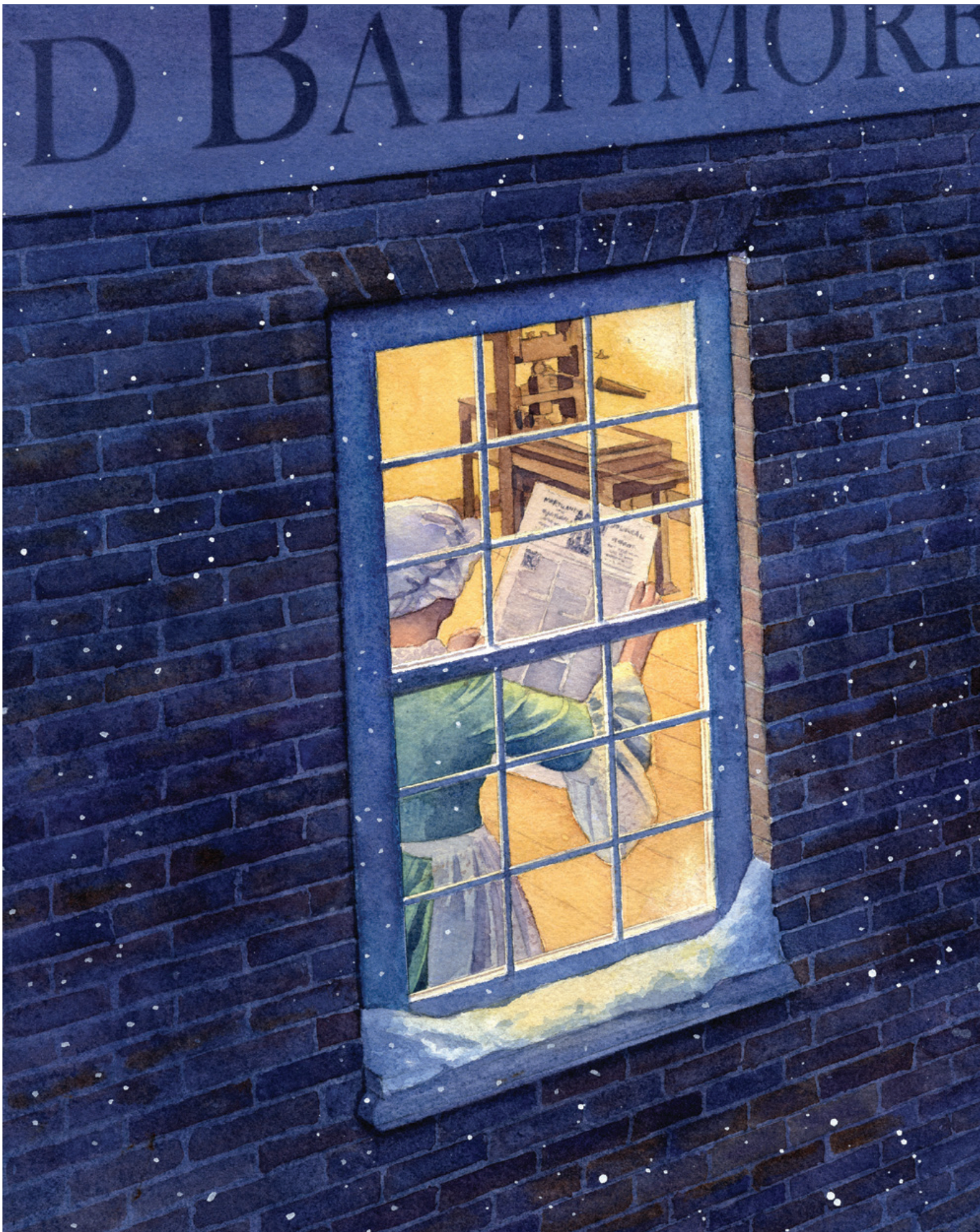
J.W. Westcott has been present for much of America's history, and its services have adapted to meet the changing demands of its customers. At its heart, though, it remains dedicated to serving the mailing and communications needs of the trading vessels that pass its docks every day, and it is committed to maintaining that lifeline as long as ships remain on the Detroit River.

against stiff competition, began what is now affectionately known as its "mail in the pail" deliveries. In 1963, after more than a decade as an official Post Office Department contract carrier, the company and its vessels were designated with the ZIP Code 48222.

Today, J.W. Westcott is the proud holder of the country's only floating nonmilitary ZIP Code and delivers Postal Service mail and packages to passing vessels on one of the world's busiest waterways 24 hours a day, seven days a week, for more than 250 days a year.



Above: The J.W. Westcott II connects sailors on large freighters with amenities of the modern world. Photo courtesy of N. Schultheiss.





AN INSPIRATION FOR AMERICAN LIBERTY

A REVOLUTIONARY ERA FEMALE POSTMASTER PLAYED AN OUTSIZED ROLE
IN OUR COUNTRY'S FIGHT FOR INDEPENDENCE.



The early Postal Service was filled with heroic figures dedicated to our country's independence. No one epitomizes the courage and commitment of these legends more than Mary Katherine Goddard, a renowned newspaper printer of the Revolutionary era who served as postmaster of Baltimore from 1775 to 1789.

Goddard's connection with the early Postal Service ran deep. Her father was a physician who served as postmaster of New London, CT, and her mother was a skilled printer — a profession that financially supported many of the country's first postmasters. Goddard's brother, William, once served as a postmaster, too, in Providence, RI. He is known for his role in creating the Constitutional Post, an independent alternative to the British-run Crown Post that was a lifeline for the Colonies before and during the country's battle for independence.

Goddard and her brother's fortunes were tightly intertwined. This relationship eventually brought Goddard to Baltimore in 1774, where she assumed control of the Maryland Journal and Baltimore Advertiser — the city's first newspaper — and a printing business, both launched by her sibling a few years before.

Quickly establishing herself as a staunch supporter of the patriotic movement, Goddard was a vocal advocate for the freedom of the press as the Colonies prepared themselves for the inevitable War of Independence of 1775-1783. Goddard's stature grew as a printer and a patriotic figure, and she became known for printing news of major battles as well as damning accounts of British actions.

This was an auspicious time for Goddard. In addition to her publishing career, in 1775, she also assumed the role of postmaster of Baltimore. While the realities of Colonial America's record-keeping do not allow her to be formally designated as America's first female postmaster, Goddard is undoubtedly one of the earliest women to serve in that role and is the first woman that the Postal Service can fully document to have held this position.

Left: Mary Katherine Goddard, 2005 by Rob Wood / Wood Ronsaville Harlin, Inc. USA / Bridgeman Images.

REVOLUTIONARY FAMILY



The Goddard family played a prominent role in Postal Service history. While Mary Katherine Goddard's tenure as postmaster of Baltimore helped secure communications for the Second Continental Congress that were vital to the war effort, her brother, William, established the foundation of today's United States Postal Service with the creation of the Constitutional Post.

Like his sibling, Goddard was instrumental to the Revolutionary cause. As publisher of the *Pennsylvania Chronicle*, he gained notoriety for his anti-British position. This contributed to Goddard being unable to send his papers with the Crown Post.

Forced to come up with an alternative way to deliver his newspapers, he launched the Constitutional Post, a mail service independent of British interference and funded by user subscriptions.

The Constitutional Post's ascent was rapid, as Colonists became increasingly wary of the British postal system's role in attempts to quell dissent. Ultimately, Goddard's postal network formed the basis of the new American postal system established by the Second Continental Congress in July 1775.

By the end of that year, the British no longer operated overland postal delivery between American cities; inland operations in the Colonies formally ceased on Christmas Day, 1775.

Above: William Goddard, publisher of the *Pennsylvania Chronicle* / The New York Public Library Digital Collections. 1885.

The role of postmaster of one of the era's most prominent cities was crucial for disseminating information in support of independence during the Revolutionary War. Goddard fulfilled her duties admirably and at great personal risk of reprisal by the British, often paying postal riders with her own money when funds from the Continental Congress ran short.

Goddard's responsibilities became even more vital when the Second Continental Congress relocated to Baltimore after British forces occupied Philadelphia in December 1776. Overnight, Goddard was postmaster of the de facto capital and was in charge of all incoming and outgoing communications for the Revolutionary effort's leaders.

Her role as a printer also presented her with a unique opportunity in early 1777 when the Second Continental Congress wanted to publish a second copy of the Declaration of Independence. This document was critical to the independence movement. While the first copy contained the name of John Hancock, president of the Second Continental Congress, this second copy contained the signatures of all but one of the legislative body's 56 members to signal unity among the Colonies for freedom.

The responsibility to print this historic document fell to Goddard. Now known as the Goddard Broadside, it was the first printed version of the Declaration of Independence intended explicitly for preservation and the first printed broadside to use the title "The Unanimous Declaration of the Thirteen United States of America."

The Declaration of Independence was also an act of treason. Despite that risk, Goddard included the footnote "Baltimore, in Maryland: Printed by Mary Katharine Goddard" on the broadside, an act that would give her the unique position as the only woman named on the Declaration of Independence. (Editor's note: Goddard's middle name is spelled differently in other government records and she used the spelling "Katherine" herself in correspondence — including in letters to President George Washington and the U.S. Senate.)

Goddard continued to serve as postmaster of Baltimore after the war under the Congress of the Confederation, but political maneuvering would remove her from the position in 1789, when newly appointed Postmaster General Samuel Osgood replaced her with his own selection.

Sibling rivalry also ended her tenure at the *Maryland Journal* and *Baltimore Advertiser*. Despite these adversities, Goddard remained a prominent business personality in Baltimore until she died in 1816. Today, she continues to serve as an inspiration for enlightenment, liberty and inclusion.

GODDARD IS THE FIRST WOMAN THAT THE POSTAL SERVICE CAN FULLY DOCUMENT TO HAVE HELD THE POSITION OF POSTMASTER.



Above: Detail from the Goddard Broadside displaying Goddard's contempt of British rule by placing her name in the footnote. Image retrieved from the Library of Congress.

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