

VOLUME 5 • ISSUE 2

The Eagle

PUBLISHED QUARTERLY FOR EMPLOYEES
OF THE UNITED STATES POSTAL SERVICE

MAGAZINE

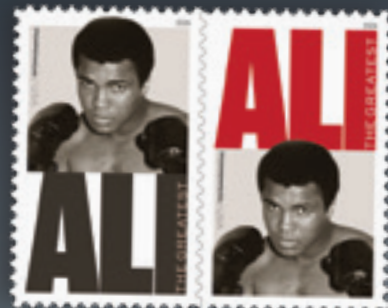


Moving in the
RIGHT DIRECTION

How Phoenix Is Rising to the Occasion



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Postal Service

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From the Postmaster General



In this issue of *The Eagle*, we shine a light on a compelling example of our modernization efforts in motion: our regional transfer hub in Phoenix.

This anchor facility is one of many shaping our new national ground logistics network, improving service throughout the Southwest and Southern California, accelerating delivery, expanding capacity and making the Postal Service more competitive. As more of our network falls into place, we are sorting and moving massive volumes of mail and packages across the country more efficiently and reliably than ever before, laying the foundation for our long-term growth.

We also take a closer look at product transformation, showcasing an innovation that is making direct mail more accessible and affordable for small and midsize businesses. This will help fuel customer success and generate new revenue for the Postal Service.

As our 250th anniversary observance continues, we reflect on our tradition of perseverance and innovation: from the resilience after a catastrophic 1836 headquarters fire to the remarkable evolution of automated postal equipment. I am pleased that we also examine the important role of our Board of Governors and how it guides and supports USPS through oversight and expert advice.

These features remind us that adaptability and customer focus have always guided our public service mission. I hope you find this edition of *The Eagle* useful and informative.

Thank you for your hard work and for strengthening this great institution. Stay safe and be proud of your service and value to the nation.

David P. Steiner

Postmaster General and Chief Executive Officer
United States Postal Service

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SPOTLIGHT SEARCH >

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

Vroom With a View

Spotlight

Dual passions drive this Postal Service employee: Classic cars and comfort for cancer patients.

Michael Nute has been an automobile enthusiast for as long as he can remember. Ask the Plano, TX, senior Business Service Network specialist about his first car, a 1969 Chevrolet Chevelle given to him by his brother, and he speaks fondly, with a more than a hint of longing.

But Nute's interest in restoring and driving vintage autos transcends mere appreciation of horsepower, technical specifications and the beauty of a sleek sports car exterior. Its fundamental allure lies in the sense of community he shares with fellow collectors.

And it isn't the only kind of community that calls to him.

In 2011, Nute lost his sister Lawanda to breast cancer. He lovingly remembers her warmth, her smile, her care and concern for others — and, unsurprisingly in their family, her love for her '76 Camaro.

While Lawanda was undergoing treatment, Nute was impressed with the resources he encountered for cancer patients and their families.

"They went above and beyond to make us feel like we weren't in this alone," he said. "It made me want to give back."

Nute's family was touched by the outpouring of practical and emotional support from loved ones and others — support, they realized, that unfortunately is not readily available to everyone. In their grief, Nute and his family saw an inspiring way forward to honor Lawanda: creating a charity, Classic Cars for the Cure.

MICHAEL NUTE

Senior Business Service
Network Specialist
Plano, TX

"I just want to put a smile on their faces."

For more than a decade, the nonprofit has produced car shows to raise money for care packages that are delivered to cancer patients and for additional services — including meals — for them, caregivers and family members. Classic Cars for the Cure also hosts an annual toy drive for young cancer patients at two hospitals in the Dallas-Fort Worth metroplex.

With hundreds of patients served since it began, care packages are the organization's signature initiative. Each one is customized for a patient's needs.

Packages may include food, gloves, blankets, books, games and local sports memorabilia. Nute goes to great lengths to ensure that deliveries are hygienic and covered in plastic to protect immunocompromised individuals. He hopes that each care package will provide moments of happiness for those who might feel isolated at a hospital or at home.

"I just want to put a smile on their faces; they're going through so much," Nute said. "Something as small as treating them to dinner or a movie can go a long way in providing comfort and normalcy during such a difficult time."

According to National Cancer Institute data, nearly 40 percent of men and women will develop cancer during their lifetimes. And while scientists tirelessly work to find new treatments — someday reaching the ultimate destination: a cure — Nute is grateful to express care along the way, all while producing events that other car enthusiasts will enjoy:

"Cancer patients fight so hard every day. It's inspiring, and I'm happy to lend a hand in whatever way I can."



Learn more at
classiccarsfortheure.com.

An Express Route to an

CREATE

A tech innovation brings ease and speed to direct mail campaigns for more businesses.

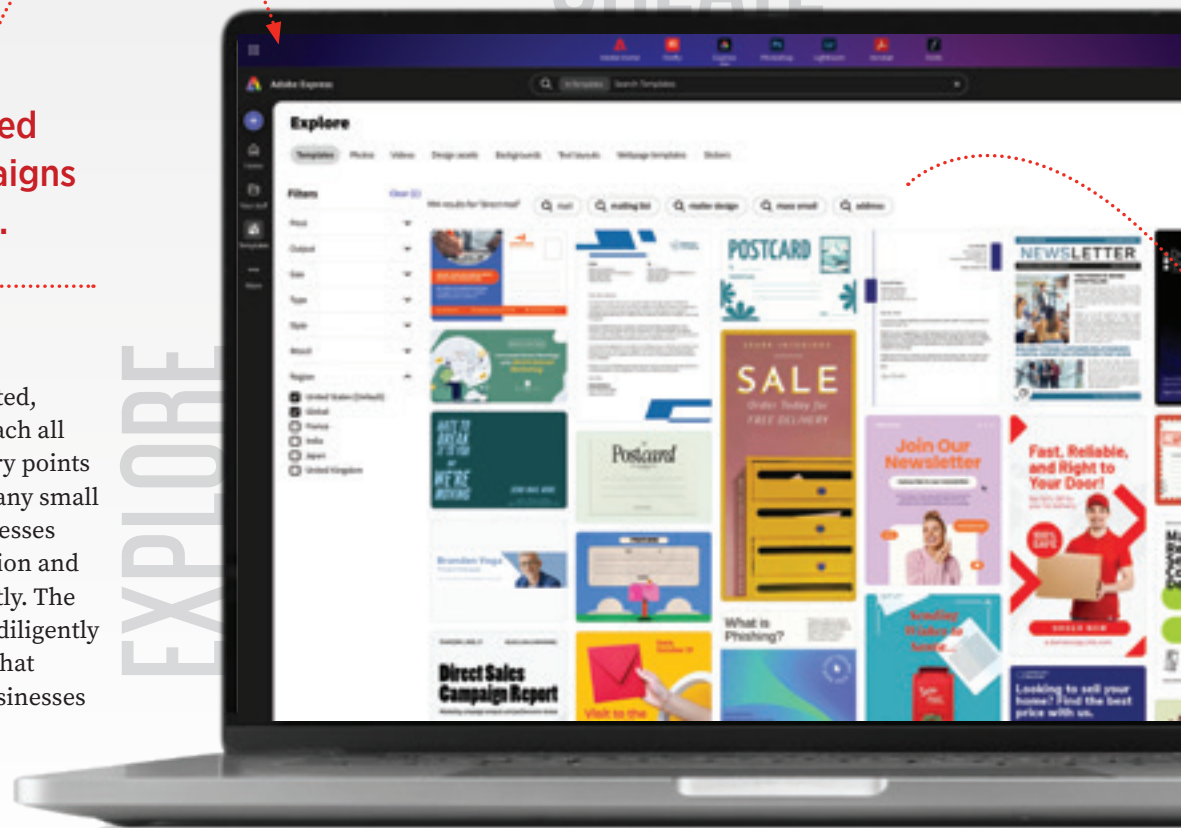
Direct mail is a trusted, tangible way to reach all 170 million delivery points in America, yet many small and midsize businesses see campaign design, production and mailing as too complex or costly. The U.S. Postal Service is working diligently on multiple efforts to change that perception and drive more businesses to this powerful medium. One such initiative with Adobe is making direct mail more accessible and easier to integrate with digital marketing.

The new initiative incorporates USPS-compliant templates directly into Adobe Express, a popular web-based design platform with more than 20 million users. These free templates guide businesses through every step of the creative process, from address and barcode placement to artwork positioning to paper specifications.

A fresh approach

A key distinction for this tool is its synthesis with Adobe's Firefly artificial intelligence service. Firefly allows users to generate unique, high-quality artwork that meets Postal Service AI policies and is indemnified for commercial use.

EXPLORE



“This protected, certificated approach is a distinguishing feature, as it allows businesses to create original, engaging images without worrying about copyright issues or USPS compliance policies,” said Chris Karpenko, USPS senior director of product management.

Even more compelling, these design features are available at no cost. Users seeking more advanced capabilities can also opt for enterprise and premium versions of Express that offer expanded editing capabilities and greater access to Firefly's generative AI.

As soon as someone has designed a mailpiece, Express guides them

through the logistics of direct mail. Businesses can order paper, upload or purchase mailing lists, and schedule printing and mailing services. They can even select printing locations near target ZIP Codes to reduce costs and reach audiences faster. The only expenses incurred are printing and postage.

The entire process can be completed in just a few days, a major incentive for marketers, who prize speed and convenience.

Bringing more value to USPS customers

For smaller businesses, this USPS initiative with Adobe is particularly

Expanded Medium



useful, as many operate with limited marketing budgets and staff. By receiving access to professional-grade fonts, stock photos and more at little to no cost, these businesses can now create cohesive campaigns across digital and mailing channels, ensuring consistent branding and messaging just like their larger competitors.

Unlocking enormous potential

The benefits of this innovation extend to the broader mailing industry. Many mail service providers (MSPs) and printers don't have the staff or resources to support an in-house creative team, which often limits their ability to serve smaller clients.

With this new tool, these MSPs can now offer customers a starting point for design, refine an existing direct mail piece or even create an entire campaign.

This means MSPs can accept business they might have previously declined, particularly in the range of 1,000 to 10,000 pieces, where campaigns are too small for large-scale production. By enabling direct mail outreach for smaller businesses, the Postal Service's collaboration with Adobe strengthens the entire mailing ecosystem.

Refining and optimizing

The tool has been in beta testing since

October with Adobe's network of creators and influencers. Full access is expected later this year, and additional features are already in development, including integration with Informed Delivery.

For USPS, this program is more than enhancing a winning product: It's about unlocking direct mail's full revenue potential. Just like Every Door Direct Mail, Intelligent Mail for Small Business Mailers and Click-N-Ship, this new tool gives small businesses a competitive edge by delivering a product that is more accessible, more affordable and simpler to use.



Burned Into Memory

The Post Office Fire of 1836 left more than a legacy of destruction.

In the early 1800s, Washington, DC, was still finding its footing as the nation's capital. Streets outnumbered houses, and government offices were scattered wherever space could be found. In 1810, the federal government purchased a sturdy brick building at Eighth and E streets NW — once the Union Public Hotel, better known as Blodget's — and turned it into the home of the General Post Office, the Patent Office and even a small firehouse.

Blodget's soon became more than an office building. During the War of 1812, British troops burned the White House, the Capitol and many other government buildings. William Thornton, head of the Patent Office, convinced the invaders to spare Blodget's. A fortuitous

hurricane quenched the flames and scattered the British — but left the city in ruins.

Congress was due to arrive in just two weeks. But with the destruction of the Capitol, there

was nowhere to meet. The only unscathed government building left in Washington was Blodget's. For a time, Congress met there, making the Post Office the interim capitol of the United States.

But by 1836, the building was showing its age. Postmaster General Amos Kendall warned Congress that Blodget's was a tinderbox, its "valuable books and papers daily exposed to destruction." Just 10 days later, his fears came true. On Dec. 15, flames erupted in the basement and tore through the Post Office, the Patent Office and, oddly enough, the firehouse.

The losses were immense: Sixty years of postal records



Postmaster General Amos Kendall, above in a photograph by Mathew Brady, told Congress that Blodget's Hotel, top, was a risky home for government offices.

and thousands of patent applications and models went up in smoke. Yet even in the chaos, there was courage. W.W. Cox, a messenger in the auditor's office, rushed into the blaze and emerged with a priceless artifact: Benjamin Franklin's 1775 ledger of postal accounts. That ledger, preserved today in the National Archives, remains a tangible link to the origins of the U.S. Postal Service.

In the aftermath, Kendall reported grimly to the president that "steps have been taken to secure all that is valuable in the ruins." With no funds to rebuild, or even replace their desks, postal clerks began the monumental job of re-creating 12,000 postmasters' oaths and bonds lost in the fire.

But the Post Office did not falter. Temporarily relocated to Fuller's Hotel, the department pressed on with its mission to serve the American people. By 1839, Congress had authorized two new fireproof buildings designed by architect Robert Mills — one for the General Post Office and one for the Patent Office. On the ashes of Blodget's rose a new headquarters, built to last.

The new Post Office became a place of innovation. In 1845, Samuel F.B. Morse inaugurated the world's first telegraph system there, marking the dawn of electronic communication. Though the system was soon privatized, the moment underscored the Post Office's role at the forefront of connecting the nation.



By 1898, postal headquarters had moved again, and the old building housed other federal agencies. Restored in 2002, it reopened as the Kimpton Hotel Monaco. In a fitting twist of history, the site that began as a hotel, became a government office and then returned to life as a hotel still stands as a reminder of the resilience of America's mail system.

The Post Office Fire of 1836 was a devastating loss, but it also became a turning point. Out of the ashes came stronger buildings, innovations and a renewed commitment to service. It is a story that reflects the very spirit of the Postal Service itself: enduring challenges, adapting to change and always delivering for the American people.

The fireproof General Post Office, below, that replaced Blodget's Hotel in the 19th century was reborn as the Kimpton Hotel Monaco, above, in the 21st century.



Moving in the **RIGHT DIRECTION**

Phoenix rises to the occasion at a pivotal moment
in the Postal Service's transformation.

The U.S. Postal Service has been undergoing one of the most ambitious overhauls in its history, reshaping every aspect of its operations. Tangible progress is evident in key locations such as Phoenix. There, a new processing and distribution designation known as a regional transfer hub (RTH) is bringing together the modernized ground transportation system, cutting-edge technologies and streamlined processing and logistics strategies emphasized in the USPS transformation plan. As a result, the Postal Service is delivering more efficient, resilient and effective service to millions of Americans.



Accelerating through aggregation

The logic of the RTH strategy is straightforward. By consolidating long-haul volume, USPS reduces trips, simplifies schedules, lowers costs and improves delivery performance. Instead of half-empty trucks crisscrossing the country, the new system fills them to capacity and sends them to a few mid-journey, designated hubs for sorting. This reduces handoffs, minimizes misrouting and creates a quicker, leaner, more reliable processing and delivery network.

The RTH model is premised on the need for speed, so every function is dedicated solely to sorting destination volume. Most RTH operations are typically integrated into existing regional processing and distribution centers (RPDCs) or smaller processing facilities situated near key population centers.

These existing facilities usually handle originating and destination volume, so the destination-only RTH



70% of mail and packages heading west to California make a quick pit stop at the Phoenix Regional Transfer Hub.

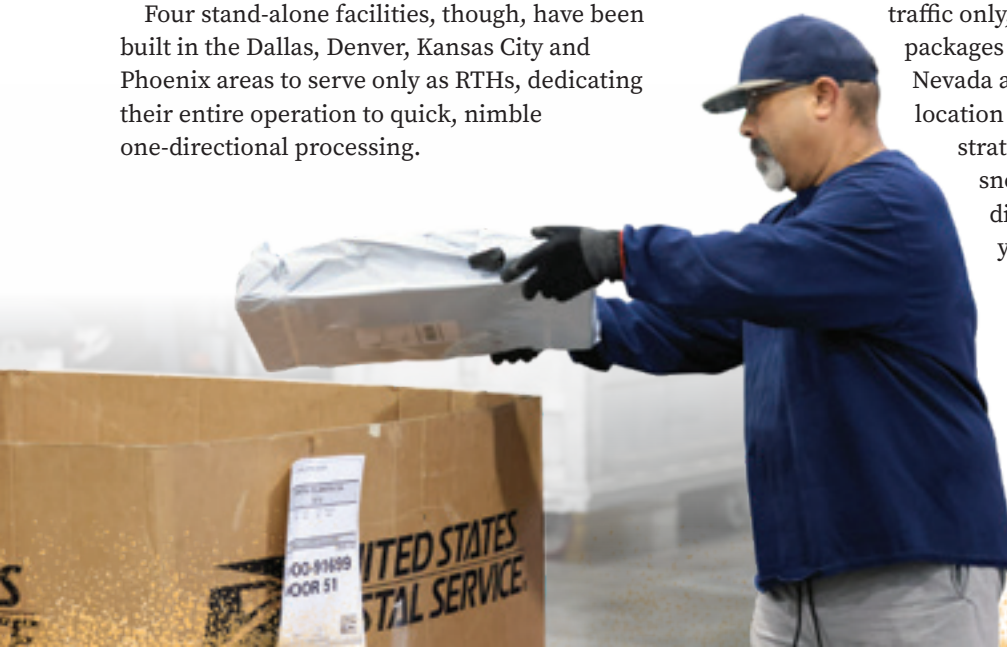
work is conducted separately at set times of the day or on designated sorters, depending on the design and size of each facility.

Four stand-alone facilities, though, have been built in the Dallas, Denver, Kansas City and Phoenix areas to serve only as RTHs, dedicating their entire operation to quick, nimble one-directional processing.

Phoenix as a model

The Phoenix facility is a showcase for this dedicated approach. The plant specializes in westbound traffic only, serving as a funnel for mail and packages headed into Arizona, Southern Nevada and Southern California. Its location is geographically and operationally strategic, too, as it is not subject to snowstorms or other severe weather disruptions, making it a reliable year-round hub.

Trucks from facilities east of Arizona arrive at the Phoenix RTH throughout the day, loaded at or near capacity with packages. These trucks are quickly unloaded — often inducting the packages onto automated sorters right at the docking bay — processed and





per day. With multilevel conveyors, active roller belts and high-speed scanners, MEWS has boosted processing efficiency by as much as 100 percent when compared with legacy sorting systems.

While designed specifically for the Phoenix RTH, MEWS uses a common architecture that is core to a new generation of high-volume, high-speed sorters being deployed throughout the new postal network.

These matrix platforms were created to serve the first-in, first-out principle that guides the entire RTH strategy and bolsters the Postal Service's goal of becoming America's package shipper of choice.

"The matrix platform allows us to create massive, coordinated sorting systems specific to the needs and footprint of each facility.

Each matrix system can handle a bigger size of parcel at much greater volume with an organization and precision that



then loaded onto trucks routed to one of 15 RPDCs and local processing centers (LPCs), including facilities in major cities such as Los Angeles and Las Vegas. These plants then disperse that volume to 790 delivery units.

The Phoenix operation's design emphasizes a logical, continuous flow of packages inside the building and a steady stream of trucks outside. The process is fluid, with trucks dispatched as soon as they are ready, rather than waiting to follow rigid timetables. Cross-docking of trucks already filled with packages destined for one of those 15 RPDCs and LPCs adds even more efficiency to the process.

The whole process at the Phoenix RTH can take as little as four hours from the arrival of an inbound truck to the departure of a reloaded trailer.

Machines driving change

At the heart of the Phoenix operation's success is the Matrix East/West Sorter, or MEWS. This massive machine, nearly the size of three football fields, can process 50,000 packages per hour and up to 1 million

we simply could not achieve with our old sorters, which we would essentially line up together to increase capacity," explained Chief Technology Officer Gary Reblin.

"That ability to coordinate and organize the package feed and flow ensures that volume flows through a processing and distribution facility in the quickest way possible: first-in, first-out. This is easier to manage and ensures we meet dispatch," he added.

People and performance

Although automation is central to the facility's role, the Phoenix RTH's 500 postal employees play a vital part in the operation, overseeing and maintaining



the machinery, handling oversize and irregular packages, coordinating dispatch schedules and ensuring quality control.

The operation has been built from the ground up to serve this specific purpose, making workflows much more consistent and streamlined than the layouts of the previous USPS package network. This fresh approach also reduces handoffs and minimizes misrouting — key contributors to building a quicker, leaner, more reliable processing and delivery network.

This balance of automation and human oversight also enhances safety and creates a more comfortable work environment that promotes efficiency and flexibility, essential qualities in a facility that handles such large volumes every day.



Preparing for the future

The results from the Phoenix RTH are striking. Delivery times have improved, with packages now reaching their destinations much sooner thanks to the expedited flow through the USPS ground transportation network. The Phoenix RTH has consistently maintained a score of 95 percent of packages on time. Errors have been reduced, with misrouting reports below 3 percent.

The Phoenix RTH stands as a vibrant symbol of the Postal Service's transformation. By combining advanced technology, streamlined logistics and a strategic location, this facility demonstrates how the nation's oldest delivery network is reinventing itself. For USPS customers, the message is clear: The Postal Service is not just keeping pace with the competition; it is building a smarter, faster and more reliable network primed for the needs of the 21st century.



PHOENIX RTH

by the Numbers

Date opened: **September 2024**

Packages processed daily: **600,000**

Maximum capacity: **More than 1 million packages a day**

New technology: **Matrix East/West Sorter (MEWS), nearly the size of three football fields**

Largest package processed by MEWS: **18 inches by 20 inches by 22 inches, 30 pounds maximum weight**

MEWS processing speed: **320 feet per minute, about 3.6 mph**

Employees: **500**

Routes served: **790 routes across Arizona, Southern Nevada and Southern California**

Efficiency gains: **100% boost**

MODERNIZATION IN

Greg White, executive director of operations integration and performance excellence, and **Felipe Flores**, senior director of Western Processing Division operations, discuss creating the Phoenix Regional Transfer Hub and the transportation strategies now yielding big efficiency and performance gains.

GREG WHITE

The Phoenix Regional Transfer Hub is part of a larger overhaul of postal network transportation. What is the specific logic of an RTH that makes its role so important?

White: We have designated just a few facilities as fully dedicated RTHs, and one of them is in Phoenix. It is designed to make the long-distance transportation of mail and packages across the country simpler and more efficient. Wherever we have sufficient regular network volume to justify the trip of a full truck across the country, we create a very efficient route. When we aggregate 30 or 40 of these long-distance full-truck routes into a single destination RTH, we get tremendous gains in performance and cost savings.

Flores: The Phoenix RTH is a perfect example of the power of this aggregation. This facility receives roughly 160 incoming truck routes each day and sorts them into 110 outgoing routes, with all the traffic going west. It is a simple, constant operation that feeds Arizona, Southern Nevada and Southern California every day. The trucks coming in are over 80 percent full, and the trucks going out are over 95 percent full. It's a lean, fluid system that will improve on-time scores for volume crossing the country and for products like USPS Ground Advantage.

What makes the Phoenix RTH different from the older surface transportation centers?

White: We had a blank slate in many ways, because the building, the equipment and the national logistics

MOTION

model were brand-new. We had a fantastic opportunity to design and engineer everything for a specific mission and daily operation. What we have now is a simple, logical flow of mail and packages within the facility, tied to simple, logical transportation outside the building. There is a major advantage to designing from the ground up and — through either new builds or refurbishment of existing properties — creating a system that has simple flows and well-constructed goals and processes.

Flores: This may shock a lot of people in the Postal Service, but we don't run our Phoenix RTH operations against a rigid schedule each day. We get fed mail and packages from a steady stream of westward-bound trucks, we sort them and load them to the outgoing transportation continually, and as soon as an outgoing truck is full, it goes. There's no stop and start. It's a very fluid process that doesn't get hung up on timetables — and the results so far speak for themselves. Volume moves through our facility quickly, exceeding all our targets. I would also say that we have cultivated a real sense of camaraderie that comes from starting something new and building it together. I'm very proud of the work done so far and the commitment to high performance, which is evident every day.

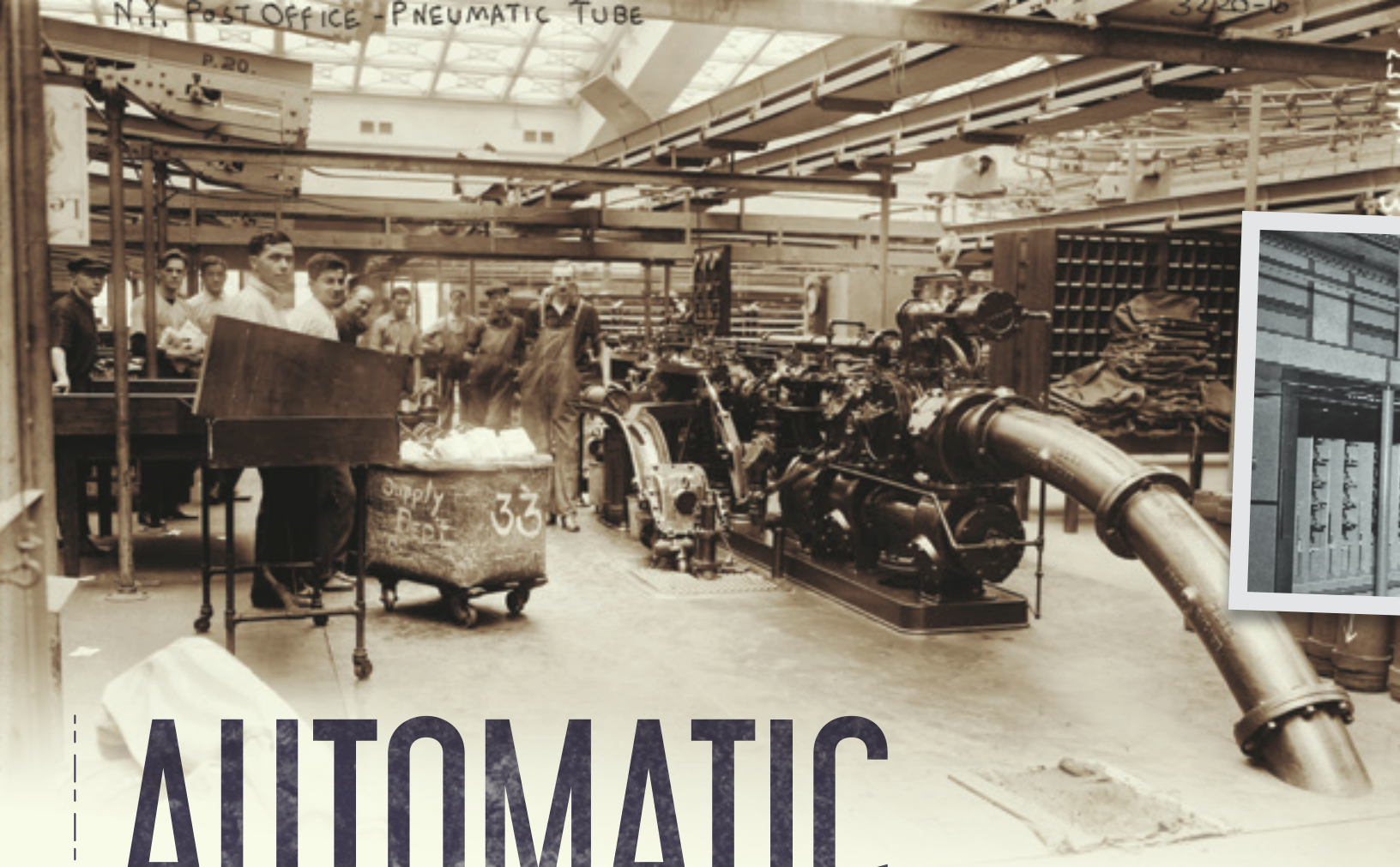
Is the Phoenix RTH approach going to be adopted widely as other RTHs are incorporated into the postal network?

Flores: When our team first got the assignment to stand up the Phoenix RTH, we immediately went around the network to listen and learn at all levels, especially about the efforts to design and stand up other RTHs. There is a lot of sharing going on continually to understand best practices and opportunities for improvement. The whole team has been learning, problem-solving and improving as we scale up each week. So, I would say that we will continue to learn, continue to share and build on a great start.

White: The vision for our national ground transportation is a continually flowing movement of mail and packages on full trucks, and the Phoenix RTH is a great example of that vision in practice. While we are already performing at a high level, we continually refine processes and keep an open mind about the best possible ways of achieving our goals. That attitude and great teamwork, I am sure, will lead to even higher performance and some healthy competition among the regional transfer hubs across the USPS network.



FELIPE FLORES



AUTOMATIC FOR THE PEOPLE

Innovations in technology have long ensured
the Postal Service is equipped for success.

AS USPS CONTINUES ITS TRANSFORMATION PLAN, a top priority is upgrading equipment and investing in state-of-the-art automation. Modernization and mechanization — not just adopting the latest technologies but driving advances — has been a recurring theme throughout postal history. Here are a few milestones:

Pneumatic tubes sped mail under the streets of major cities from the 1890s to the 1950s. Canisters holding up to 500 letters, propelled by compressed air from colossal pumps, could be dispatched at 12-second intervals. Postal clerks nicknamed “rocketeers” operated the system, which served — at various times — Boston, Chicago, New York, Philadelphia and St. Louis.



Letter sorting machines,

including the Sestack model, were tested in the 1950s and '60s. Operators sorted mail into one of 36 separation chutes at an average speed of about 20 letters per operator per minute.

The Transorma **multi-position letter sorting machine**

(MPLSM) had operators sitting on the upper level to key in address information from envelopes; the machine then sorted the letters into the correct destination cubbyhole on the lower level. Five trained operators could sort letters, cards and circulars to 300 separations at the rate of 15,000 pieces per hour — about double the amount that the same number of clerks could sort by hand.

Similar machines were developed to utilize ZIP Codes after their introduction in 1963. By 1968, the Post Office Department had purchased 145 MPLSMs designed by the

Burroughs Corp., forming the backbone of letter sorting operations during the 1960s and '70s.



Prior to the introduction of automated mail processing equipment, up to a dozen clerks worked at facing tables. They separated standard-size letters from other matter and "faced" the envelopes right side up with the address information forward. Stacks of faced letters were then run through a machine that canceled the stamps.

In 1959, the Post Office Department awarded its first volume order for automation equipment to Pitney Bowes Inc. for 75 **high-speed facer-cancelers**. One machine could process up to 30,000 letters per hour, employing optical sensing to locate the stamp on the envelope.

A prototype of the Farrington automatic address reader was showcased at the Parade of

Postal Progress in Detroit in 1959. The exhibit was ahead of its time; a functioning version of this **optical character reader** (OCR) wouldn't be tested until 1962. By July 1970, 15 OCRs were operating in nine cities.

These first-generation machines could read the last line of typed addresses only. In the late 1990s, OCRs began deciphering handwritten addresses.

The Postal Service deployed its first computer-driven, single-line OCR in Los Angeles in 1982. The OCR read the ZIP Codes on envelopes and converted them into barcodes, which were printed on the envelopes and then used for sorting at destination Post Offices by less-expensive **barcode sorters**.

By the end of 1984, 252 OCRs were installed in 118 major mail processing centers across the country and processed an average of 6,200 pieces of mail per workhour — a substantial increase from the 1,750 pieces processed using MPLSMs.

The **carrier sequence barcode sorter** (CSBCS), used from 1995 to 2013, was similar to a delivery barcode sorter but had a smaller footprint. An operator swept mail from the sorter's output bins to the feeder belt for another pass through the machine. The output of the next pass was sorted to more specific neighborhood locations.



Today, the Postal Service operates **more than 9,000** pieces of automated equipment to process mail and packages:

The largest piece of automated equipment, the **Matrix Regional Sorter** (MaRS), sorts 52,600 packages an hour.

The **Matrix East/West Sorter** (MEWS), unveiled last year in Avondale, AZ, can process 50,000 packages per hour — more than 1 million per day. It doubles the regional processing and distribution center's capacity and increases efficiency by 75 percent.

The **Parallel Induction Linear Sorter** (PILS), in deployment after testing in Dulles, VA, processed 12 million packages during the first 10 months of use. PILS can process 7,500 packages an hour.

The **Flex Rover Sorter** is a wheeled robot that sorts large and nonmachinable packages into containers. There are more than 600 rovers deployed at 35 sites across the country.

The **High Output Package Sorter** can sort packages at a rate of 8,500 pieces an hour.

The **Enhanced Package Processing System** (EPPS) can sort 11,000 packages per hour.

The **Robotic Containerization System** sorts trays and automatically loads rolling containers or pallets.

The **Small Delivery Unit Sorter/Single Induction Package Sorter** sorts packages and bundles of mail at a rate of 4,400 pieces an hour with 99.95 percent accuracy.

The **Advanced Facer Canceler System** (AFCS) orients letter mail and postmarks stamps at a rate of 36,000 pieces an hour.

The **Delivery Barcode Sorter** (DBCS) reads barcodes and can sort 36,000 letters an hour.

The **Automated Flat Sorting Machine** (AFSM) can sort 17,000 flat mailpieces an hour.

The **Automated Package Processing System** sorts packages and mail bundles at a rate of 9,500 pieces an hour.

The **High Throughput Parcel Sorter** sorts packages and bundles at a rate of 15,000 pieces an hour.

The **Automated Parcel and Bundle Sorter** sorts packages and bundles of mail at a rate of 6,500 pieces an hour.

The **Postal Automated Redirection System** (PARS) handles all letter and flat mail change-of-address pieces, adding the yellow label to tell machines and carriers the updated destination.

AUTOMATION AT USPS IS NOT MERELY A LEGACY OF MACHINES.

It is a legacy, too, of the people who created them, the people who keep them running and the people they're designed to serve: the American public of the past, present and future.

Stewards Behind the Scenes

Though rarely in the spotlight, the Board of Governors has played a crucial role at USPS for over 50 years.



Postmaster General Winton Blount, flanked by Deputy Postmaster General Ted Klassen, far left, and six members of the Board of Governors, speaks at a January 1971 news conference announcing he would continue to lead the U.S. Postal Service upon its launch on July 1. Blount and Klassen had served in their roles since 1969 at the Post Office Department, and in 1972, Klassen would succeed Blount as postmaster general.

The Board of Governors of the U.S. Postal Service performs a fundamental function in guiding one of America's most essential public institutions.

Created alongside USPS under the Postal Reorganization Act of 1970, the Board was a central part of the transformation of the Post Office Department into a self-sustaining, business-focused operation.

Congress envisioned the Board as an independent, nonpartisan body that would represent the interests of the American public and provide

strategic oversight of USPS operations. Postal governors are appointed by the president of the United States with the advice and consent of the Senate, with a structure that mirrors a private sector board of directors. The Board consists of up to nine governors plus the postmaster general and deputy postmaster general.

Providing oversight and insight

Governors are selected for their demonstrated experience, whether it's in public service, relevant fields like law and accounting, or top

executive roles in private or public sector organizations. "This design was intentional," explained Amber McReynolds, chair of the Board. "Lawmakers wanted a group of experienced, independent-minded individuals who could guide the Postal Service with professionalism and accountability — free from political pressures — and serve as both stewards and guardians of the Postal Service's mission to provide universal service at reasonable cost."

The Board's responsibilities are broad and consequential. It sets postal rates, approves pricing decisions and oversees major policy initiatives. Perhaps most importantly, the Board is responsible for selecting postmasters general, as it did last year when it hired David Steiner to be the Postal Service's chief executive officer. "That is likely one of the most crucial and impactful actions my fellow governors and I will make during our tenures on the Board," McReynolds noted.

Changing with the times

Over the decades, Congress has revisited and refined the Board's structure. The most significant reform came with the Postal Accountability and Enhancement Act of 2006, which reduced the length of service for presidentially appointed governors from nine years to seven years.

The legislation also strengthened the Board's oversight of pricing and service standards to make USPS more competitive, while maintaining oversight of management decisions. More recently, the Postal Service Reform Act of 2022 further clarified the Board's role in ensuring financial transparency and accountability.

Shaping the Postal Service's future

Today, the Board plays a key role in the ongoing transformation and modernization plan. "The Board recognizes that reform of USPS is needed to modernize its operations, align with best practices found in the private sector and secure its long-term financial future. We are working with the management team to reach ambitious but achievable goals, while continuing to advocate for much-needed reform of policies outside our control so that the Postal Service can thrive and best serve the American public far into the future," McReynolds said.

"At the same time, we hold USPS leadership accountable for meeting performance benchmarks and will ensure that the Postal

Service's transformation into a high-performing, self-sustaining organization remains aligned with its universal service obligation," she added.

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"As Congress intended when it created an independent, business-oriented Postal Service in 1970, the Board of Governors stands steadfast as guardian of the institution's mission to provide essential and affordable service to all Americans."

— **Amber McReynolds**, chair of the USPS Board of Governors

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The Board also distinguishes itself with a hands-on approach to governance. Quarterly board meetings are open to the public to keep its work transparent, and it frequently meets with members of Congress to discuss legislative priorities and postal reform. Members also regularly visit facilities to stay informed on the ongoing USPS transformation.

"This active engagement ensures the Board remains connected to the realities of the Postal Service's vast network and reinforces our role as a visible, accountable steward of the institution," McReynolds said.

Preserving a unique mission
In an era of surging demand for

e-commerce, rapid technological change and increased competition, the Board's role is critical to the Postal Service's success, ensuring it remains resilient, responsive and rooted in its founding principles.

"As Congress intended when it created an independent, business-oriented Postal Service in 1970, the Board of Governors stands steadfast as guardian of the institution's mission to provide essential and affordable service to all Americans," McReynolds said. "As we journey through the most ambitious transformation of our country's mailing service in half a century, my fellow governors and I are committed to ensuring USPS builds on its long and storied history for many years to come."



ZIP Code™ 90210

A glamorous Los Angeles suburb long associated with the Hollywood image — and Hollywood insiders — boasts a tight-knit community.



Beverly Gardens Park

Beverly Hills, CA

Is there another ZIP Code as universally recognized as the five digits that belong to Beverly Hills?

The city thrived on an aura of exclusivity once silent film stars started building mansions there over a

century ago, and the reputation has grown through countless TV and movie depictions — think

“The Beverly Hillbillies,”

“Beverly Hills Cop,”

“Pretty Woman” and “The Real Housewives of Beverly Hills,” to name just a few.

But thanks to a certain prime-time soap opera that drew millions of weekly viewers for the entire decade

of the 1990s, the ZIP Code, too — one of the city’s five, in fact — has become an immortal star in its own right.

The series, of course, is “Beverly Hills, 90210,” created by Darren Star (“Sex and the City”) and produced by Aaron Spelling (“Charlie’s Angels,” “Dynasty”). Once known in development as “Class of Beverly Hills,” the show’s Fox network head, Barry Diller, is credited with coining the much, well, zippier title.

And if the rest is history, it’s hardly the end of the 90210 story.

Occupying just 5.71 square miles nestled between the San Gabriel and Santa Susana mountains to the north, West Hollywood to the east and Los Angeles to the west and south, Beverly Hills features varied topography dotted with many points of interest.

Mid-century modern homes adorn the hills like sparkling gems, while larger Tuscan and Greek revival-style residences line The Flats, a neighborhood known for its towering 70-foot palm trees.

Greystone Mansion, a sprawling 18.3-acre hillside estate with terraced



The New Deal-era Beverly Hills Post Office, below in 1939, is now part of the Wallis Annenberg Center for the Performing Arts.

gardens, offers sweeping views of the L.A. basin. Built in Tudor revival style, it has been featured in films such as “Death Becomes Her” and “The Social Network,” and television series such as “Gilmore Girls” and “The West Wing.”

Beverly Gardens Park, home to the iconic Beverly Hills sign, is recognizable to viewers of the film “Clueless” thanks to a memorable scene featuring the dramatic Beverly Hills Electric Fountain.

The world-famous Beverly Hills Hotel, built in 1912, was essential in establishing the city’s early reputation as a retreat for the wealthy. Since then, the Mediterranean revival-style compound and its storied bungalows have provided a home away from home for numerous movie stars, musicians and other celebrities.

The Beverly Hills Post Office, established in 1907, moved to a new building in 1934. Designed in an Italian

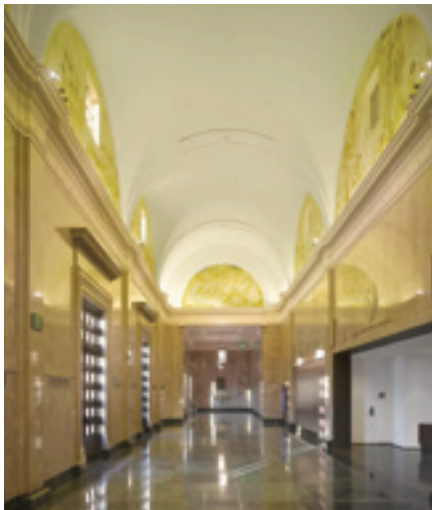
Renaissance revival style, its marble-clad interior sweeps upward to eight stunning fresco murals painted by Charles Kessler, depicting the Pony Express, airmail and workers of the era.

In 1985, the Post Office was added to the National Register of Historic Places. The Postal Service sold the building to the city in the 1990s, and philanthropist Wallis Annenberg donated \$25 million to reimagine the site as a cultural hub that opened in 2013. To the delight of guests, the Wallis Annenberg Center for the Performing Arts lovingly preserves many postal design elements, including Kessler’s murals — a legacy of the federal government’s New Deal-era support of public art.

The Postal Service currently has two locations in 90210: 323 N. Crescent Dr. and 325 N. Maple Dr., just a few blocks from Beverly Wilshire Hotel, which was widely popularized by “Pretty Woman.”



The Wallis Annenberg Center for the Performing Arts preserves many postal design elements, including Charles Kassler's stunning fresco murals.



On serving the affluent city, Acting Postmaster Alesia Winston said, "It can be demanding, but generally customers are understanding. You may be surprised to learn that the wealthiest individuals are often the nicest to deal with."

"There's a great sense of community," observed Customer Services Supervisor Khalia Green, who has also delivered as a letter carrier. "People have the utmost respect; they really take care of their city."

A short distance from the North Maple Drive facility is an internationally known fashion thoroughfare: Rodeo Drive. Locals and tourists alike flock to showrooms for brands such as Gucci, Prada, Christian Dior, Chanel and Louis Vuitton to search for the latest styles. Shoppers will spot USPS, too, meeting the community's business needs.

"Carriers deliver to luxury retail stores at times when there's security on hand to ensure that everything is seamless," said Winston.

Similarly, when serving celebrities and other high-profile individuals, privacy and safety are paramount.

"You're typically delivering to housekeepers or groundskeepers. The celebrities you do interact with, you simply treat as you would any other customer," Green said, "although it's rare they're at their residence."

Call it a plot twist, if you will: It turns out that despite its dazzling reputation, delivering mail in 90210 is far from dramatic.

"Beverly Hills is a beautiful station," said Green. "I've worked in several other



Acting Postmaster Alesia Winston, left, and Customer Services Supervisor Khalia Green

cities, and as far as delivery of mail, the streets are clean and the safety here is great. If you're doing your job properly, it shouldn't be so different."



Rodeo Drive



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?

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