UNITED STATES POSTAL SERVICE

September 30, 2024

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Mr. Ivan Butts
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Sent by email
and First Class Mail

Dear Ivan:

As a matter of general interest, the United States Postal Inspection Service (USPIS) will be publishing an FY 2025 – FY 2027 Strategic Plan.

The FY 2025 – FY 2027 Strategic Plan represents the next step in USPIS evolution. This document is a statement of operational goals and also identifies and prioritizes strategic targets and defines the tactical actions required to succeed in the current law enforcement environment.

Enclosed is a copy of the USPIS Strategic Plan FY 2025 - FY 2027.

Please contact Janet Peterson at 202-330-1624 if you have any questions concerning this issue.

Sincerely,

James Lloyd
Director
Contract Administration (NALC)

Enclosure

USPIS STRATEGIC PLAN
FY 2025 - FY 2027

U.S. POSTAL INSPECTION SERVICE

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Message from the
CHIEF POSTAL INSPECTOR

The early 2020s brought unprecedented challenges to the world and the nation. Though we have only reached the mid-point of the current decade, the American public has already faced a worldwide pandemic, a deadly rise in synthetic opioid overdoses, and an increase in violent crime nationwide. The past five years have also seen significant technological breakthroughs, which criminal actors are quick to exploit, such as anonymity on the dark web, artificial intelligence, and counterfeiting devices.

These emerging crime trends impact law enforcement agencies across all jurisdictions, and the U.S. Postal Inspection Service is no exception. As the federal law enforcement arm of one of America's most trusted government agencies—the U.S. Postal Service—our mission to protect postal employees, customers, and the mailstream is vital to the nation's communications and commerce. It is more crucial than ever before that we be ready to adapt and evolve.

This FY 2025 - FY 2027 Strategic Plan represents the next step in our agency's evolution. More than a statement of operational goals, this document also identifies and prioritizes strategic targets and defines the tactical actions required to succeed in the current law enforcement environment.

**Chief Postal Inspector
Gary Barksdale**

General George S. Patton once said, "Good tactics can save even the worst strategy. Bad tactics will destroy even the best strategy." This Strategic Plan combines our bold strategy for the future with good, achievable tactics, empowering us to ensure long-term victory against the greatest threats facing us today. It begins by identifying five Mission Priorities: *Robberies of Letter Carriers, Mail Theft, Drug Trafficking, Counterfeit Postage,* and *HAZMAT.* We also identify two Business Priorities: *Optimize our Workforce* and *Modernize our Processes and Systems.*

By focusing on these outlined mission and business priorities, as well as other essential priorities, we aim to make the greatest possible impact toward fulfilling our law enforcement and security mission over the next three years. As the postal and law enforcement climate evolves, we will be prepared in the years ahead to shift personnel and resources to engage ever-evolving criminal elements.

No matter what specific threats arise, we will always hold to our core pillars: to **Protect** against and **Prevent** criminal attacks on postal employees, customers, infrastructure, and the U.S. Mail; to **Enforce** criminal laws, civil statutes, and postal policies that protect employees and preserve public trust in the U.S. Postal Service; and to **Prepare** our organization by continuously developing our workforce, deploying emerging technologies, standardizing organizational processes, and improving communications.

It is my pleasure to introduce this FY 2025 - FY 2027 Strategic Plan. I am confident it will serve as a roadmap toward a more reliable, sustainable, and safe Postal Service—both for our employees and for the customers we serve.

Chief Postal Inspector Gary Barksdale

U.S. POSTAL INSPECTION SERVICE STRATEGIC PLAN

"Working together to build a strong agency culture"

FY 2025 – FY 2027

VISION — Provide the highest quality protective and investigative support to the U.S. Postal Service and its customers.

MISSION — Support and protect the U.S. Postal Service and its employees, infrastructure, and customers; enforce the laws that defend the nation's mail system from illegal or dangerous use; and ensure public trust in the mail.

CORE PILLARS — Protect • Prevent • Enforce • Prepare

LEADERSHIP PRINCIPLES & HABITS — Serve Boldly • Unleash Potential • Partner for Excellence

GUIDING PRINCIPLES — Accountability • Integrity • Respect • Excellence

KEY MISSION PRIORITIES

- Robberies of Carriers
- Mail Theft
- Drug Trafficking
- Counterfeit Postage
- HAZMAT

KEY BUSINESS PRIORITIES

Optimize Our Workforce

- Recruitment and Hiring
- Employee Development and Training
- Retention and Morale
- Succession Planning and Knowledge Transfer
- Strategic Alignment of Personnel

Modernize Our Processes and Systems

- Intelligence-Led Investigations
- USPIS IT Infrastructure
- Data Governance
- Data Analytics

U.S. POSTAL INSPECTION SERVICE HEADQUARTERS GROUPS & PROGRAMS

Analytics

The Analytics team utilizes data as well as mathematical and statistical techniques to illustrate connections and produce actionable and relevant intelligence for all U.S. Postal Inspection Service programs and initiatives.

- Contraband Interdiction & Investigation Analytics
- Customs and Border Protection (CBP) National Targeting Center Liaison
- Data Science
- Intelligence Tools & Analytics
- Investigations & Operations Support
- Investigative Analytics
- Program Analytics

Business Operations

Business Operations prepares the organization to effectively achieve the Inspection Service mission by assisting in the development of our workforce, standardizing organizational processes, and fostering relationships.

- Administrative Services
- Assessment Centers
- Budget & Finance
- Complement & Staffing
- Executive Resources
- Leadership Development
- Medical Services
- Security Investigations Service Center (SISC)

Career Development Unit

The Career Development Unit prepares our professional workforce by training and developing postal inspectors and Postal Police officers in high-quality residential, in-service, and virtual learning programs.

- Basic Inspector Training
- Basic Postal Police Officer Training
- National Firearms Certifications
- Polygraph Unit
- Threat Management Training

Communications, Governance & Strategy

Communications, Governance, and Strategy (CGS) ensures compliance with agency policies and procedures, manages audit response, formulates agency strategy, and develops and coordinates professional communications for internal and external stakeholders.

- Audit Response
- Compliance Reviews
- Congressional Affairs / Government Relations
- National Law Enforcement Communications Centers (NLECC)
- National Radio Unit (NRU)
- National Recruiter / Business Liaison
- Public Information Office
- Strategic Management Office

Contraband Interdiction & Investigations

Contraband Interdiction and Investigations (CI2) protects postal employees, the American public, and the U.S. Mail from dangerous and illegal contraband, specifically illicit drugs and firearms. The group is also responsible for Dangerous Mail Investigations (DMI), Hazardous Materials, and Aviation Security.

- Administrative Nonmailability Protocol
- Contraband Interdiction & Investigation
- Dangerous Mail Investigations (DMI)
- Drug Enforcement Administration (DEA) Special Operations Division (SOD) Liaison
- Hazardous Materials & Aviation Security
- Mobile Mail Screening
- Organized Crime Drug Enforcement Task Force (OCDETF) / Fusion Center Desk Officer (OFC) Liaison
- Third-Party Canine (3PK9)

Criminal Investigations

The Criminal Investigations Group (CIG) enforces criminal laws, civil statutes, and postal policies to preserve public trust in the U.S. Postal Service, its brand, and the U.S. Mail.

- Asset Forfeiture
- Child Exploitation & Adult Obscenity
- Criminal Investigation Service Center
- Election Crimes
- Jamaican Operations Linked to Telemarketing (JOLT) Attaché
- Mail Fraud
- Mail Theft & Identity Theft
- Money Laundering & Financial Fraud
- Money Orders
- Revenue Investigations
- Victim & Witness Support
- Violent Crimes
- Workplace Violence

Cyber & Investigative Technology

The Cyber and Investigative Technology team protects postal infrastructure by minimizing disruptions to postal operations through rapid responses to security incidents and efficient use of personnel, security controls, and technology.

- CISO Liaison & Incident Response
- Cryptocurrency & Undercover Operations
- Dark Web Investigations
- Forensics Investigations
- Information Technology Relationship Management
- Technical Services
- USPIS Application Development

Forensic Laboratory Services

Forensic Laboratory Services (FLS) provides scientific and technical expertise to the criminal, security, and administrative investigations of the U.S. Postal Service.

- Digital Evidence
- Fingerprints & AFIS
- Physical Sciences
- Questioned Documents & Imaging

Security

The Security Group secures and protects U.S. Postal Service employees, customers, infrastructure, and assets by providing technological support and effective risk management tools, as well as strategy services designed to mitigate risk and prevent criminal attacks.

- Attaché / Europol - Liaison Officer
- Contract Security
- Delivery & Retail Security
- Election Security
- Emergency Preparedness
- Executive Protection
- Global Security
- Insider Threat
- International Mail Security
- Military & Diplomatic Mail Security Liaison
- National Security
- Personnel Security
- Physical Security
- Postal Police Officers (PPO)
- Postal Security Liaison (UPU)
- Transportation Security

Office of Counsel

Office of Counsel is responsible for advising USPIS on all matters pertaining to the interpretation, investigation, administration, and enforcement of the laws and regulations within the jurisdiction of the agency; ensuring the agency is represented in litigation matters; and for providing all other legal support required for USPIS to carry out its mission.

- Freedom of Information Act (FOIA)
- Inspection Service Policies
- Privacy Act
- Special Assistant United States Attorney (SAUSA) Program
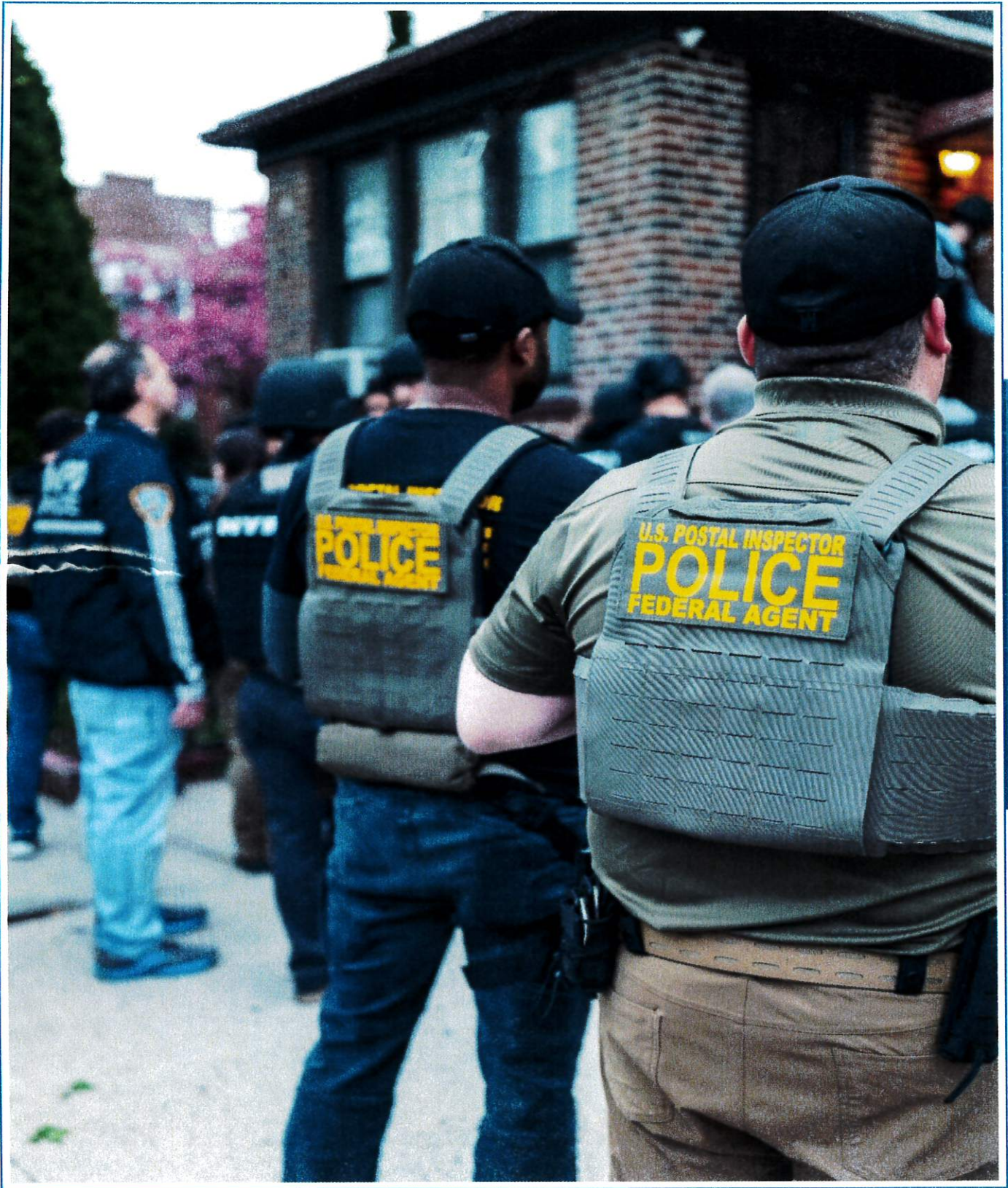- Special Deputation Program

U.S. POSTAL INSPECTION SERVICE FIELD DIVISIONS
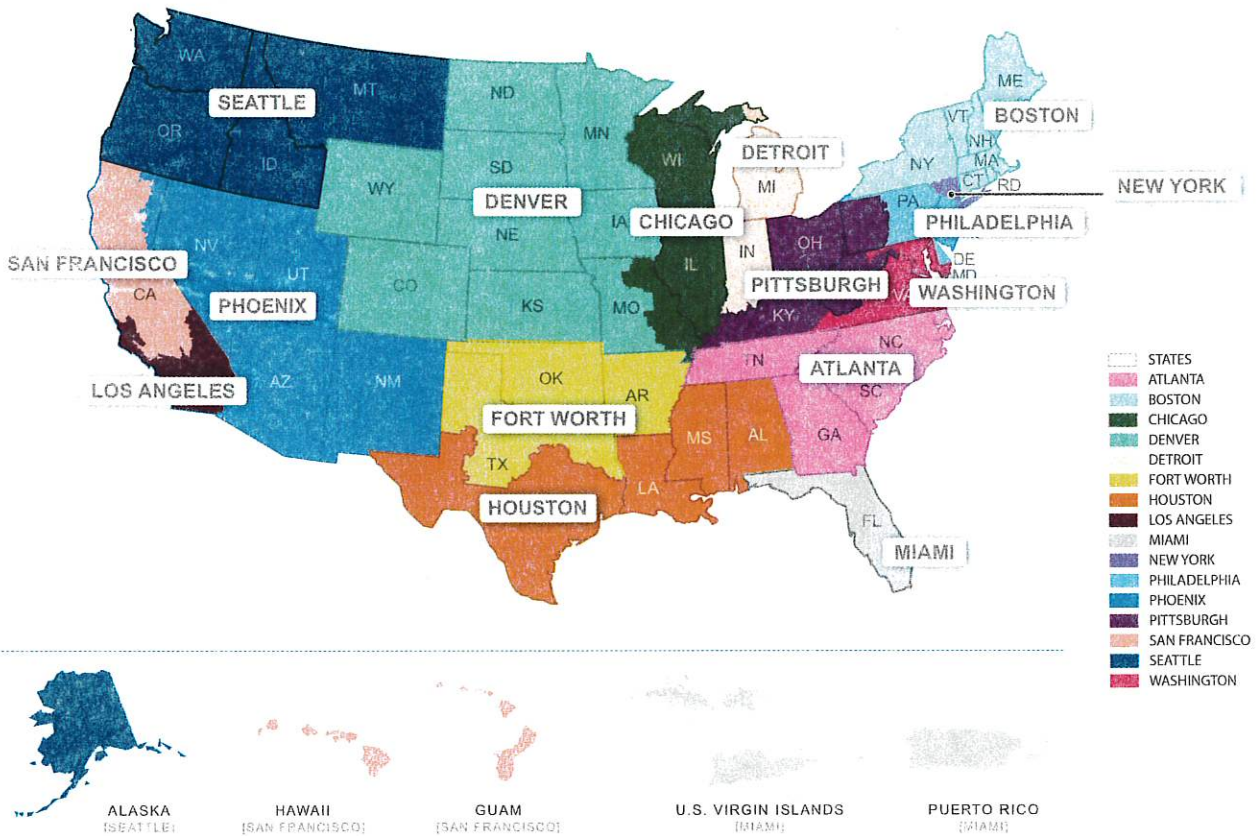
Updated May 2024

KEY MISSION PRIORITIES

USPIS STRATEGIC PLAN | FY 2025 - FY 2027

Our **Key Mission Priorities** represent critical and emerging issues affecting the U.S. Postal Service's employees, the postal infrastructure, and postal products, as well as the success of our mission.

While these are priorities on which our organization is focusing our personnel, time, and resources, they are not a comprehensive list of all important issues we work on. Other essential areas, such as Workplace Violence, Dangerous Mail Investigations (DMI), or Mail Fraud, continue to drive the mission of the agency. In addition, geographic variations mean the importance of each priority may vary based on the specific needs of the division.

KEY MISSION PRIORITIES

- **Robberies of Carriers**
- **Mail Theft**
- **Drug Trafficking**
- **Counterfeit Postage**
- **HAZMAT**

KEY MISSION PRIORITIES
ROBBERIES OF CARRIERS & MAIL THEFT

USPIS STRATEGIC PLAN   FY 2025 - FY 2027

Project Safe Delivery: Combating Mail Theft and Letter Carrier Robberies Strategy sets out the U.S. Postal Inspection Service's overall strategies and priorities for combating robberies of letter carriers and addressing mail theft, including increasing enforcement, prevention, and outreach activities. Project Safe Delivery (PSD) seeks to protect postal employees and the U.S. Mail, prepare our workforce through trainings and messaging campaigns, prevent incidents through education and awareness, and enforce the laws that protect our nation's mailstream.

Our trend analysis identified an increase in criminals targeting mail carriers for the purpose of stealing postal keys to commit mail theft. Project Safe Delivery goals simultaneously address both robberies of carriers and mail theft.

WHY IS COMBATING ROBBERIES OF CARRIERS & MAIL THEFT A PRIORITY?

Beginning around 2020 and continuing to the present, the Postal Service has experienced a significant increase in robberies of letter carriers and mail theft, primarily due to financially motivated crimes. Criminals rob letter carriers for mail or postal keys, which are subsequently used to commit mail theft targeting financial and other sensitive documents for the purpose of committing fraud. Protecting our employees from violent crimes and combating mail theft are top priorities for the U.S. Postal Inspection Service.

COMBATING ROBBERIES OF CARRIERS & MAIL THEFT GOALS

1. **Enhance delivery security**

2. **Advance intelligence-led investigations**

3. **Deploy communications and increase prevention awareness**

4. **Invest in tools, technology, and data analytics**

5. **Deploy advanced training**

Goal 1. Enhance delivery security

Security enhancements—from more secure mail receptacles, to better locking mechanisms, to increased accountability for arrow keys—are some of the most critical components to securing the mail and preventing associated postal crimes, such as robberies of letter carriers.

The Postal Inspection Service works with the Postal Service to develop and deploy advanced technologies to secure and protect the Postal Service network and its employees. We also work with the Postal Service to identify and implement other security enhancements, including process improvements and collection box placement modifications.

Goal 2. Advance intelligence-led investigations

Intelligence is an indispensable tool for addressing mail theft and associated financial and violent crimes. The Postal Inspection Service leverages internal and external data sources and technology to strategically focus investigations, gain investigative insights, and ultimately bring perpetrators of these crimes to justice. We accomplish this in collaboration with partners ranging from the Postal Service; to local, state, and federal law enforcement; to the private sector.

Goal 3. Deploy communications and increase prevention awareness

Communicating about mail theft and associated financial and violent crimes—both internally with USPS employees and externally with the American public—is key to raising awareness about these issues and the steps postal employees and the public can take to protect themselves. This communication provides transparency into the actions the Postal Inspection Service and the Postal Service are taking in response to these issues, including security enhancements and investigative successes.

Goal 4. Invest in tools, technology, and data analytics

The ongoing development and application of data analytics is critical to identifying real-time emerging trends associated with mail theft and violent crimes against Postal Service employees, gathering investigative intelligence, and directing the allocation and deployment of investigative resources. To accomplish this, the Postal Inspection Service identifies relevant mail theft-related data sources, organizes the data into an efficient environment where applied analytics may be performed, and leverages analytics personnel to apply data analytics techniques and perform continuous data analysis.

Goal 5. Deploy advanced training

As technology, criminal techniques, and criminals themselves rapidly evolve, so must our training to ensure personnel are equipped with the knowledge, skills, and abilities to successfully investigate mail theft and associated financial and violent crimes. The deployment of advanced training for postal inspectors and other personnel is critical to ensure that the Postal Inspection Service can meet this challenge head-on.

Expanding the cadre of Postal Inspection Service personnel who have advanced training in mail theft investigations, financial crimes investigations, cyber investigations, and violent crimes investigations is a critical component to ensuring the Postal Inspection Service has highly trained personnel who are able to investigate, prevent, and otherwise address the challenges posed by mail theft and associated financial and violent crimes.
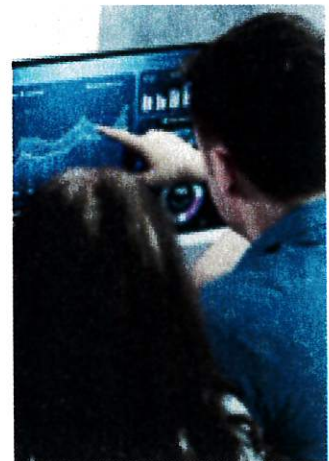
KEY PROJECTS AND INITIATIVES

Project Safe Delivery is a multi-pronged approach to combat robberies of carriers and mail theft:

Enhance Delivery Security
✓ Hardening of collection boxes
✓ Deploying electronic locks
✓ Enchancing Next Generation Delivery Vehicle security
✓ Increasing employee accountability

Intelligence-Led Investigations
✓ Intelligence-led mail theft and violent crime investigations
✓ Financial crime task force officers
✓ City surge operations

Communications
✓ Violent crime prevention awareness among employees and mail theft and related financial crime prevention awareness among the public and employees
✓ Social media outreach
✓ Increased communication with mail theft victims
✓ Foster external partnerships

Figure 1: USPS Next Generation Delivery Vehicle

Tools, Technology, and Data Analytics
✓ Expanded analytical support for mail theft and violent crime investigations
✓ Procurement of software to support mail theft and violent crime programs

Advanced Training
✓ Specialized cyber training for postal inspectors and other personnel investigating mail theft and related financial and violent crimes
✓ Advanced training for postal inspectors and other personnel investigating letter carrier robberies and violent attacks on postal employees
✓ Advanced financial crimes training

KEY PERFORMANCE INDICATORS (KPIs)

These KPIs and milestones will be used to monitor and report progress toward our goals:
- Deployment of high-security collection boxes and electronic locks
- Year-over-year change in reports of high-volume mail theft from mail receptacles
- Year-over-year change in mail theft complaints
- Arrests for robberies of carriers and mail theft-related crimes
- Surge operations results
- Year-over-year change in employee robberies
- Messaging campaigns, Stand-Up Talks, and other prevention activities and their reach
- Level of investment in expanded analytical support and software procurement
- Number of trainings provided and number of people receiving training

DRUG TRAFFICKING

USPIS STRATEGIC PLAN   FY 2025 - FY 2027

The **Combating Illicit Drugs in the Mail Strategy** sets out the U.S. Postal Inspection Service's overall priorities and strategy for combating drug trafficking. Our goal is to protect postal employees, the American public, and the mail from dangerous and illegal contraband, specifically illicit drugs and firearms. Our strategy is to aggressively investigate and dismantle drug trafficking organizations (DTOs) and use intelligence to effectively target and seize dangerous drugs nationwide. Through relationships with domestic and international law enforcement partners, we work to forcefully combat the distribution of illegal contraband through the U.S. Mail and the international postal system.

WHY IS COMBATING DRUG TRAFFICKING A PRIORITY?

The Postal Inspection Service works aggressively to prevent the flow of illicit drugs through the mail and takes all practical measures to ensure the safety and security of Postal Service employees and the American people. The Postal Inspection Service leads this effort by eliminating opioids and other illicit drugs from the mail through investigation of mail-related crime and close collaboration with other law enforcement agencies to share intelligence, coordinate cases, and conduct joint enforcement operations. In addition to removing illicit drugs from the mail, postal inspectors investigate and arrest criminals as well as disrupt DTOs across the nation.

COMBATING DRUG TRAFFICKING GOALS

1. Advance efforts to increase employee safety, awareness, and engagement

2. Bolster and expand partnerships with key stakeholders

3. Expand and enhance intelligence and analytics capabilities

4. Identify and invest in new tools and technologies

5. Enhance law enforcement capacity, capabilities, and readiness

Goal 1. Advance efforts to increase employee safety, awareness, and engagement

Safeguarding our workforce and infrastructure is critical to our mission. To mitigate the risks posed by illicit drugs in the mail, we have taken a proactive approach and developed a culture of vigilance through awareness and training programs, well-documented policies and procedures, and world-class training for our postal inspectors.

Goal 2. Bolster and expand partnerships with key stakeholders

Given the scale and complexity of illicit drug trafficking, no single organization or agency can fight this battle alone. To meet this challenge, we employ a whole-of-government approach which leverages the collective strengths and resources of law enforcement agencies and other federal partners.

In addition to national partnerships, we work with a wide variety of other stakeholders, including foreign postal operators (FPOs) and intergovernmental organizations such as the Universal Postal Union (UPU). We also rely on close collaboration with non-governmental organizations and private-sector stakeholders.

Goal 3. Expand and enhance intelligence and analytics capabilities

The rapidly evolving nature of drug trafficking requires us to maintain operational dexterity. While our postal inspectors are adept at pinpointing suspicious packages and identifying the techniques criminals use to send illicit drugs through the mail, the sheer volume of packages makes it impossible to manually review every piece of mail. As the Postal Service explores new ways to use analytics to streamline operations and improve the customer experience, the Inspection Service is working diligently to utilize this technology in an effort to remove drugs from the mail and keep our employees and our customers safe.

Goal 4. Identify and invest in new tools and technologies

Rapidly emerging technologies are influencing criminal behavior in significant ways, but they also provide opportunities for our law enforcement efforts to transform how we gather and share intelligence, target and detect packages, and conduct investigations.

Expanding access to innovative tools and technologies has the potential to transform our ability to perform comprehensive interdictions and investigations. Embracing mobile, advanced analytics, and cloud-based technologies will create flexibility and maximize Postal Inspection Service resources, regardless of physical location, and seamlessly feed information to our databases.

Figure 2: Drug Trafficking Operation Dismantled

Goal 5. Enhance law enforcement capacity, capabilities, and readiness

We are prioritizing high-impact cases that lead to prosecutions of sophisticated criminal groups like Transnational Criminal Organizations (TCOs) and DTOs. Sophisticated TCOs and DTOs are responsible for the financing, infrastructure, and operations that fuel most of the illicit drug production and distribution around the world.

As part of this effort, we have expanded our investigative scope to prioritize other crimes directly connected to drug trafficking, such as firearms smuggling and money laundering. Focusing on interconnected criminal activity results in comprehensive cases that can lead to more meaningful prosecutions and inflict greater long-term damage on DTOs.

KEY PROJECTS AND INITIATIVES

Interdictions: conduct focused interdiction efforts at source and origin locations

- ✓ Leverage technology and contractors to drive down the volume of narcotics in the mail
- ✓ Target illicit fentanyl, methamphetamine, and cocaine mailed from source areas along the U.S. Southwest border and the Caribbean corridor

Interaction: enhance collaboration with federal, state, and local partners to maximize interdiction and enforcement activities

- ✓ Continue to use interagency partnerships as force multipliers
- ✓ Continue to recruit and onboard TFOs to maximize our effectiveness

Information: continuously enhance and develop our analytics capabilities and data management systems to improve targeting and rapid dissemination of intelligence

- ✓ Deploy intelligence, technology, and automation tools to enhance high-impact interdictions and investigations
- ✓ Enhance camera system technology at top 100 source post offices to high-quality camera kits which can be accessed remotely, improving efficiency and officer safety

Investigations: establish priorities for investigations, and focus our efforts on high-impact, data-driven, end-to-end, investigative work

- ✓ In-depth research and case support to assist the field in building complex and high-impact DTO dismantlement investigations with a focus on illicit financial crimes and money laundering
- ✓ Surge operations in high-volume drug-trafficking areas, specifically the Caribbean corridor and Southwest border

KEY PERFORMANCE INDICATORS (KPIs)

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Number of DTOs dismantled
- Number and weight of narcotics parcels seized nationwide
- Number and weight of narcotics parcels seized in the Southwest border
- Number of investigations and arrests in targeted areas, including the Caribbean corridor and the Southwest border
- Number of TFOs recruited
- Number of completed surge operations and results from surge operations
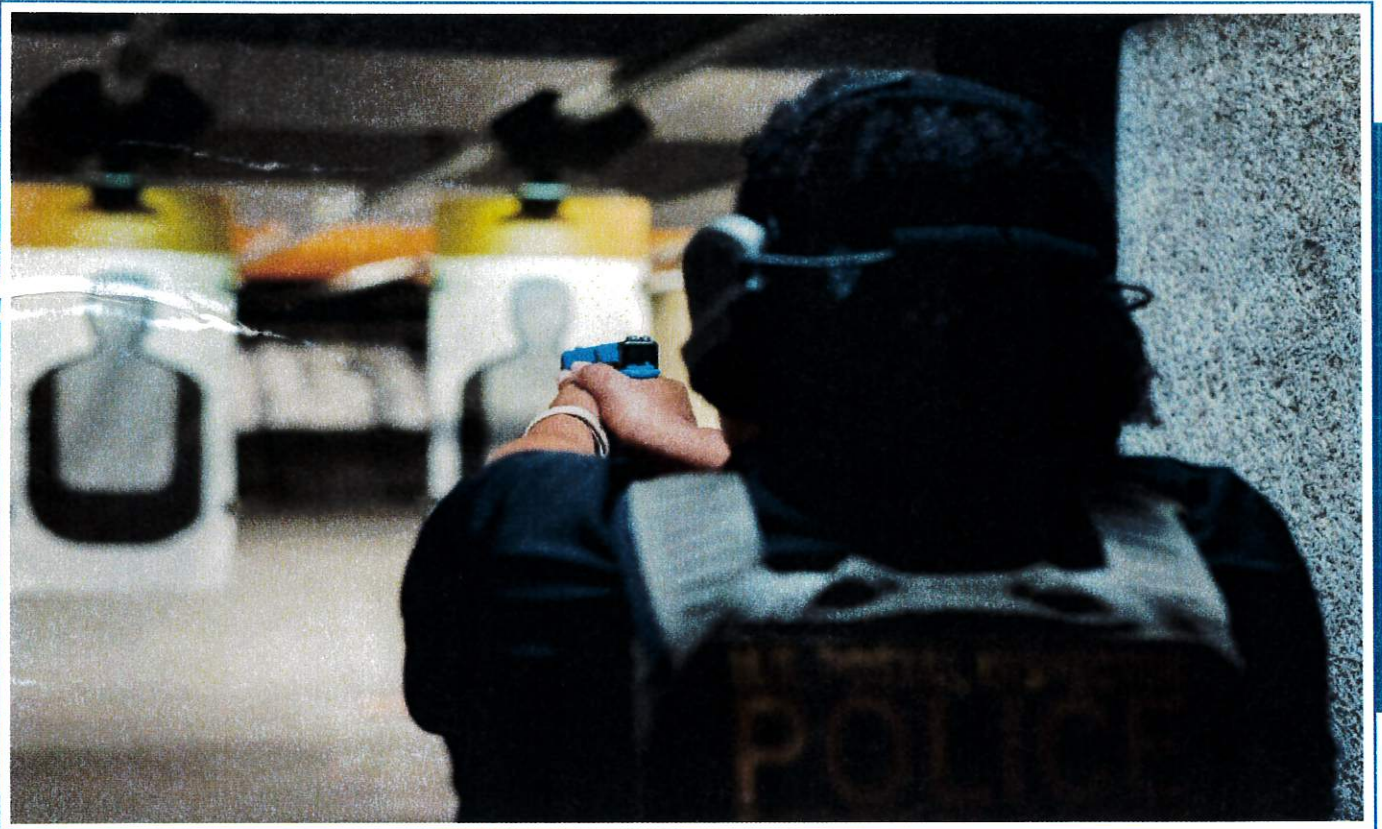
KEY MISSION PRIORITIES

COUNTERFEIT POSTAGE

USPIS STRATEGIC PLAN

FY 2025 - FY 2027

The U.S. Postal Inspection Service has noted a major increase in the creation, sale, and use of counterfeit postage labels and counterfeit postage stamps since 2020. This increase is driven by the use of eCommerce platforms and websites to buy and sell products. Consumers are looking to save money on their shipping costs, and fraudsters are filling that need by creating counterfeit postage stamps and labels.

Fraudsters sell counterfeit postage at discounts of 50 to 75 percent on various online sites and social media platforms and applications, causing significant losses to the USPS. Identifying counterfeit postage manufacturers or sellers and identifying items affixed with counterfeit postage prior to entry to the mailstream will help mitigate these losses and lead to quality investigations.

WHY IS COMBATING COUNTERFEIT POSTAGE A PRIORITY?

It is estimated that counterfeit postage costs USPS at least $600 million per year. In one recent Inspection Service case related to counterfeit postage labels, the suspect company was responsible for more than $60 million in losses to USPS in a six-month period. As a result of the investigation, two individuals have been arrested, and several bank accounts and properties were seized. Additionally, millions of counterfeit stamps from foreign countries have been identified and intercepted by Customs and Border Protection (CBP).

COMBATING COUNTERFEIT POSTAGE GOALS

1. **Identify counterfeit postage labels and postage stamps**

2. **Support USPS with their fraudulent postage intercept process**

3. **Collaborate with law enforcement partners, USPS partners, and eCommerce marketplaces**

4. **Conduct prevention awareness, eCommerce shipper outreach, and consumer messaging**

5. **Increase personnel investigating counterfeit postage and increase technology and training for those personnel**

Goal 1. Identify counterfeit postage labels and postage stamps

Identification of counterfeit postage labels and counterfeit postage stamps assists with revenue protection in two ways. First, if the counterfeit labels or stamps are identified prior to entry to the mailstream, they can be intercepted before they enter USPS system, preventing a loss to USPS.

Further, additional information obtained from persons in possession of counterfeit labels or stamps, or from law enforcement partners like CBP who assist in identifying counterfeit postage, can advance our ongoing investigations.

Goal 2. Support USPS with their fraudulent postage intercept process

The Inspection Service provides support to the USPS Chief Information Office for the fraudulent postage label intercept process. As the group transitions from intercepting based on specific fraud indicators on the postage labels, to intercepting based on lack of payment file, the Inspection Service will continue to be a key stakeholder in the process. We will work to identify gaps in the system and assist with fixing those gaps.

Goal 3. Collaborate with law enforcement partners, USPS partners, and eCommerce marketplaces

Due to the significant financial impact associated with counterfeit postage, the Inspection Service has joined forces with other law enforcement agencies, USPS partners, and eCommerce marketplaces to identify root causes of the fraud and create universal solutions to mitigate the damages. We will continue to work with these partners to identify opportunities for investigation as well as collaborate on fraud prevention measures.

Goal 4. Conduct prevention awareness, eCommerce shipper outreach, and consumer messaging

The Inspection Service will continue to create public service announcements and fraud messaging related to counterfeit postage to share with the public and USPS employees. We will work with eCommerce platforms to introduce counterfeit postage messaging and warnings on their customer sites.

Goal 5. Increase personnel investigating counterfeit postage and increase technology and training for those personnel

The Revenue Investigations (RI) team will evaluate data and trends associated with counterfeit postage to determine the appropriate number and location of personnel needed for the program. The program will also evaluate current technology used by RI personnel to determine if new tools are available that will facilitate counterfeit postage investigations.

We will conduct a review of current training materials for counterfeit postage investigations and update the materials prior to training additional personnel working these investigations.

Figure 3: CBP Intercepted package of counterfeit stamp coils - if the stamps were legitimate, they would be worth over $200,000.

KEY PROJECTS AND INITIATIVES

Identify Counterfeit Postage
✓ Conduct mail reviews at mailer warehouses and U.S. Customs and Postal Service facilities

Fraudulent Postage Intercept
✓ Work with USPS to establish and launch a new system to identify fraudulent labels

Collaboration
✓ Facilitate revenue fraud training at various CBP locations
✓ Foster joint interdictions with CBP focusing on packages with counterfeit postage
✓ Coordinate with CBP on counterfeit stamp seizures and counterfeit stamp recipients
✓ Work with eCommerce marketplaces to identify and investigate sellers of counterfeit stamps

Prevention Awareness
✓ Launch consumer awareness campaign related to counterfeit postage

Figure 4: Packages with Potentially Counterfeit Labels

Revenue Investigations (RI) Staffing, Technology, and Training
✓ Conduct review of current staffing, training, and technologies used by the RI program

KEY PERFORMANCE INDICATORS (KPIs)

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Dollar amount of losses identified due to counterfeit postage
- Dollar amount of losses recovered or avoided due to counterfeit postage
- Progress toward helping USPS establish and deploy a new system of identifying fraudulent mailers*
- Number of interdictions of counterfeit postage
- Number of Customs and Border Protection trainings
- Number of process changes recommended to the USPS partners and eCommerce platforms
- Number of prevention or outreach activities
- Progress toward review of personnel, technology, and training and implementation of review recommendations*

* Starred list items are milestone events marking significant changes or completion of a stage in development.
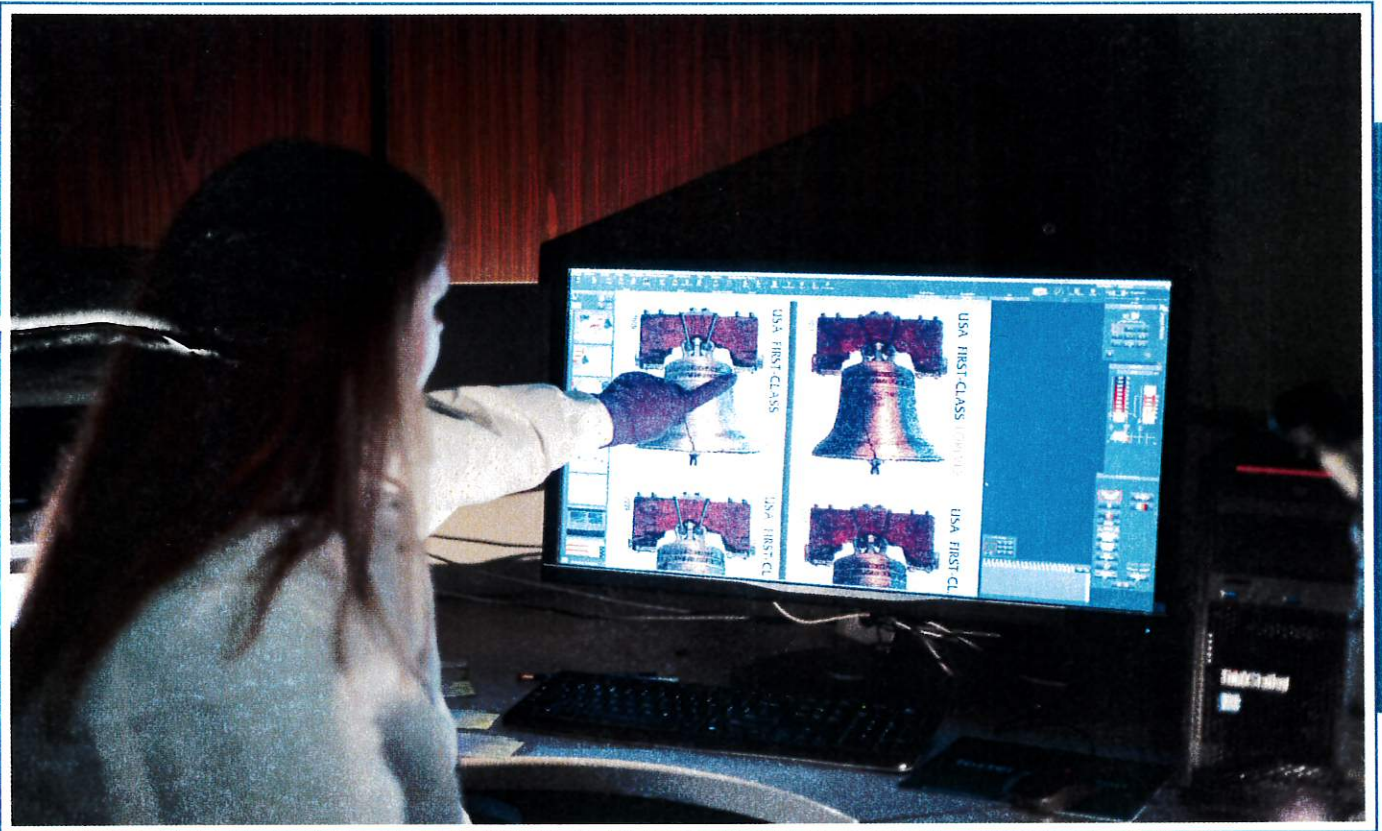
KEY MISSION PRIORITIES

HAZMAT

USPIS STRATEGIC PLAN

FY 2025 - FY 2027

The U.S. Postal Inspection Service plays a key role in mail security and oversight of safe handling protocols of hazardous materials (HAZMAT), including actively contributing to HAZMAT training in partnership with USPS, promoting compliance, citing HAZMAT violations, and assessing reported HAZMAT infractions for continued enforcement. The Postal Inspection Service's HAZMAT Program has four main tenets of Protect, Prevent, Enforce, and Prepare. The main purpose of this program is to prevent prohibited hazardous materials from entering the mailstream and to safely manage permitted materials.

WHY IS ADDRESSING HAZMAT IN THE MAILSTREAM A PRIORITY?

HAZMAT items such as perfume, hair spray, lighters, and lithium-ion batteries pose a significant safety risk to our mail processing and transportation network, particularly the air carrier network. In addition, eCommerce growth has increased mail package volume, leading to more improperly prepared or undeclared hazardous material (UHM) shipments. The rise in incidents is linked to mailers' lack of knowledge or understanding about HAZMAT or disregard for established HAZMAT shipping regulations. The HAZMAT Program is a strong stakeholder with the Postal Service (e.g., Business Solutions, Processing, Retail, Transportation Safety, Product Classification, Trade Compliance, and Supply Management) that keeps HAZMAT mailability compliance on the forefront.

ADDRESSING HAZMAT GOALS

1. **Increase HAZMAT mailability enforcement utilizing the Mail Incident Reporting Tool (MIRT)**

2. **Engage all USPS facilities in HAZMAT reporting education and awareness**

3. **Mitigate HAZMAT infractions**

4. **Implement HAZMAT policy changes**

5. **Develop and update HAZMAT-targeted training**

Goal 1. Increase HAZMAT mailability enforcement utilizing the Mail Incident Reporting Tool (MIRT)

The Postal Inspection Service manages the Mail Incident Reporting Tool (MIRT) as a fundamental resource for HAZMAT mailability enforcement, as well as for USPS and mailer education. Efficient use of contracted support services, combined with reliance on an internal taskforce of our headquarters and field staff, ensures MIRT system quality. MIRT entries are studied for enforcement trends, mailer education needs, and opportunities for USPS to increase HAZMAT awareness and accountability at specific locations.

Figure 5: Muriatic Acid Spill

Goal 2. Engage all USPS facilities in HAZMAT reporting education and awareness

We will continue to actively engage all USPS facilities in reporting HAZMAT infractions, coupled with mailer HAZMAT education and enforcement through MIRT, staff education, mentorship, and training as listed in Goal 5.

Goal 3. Mitigate HAZMAT infractions

We collaborate with internal Postal Service stakeholders on projects for HAZMAT infraction mitigation from inquiry- and case-specific technical support to programmatic measures, such as platform mailer meetings to promote better HAZMAT awareness and accountability of their customer base. Civil enforcement measures are also a mitigation tool for the Postal Inspection Service.

Goal 4. Implement HAZMAT policy changes

Our goal is to implement new HAZMAT policies or changes for safe handling protocols, compliance, and enforcement. We are taking lead authorship on official policy documents, such as the HAZMAT standard operating procedure, Civil Enforcement Management Instruction (MI), and HAZMAT Acceptance MI. We are collaborating on USPS-led projects such as the Federal Register Notice input, Retail or Processing directives, Pub 52, and Retail Acceptance Counter Guide (RACG) updates.

Goal 5. Develop and update HAZMAT-targeted training

To instill more thoughtful HAZMAT mail management, we will develop and update HAZMAT-targeted training for various stakeholders, for example, the Postal Inspection Service Homeland Security Coordinator (HSC) staff, USPS Processing points of contact, Trade Compliance Train the Trainer staff, retail personnel, HSC HAZMAT awareness, and MIRT training.

Figure 6: HAZMAT Awareness Training

KEY PROJECTS AND INITIATIVES

Optimize Internal MIRT Use
- ✓ Increase MIRT enhancement and utilization by including selective fields from the MIRT template that feed into USPS stakeholder HAZMAT data user stories for USPS planning and action
- ✓ Increase HAZMAT mailability understanding and confidence in reporting for USPS staff by conducting HSC field HAZMAT awareness and MIRT training, MIRT reviews, quarterly seeding events, and site-specific visits

HAZMAT Infraction Reporting Education and Awareness
- ✓ Actively engage all USPS facilities in reporting HAZMAT infractions
- ✓ Offer HAZMAT education for postal staff and external parties, such as mailers

HAZMAT Infraction Mitigation
- ✓ Conduct civil enforcement efforts to mitigate mailer HAZMAT infractions via letters of warning and letters of demand based on well-defined facts and established penalty assessment methods

HAZMAT Policy Changes
- ✓ Oversee policy changes, including implementation support for the HAZMAT standard operating procedure, Civil Enforcement MI, and HAZMAT acceptance MI overhauls
- ✓ Collaborate on USPS-led projects, including HAZMAT packaging requirements for a Federal Register Notice, RACG lithium-ion battery page inserts plus similar Pub 52 messaging, Contract Postal Unit specifications, changing USPS labels and notices to best address proper HAZMAT handling, and serve as subject matter expert on service talks as well as technical resource on contractual statements of work and clauses

HAZMAT-Targeted Training
- ✓ Provide nationwide training for HAZMAT leadership designated as Points of Contact at the plant level
- ✓ Provide USPS with technical support to transition the nationwide Train the Trainer for HAZMAT/Dangerous Goods leadership on international mail
- ✓ Partner with USPS to develop HAZMAT-targeted trainings to increase HAZMAT awareness and compliance for various audiences, including intensive HAZMAT educational material and HAZMAT management modules for acceptance and non-acceptance personnel

KEY PERFORMANCE INDICATORS (KPIs)

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Number of onsite MIRT reviews at processing plants
- Year-over-year change in MIRT utilization
- Reporting on HAZMAT compliance trends based on MIRT data
- Number of staff trained in reporting HAZMAT infractions
- Year-over-year change in the number of HAZMAT reports
- Listing and tracking of civil enforcement actions, including types of letters issued, penalties assessed and collected, and mailer mitigation measures
- Progress toward implementing policy changes on safe handling protocols, compliance, and enforcement
- Tracking of policy initiatives to monitor use, relevance, and effectiveness
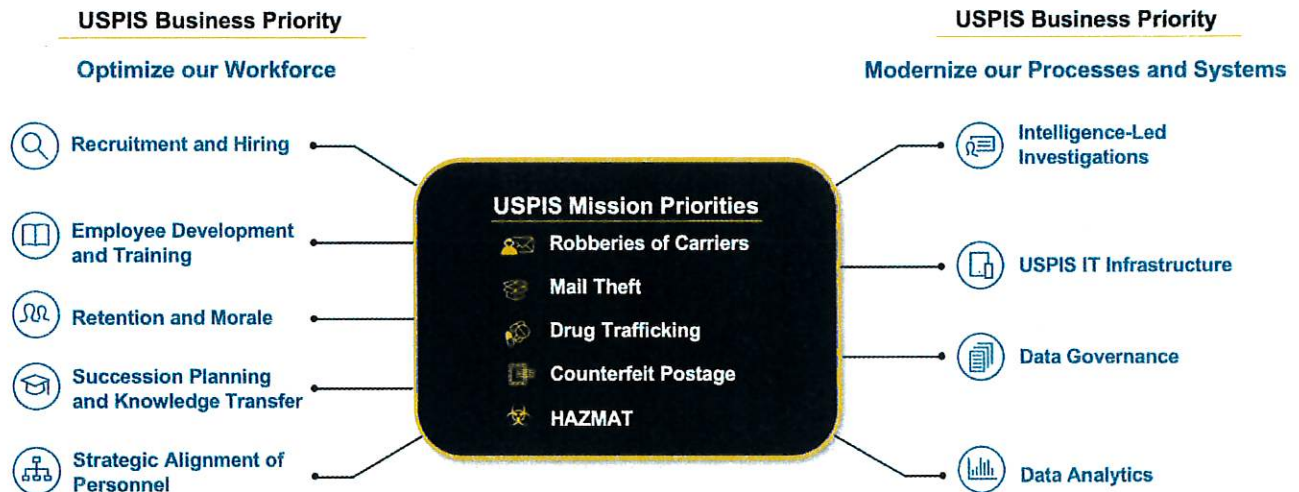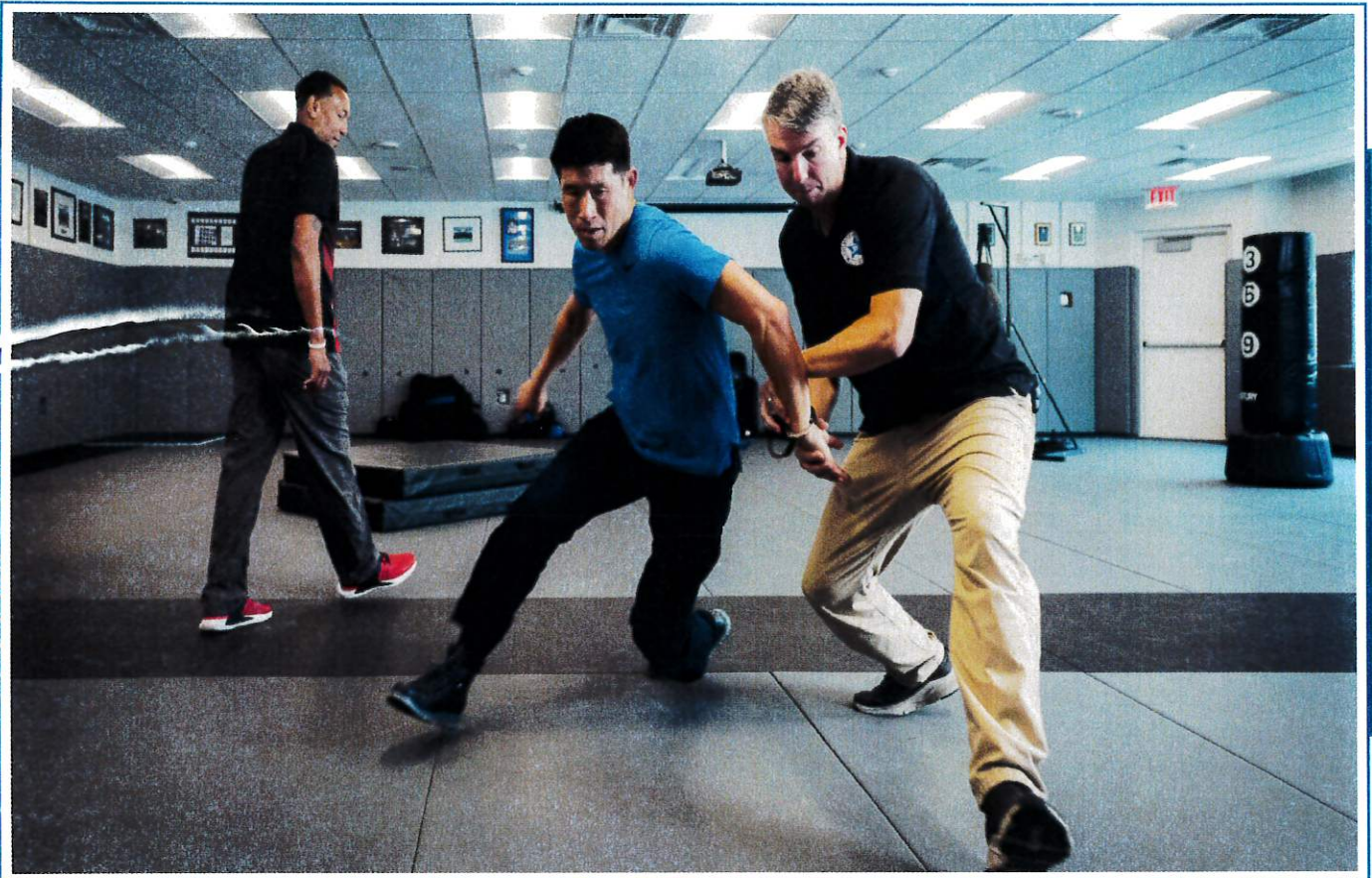- Number of USPIS and USPS staff trained in HAZMAT awareness and MIRT

KEY BUSINESS PRIORITIES

USPIS STRATEGIC PLAN | FY 2025 - FY 2027

Our **Key Business Priorities** were developed through extensive research and discussions with representatives from various headquarters groups and field divisions. As a result of these efforts, we organized our agency's priorities into two categories: "Optimize our Workforce" and "Modernize our Processes and Systems." Both priorities consist of critical focus areas (see graphic below) identified through conversations with U.S. Postal Inspection Service staff.

Connecting our Mission and Business Priorities: These Business Priorities—and detailed critical focus areas within each—create the environment which allows us to address and enable the five Mission Priorities.

USPIS Business Priority

Optimize our Workforce

- Recruitment and Hiring
- Employee Development and Training
- Retention and Morale
- Succession Planning and Knowledge Transfer
- Strategic Alignment of Personnel

USPIS Mission Priorities
- Robberies of Carriers
- Mail Theft
- Drug Trafficking
- Counterfeit Postage
- HAZMAT

USPIS Business Priority

Modernize our Processes and Systems

- Intelligence-Led Investigations
- USPIS IT Infrastructure
- Data Governance
- Data Analytics

KEY BUSINESS PRIORITIES   OPTIMIZE OUR WORKFORCE

A key priority for the FY 2025 – FY 2027 timeframe is to attract, develop, and retain a diverse, expert, and high-performing workforce to support and carry out the U.S. Postal Inspection Service mission. To optimize our workforce throughout the full employee lifecycle, we must start by strengthening our recruitment, hiring, and onboarding processes to attract top talent. Focusing efforts to enable high employee retention and positive morale is key to supporting a highly productive and empowered workforce.

We must also ensure that our existing employees receive advanced and standardized development and training, so they are able to perform at the highest level. We are focusing on improving our succession planning and knowledge transfer processes to enhance how employees are equipped for their roles. Lastly, a key step to optimizing our workforce includes ensuring our personnel are adequately aligned to areas and locations where they are most needed.

OPTIMIZE OUR WORKFORCE CRITICAL FOCUS AREAS

1. Recruitment and Hiring

2. Employee Development and Training

3. Retention and Morale

4. Succession Planning and Knowledge Transfer

5. Strategic Alignment of Personnel

KEY BUSINESS PRIORITIES:
OPTIMIZE OUR WORKFORCE
RECRUITMENT & HIRING

USPIS STRATEGIC PLAN   **FY 2025 - FY 2027**

Our personnel are the cornerstone of the U.S. Postal Inspection Service, and effective recruiting, hiring, and onboarding of highly capable employees is essential to support our mission. Changes in the perception of law enforcement as a career have affected recruitment industry-wide and led to increased competition with other agencies for a limited talent pool. Our goal is to recruit capable and diverse employees possessing the desired character, with a focus on hard-to-fill locations, positions with specialized skill sets, and hard-to-fill internal positions. In addition, we aim to address barriers in the hiring and onboarding processes.

Our vision for the future is to have seamless and efficient recruitment, hiring, and onboarding processes, enabling a diverse and highly capable workforce to meet the evolving needs of the Postal Inspection Service.

RECRUITMENT & HIRING GOALS

1. **Recruit and hire highly capable and diverse inspector and PPO candidates, focusing on hard-to-fill locations**

2. **Recruit and hire highly capable and diverse PTA candidates, focusing on special-skilled positions**

3. **Streamline and accelerate the hiring and onboarding process**

4. **Attract candidates for hard-to-fill internal positions**

Goal 1. Recruit and hire highly capable and diverse inspector and PPO candidates, focusing on hard-to-fill locations

Increase our onboard complement, in particular in locations with high vacancy rates, through refining our recruitment efforts and prioritizing hard-to-fill locations.

Goal 2. Recruit and hire highly capable and diverse PTA candidates, focusing on special-skilled positions

Collaborate with Postal Service stakeholders to address barriers to finding qualified candidates with the unique skillsets required to fill critical vacancies.

Goal 3. Streamline and accelerate the hiring and onboarding process

Refine the hiring and onboarding process to reduce time-to-hire for inspectors and PPOs. Identify and resolve critical issues and streamline the external hire onboarding procedure.

Goal 4. Attract candidates for hard-to-fill internal positions

Increase the appeal of hard-to-fill internal positions (e.g., program managers, executive protection, senior technical surveillance specialist [STSS], analysts) to attract additional candidates.

KEY PROJECTS AND INITIATIVES

- ✓ Refine recruitment strategy
- ✓ Secure 30 percent female representation in sworn law enforcement basic training academy classes by the year 2030 in coordination with the 30x30 Initiative
- ✓ Coordinate strategic portal openings
- ✓ Reduce inspector time-to-hire
- ✓ Convene USPS/PPOA Joint Hiring Committee
- ✓ Conduct postal inspector hiring review
- ✓ Streamline and standardize onboarding process
- ✓ Explore incentives for hard-to-fill internal positions

KEY PERFORMANCE INDICATORS

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Number of recruiting events annually
- Number of annual hiring portal openings
- Online assessment center for recruits implemented*
- Average applicant processing time
- Number of new hires annually
- Percentage of new recruits who are female
- Number of graduates from Basic Inspector Training (BIT) and Postal Police Officer Basic Training (PPOBT) classes
- Number of inspectors and PPOs in hard-to-fill locations
- Standardization of agent-to-inspector onboarding process across the agency*

* Starred list items are milestone events marking significant changes or completion of a stage in development.

KEY BUSINESS PRIORITIES:
OPTIMIZE OUR WORKFORCE
EMPLOYEE DEVELOPMENT & TRAINING

USPIS STRATEGIC PLAN   **FY 2025 - FY 2027**

To propel our agency forward and accomplish our mission, the U.S. Postal Inspection Service must continue to invest in our employees through skill development and training. To do this, we are enhancing and standardizing our training program and exploring options to expand the footprint of our training facilities. Our goal is to optimize a comprehensive and supportive training and empowerment strategy which addresses training needs and areas where employees require additional development to succeed in their roles. To do this, we will identify and conduct the training our workforce will need to support our mission priorities and expand their capabilities and knowledge to best prepare them for the execution of their duties.

Our vision for the future is to have best-in-class facilities and an effective and robust training program which promotes employee skill development and creates opportunities for all employees. In addition, we envision an agency culture which encourages diversity of thought while fostering a collaborative, empowering, and inclusive work environment.

EMPLOYEE DEVELOPMENT & TRAINING GOALS

1. **Optimize a comprehensive training and skills development strategy**

2. **Explore and implement options to expand the footprint of our training facilities to be best-in-class**

3. **Expand training to incorporate a supportive culture that is inclusive of diverse thoughts, backgrounds, and ideas**

EMPLOYEE DEVELOPMENT & TRAINING

Goal 1. Optimize a comprehensive training and skills development strategy

Identify and conduct the onboarding-to-retirement training our workforce will need to support mission priorities and expand their capabilities and skills to best prepare them to execute their duties.

Create a plan to strengthen our instructional resources to offer best-in-class training.

Goal 2. Explore and implement options to expand the footprint of our training facilities to be best-in-class

Identify options to expand the footprint of our training centers to include additional sites for specialized training needs.

Goal 3. Expand training to incorporate a supportive culture that is inclusive of diverse thoughts, backgrounds, and ideas

Empower an inclusive and diverse workforce that fosters collaboration, communication, and synergy.

Provide emotional intelligence training that will promote empathetic communication, active listening, and resilience.

KEY PROJECTS AND INITIATIVES

- ✓ In-service training needs analysis and survey
- ✓ Onboarding-to-retirement standardized training strategy
- ✓ Specialized skill development courses
- ✓ Training summits for general analysts and other employees requiring special skill development
- ✓ Expanding the CDU training facility footprint
- ✓ Empowerment of competent, qualified personnel to ensure a more diverse law enforcement workforce
- ✓ Emotional intelligence training

KEY PERFORMANCE INDICATORS

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Number and list of new trainings developed by CDU each year
- Progress updates on training facilities expansion*
- Number of trainings conducted and outreach materials distributed related to empowering a more diverse workforce

* Starred list items are milestone events marking significant changes or completion of a stage in development.

High employee retention and positive morale are key to the success of the U.S. Postal Inspection Service. By concentrating on retention and morale, we aim to foster a productive and employee-centric culture where employees feel valued and heard, ensuring we remain a premier law enforcement agency that continues to draw top-quality candidates. Our goal is to identify and follow through on key actions to promote employee retention. We also aim to increase morale through integrating our Leadership Principles and Habits into our organizational culture, while promoting employee mental, emotional, and physical wellness.

Our vision for the future is for employees to feel valued, connected to our mission, and have opportunities to utilize their skillsets on a regular basis. We are dedicated to ensuring workloads are in alignment with agency priorities. As a result of our efforts, employees will have access to resources they need to improve their health and wellness.

RETENTION & MORALE GOALS

1. **Develop agency-wide plan to promote employee retention**

2. **Promote positive morale through integration of the Leadership Principles and Habits**

3. **Prioritize employee engagement and connection to the broader organization**

4. **Emphasize employee mental, emotional, and physical wellness**

Goal 1. Develop agency-wide plan to promote employee retention

Identify feasible solutions and seek input from stakeholder groups to develop potential action items with intended positive impacts. Based on identified action items, create an agency-wide plan to promote employee retention.

Goal 2. Promote positive morale through integration of the Leadership Principles and Habits

Use targeted communications campaigns, training sessions, summits, and conferences to integrate our Leadership Principles and Habits agency-wide, promoting an employee-centric culture where employees feel valued and heard.

Goal 3. Prioritize employee engagement and connection to the broader organization

Promote opportunities for employees to feel connected to our mission by better integrating headquarters and field divisions, including increasing communication and collaboration.

Increase mutual understanding and a sense of connection with the broader Postal Service organization.

Facilitate additional employee engagement activities to include the 250th USPIS Anniversary celebration.

Goal 4. Emphasize employee mental, emotional, and physical wellness

Reduce stress and increase productivity through emphasizing the importance of mental, emotional, and physical wellness (such as providing resources to promote mental wellness and encouraging a healthy work-life balance).

KEY PROJECTS AND INITIATIVES

- ✓ Leadership Principles and Habits implementation to promote an employee-centric culture
- ✓ Inspection Service National Awards Program
- ✓ Merit-based salary increases
- ✓ 250th USPIS Anniversary celebration
- ✓ Health and Wellness pilot project
- ✓ National Employee and Environment Advisory Team

KEY PERFORMANCE INDICATORS

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Agency-wide employee retention plan developed*
- Number of 1811 transfers to and from other law enforcement agencies
- Documentation of the Leadership Principles and Habits communications and trainings
- Inspection Service National Awards Program rolled out*
- 250th USPIS Anniversary celebration*
- Physical fitness reimbursement usage rate
- Health and Wellness pilot progress*

* Starred list items are milestone events marking significant changes or completion of a stage in development.

Succession planning prepares the U.S. Postal Inspection Service and its employees for career transitions, including preparing our leadership bench and ensuring employees have career development opportunities, such as temporary assignments, job-shadowing, mentoring, cross-training, and on-the-job skill expansion to prepare them for growth in their careers. In addition, our future success depends on transferring existing knowledge, as siloed employee information can result in single points of failure, which increases risk for the agency during employee transitions such as departures or extended leaves.

Our goal is to use succession planning to ensure a steady stream of candidates ready to fill critical positions. Additionally, we aim to enhance career development opportunities targeted to the career paths of inspectors (goal 2), PPOs (goal 3), and PTAs (goal 4), including career pathing maps which provide an overview of entry-level through executive-level career trajectories within our agency. We also strive to preserve agency knowledge and create more structured processes for sharing information among employees.

Our vision for the future is an agency with clear career paths and opportunities for career development for all employees, as well as knowledge transfer processes which minimize information siloes and increase sharing of job-related information.

SUCCESSION PLANNING & KNOWLEDGE TRANSFER GOALS

1. **Enhance the succession planning process to prepare qualified candidates for the leadership bench**

2. **Enhance career development opportunities and paths for inspectors**

3. **Enhance career development opportunities and paths for PPOs**

4. **Enhance career development opportunities and paths for PTAs**

5. **Promote knowledge transfer processes**

Goal 1. Enhance the succession planning process to prepare qualified candidates for the leadership bench

Further develop the process for preparing a steady stream of "ready-now" candidates for critical positions.

Goal 2. Enhance career development opportunities and paths for inspectors

Develop career pathing maps showing steps for inspectors to gain broader experience. Utilize Inspection Service leadership initiatives to develop inspectors' leadership skills.

Provide opportunities for inspectors to participate in temporary assignments, job-shadowing, mentoring, cross-training, and on-the-job skill expansion.

Goal 3. Enhance career development opportunities and paths for PPOs

Develop career pathing maps showing steps for PPOs to gain broader experience. Explore opportunities for PPO career progression. Utilize Inspection Service leadership initiatives to develop PPO leadership skills.

Foster an environment which allows PPOs to participate in temporary assignments, job-shadowing, mentoring, cross-training, and on-the-job training.

Goal 4. Enhance career development opportunities and paths for PTAs

Develop career pathing maps showing steps for PTAs to gain broader experience. Utilize Inspection Service leadership initiatives to develop PTA leadership skills.

Explore opportunities for PTA employees to expand their skillset, including temporary assignments, job-shadowing, mentoring, cross-training, and on-the-job skill expansion.

Goal 5. Promote knowledge transfer processes

Prioritize information sharing and knowledge preservation and transfer. Assess knowledge gaps and identify methods of increasing information sharing and retaining knowledge when subject matter experts leave or retire.

KEY PROJECTS AND INITIATIVES

- ✓ Leadership and Employee Development Program (LEDP)
- ✓ Leadership Principles and Habits
- ✓ Succession planning process for critical positions
- ✓ Career pathing maps for inspectors, PPOs, and PTAs
- ✓ Shadowing, mentoring, and cross-training programs for inspectors, PPOs, and PTAs
- ✓ Cross-division information-sharing brown bags led by knowledgeable employees
- ✓ Knowledge transfer process for new employees and backfills to reduce loss of information during employee transitions

KEY PERFORMANCE INDICATORS

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Percentage of employees enrolled in LEDP
- Career pathing information developed*
- Tracking of promotions for underrepresented groups within law enforcement
- Shadowing program developed*
- Mentoring program developed*
- Number of employees who utilize opportunities for temporary assignments to expand their skillsets

* Starred list items are milestone events marking significant changes or completion of a stage in development.

KEY BUSINESS PRIORITIES:
OPTIMIZE OUR WORKFORCE
STRATEGIC ALIGNMENT OF PERSONNEL

USPIS STRATEGIC PLAN   **FY 2025 - FY 2027**

The USPS network and nationwide crime trends are both ever-changing, and the U.S. Postal Inspection Service must, at a regular cadence, allocate resources in response to emerging needs and priorities. Our goal is to effectively allocate our workforce resources to support the agency in our mission- and business-focused priorities with the ultimate goal of ensuring that we are responsive to evolving crime trends as well as population changes and a changing postal network.

Our vision for the future is to enhance strategic alignment of our personnel resources. The National Leadership Team will routinely review the Postal Inspection Service's ability to respond to crime trends and postal needs and adjust the alignment of our personnel when necessary.

STRATEGIC ALIGNMENT OF PERSONNEL GOALS

1. **Assess the strategic alignment of personnel in headquarters groups**

2. **Assess PPO resources to support strategic alignment with Postal Service needs**

3. **Assess the allocation of personnel agency-wide and within field divisions to support strategic alignment with agency priorities**

Goal 1. Assess the strategic alignment of personnel in headquarters groups

Continually assess the organizational structure to confirm the alignment of personnel across headquarters groups effectively supports agency goals.

Goal 2. Assess PPO resources to support strategic alignment with Postal Service needs

Develop the methodology and identify criteria to be considered to deploy PPO resources and support the evolving needs of the postal network.

Goal 3. Assess the allocation of personnel agency-wide and within field divisions to support strategic alignment with agency priorities

Determine the factors to be considered for making decisions about the size and location of the postal inspector workforce. Review the allocation of inspectors agency-wide to align with postal and agency priorities.

Provide guidance to division inspectors in charge on conducting and documenting their annual inspector workforce allocation assessment to support agency priorities.

KEY PROJECTS AND INITIATIVES

✓ PPO resource review to assess current resources
✓ National resource review to assess agency-wide inspector allocation
✓ Document annual assessments of field division workforce allocation reviews
✓ Forensic Laboratory resource alignment with casework trends, changes in workflow, and support for field investigations*
✓ Revenue Investigations review of resources and personnel needed to support counterfeit postage investigations*

* Starred items are program-specific initiatives.

KEY PERFORMANCE INDICATORS

These KPIs and milestones will be used to monitor and report progress toward our goals:

• Factors relevant to the size and location of the postal inspector workforce identified
• National resource review completed**
• Workforce allocation guidance for division inspectors in charge disseminated**

** Starred list items are milestone events marking significant changes or completion of a stage in development.
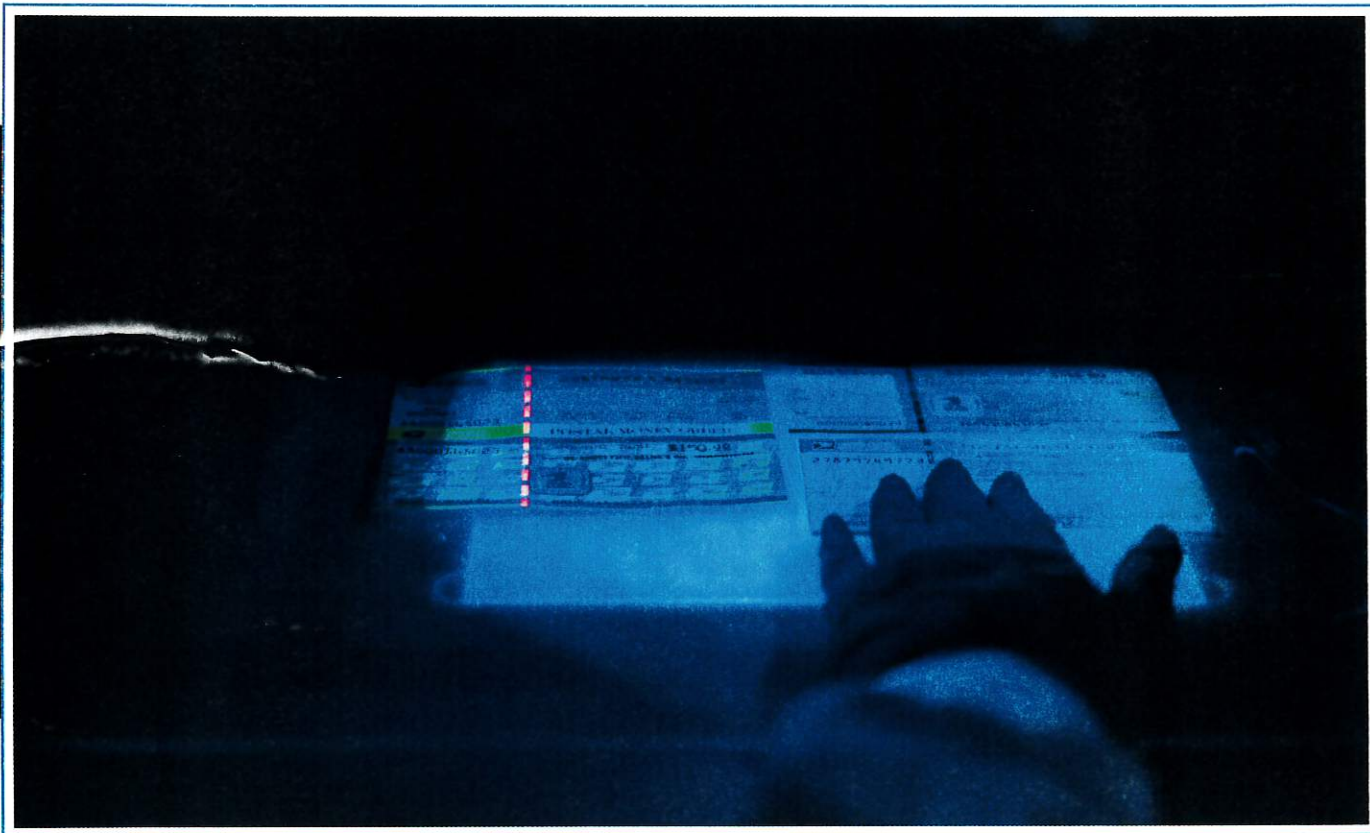
KEY BUSINESS PRIORITIES   **MODERNIZE OUR PROCESSES & SYSTEMS**

A key business priority for the FY 2025 – FY 2027 timeframe is to further the U.S. Postal Inspection Service mission by continually modernizing and enhancing our processes and systems, utilizing both emerging and existing technologies to aid in investigations and administrative decision making.

Modernizing our processes and systems will require enhancements across four critical focus areas. First, intelligence-led investigations will leverage technology and internal and external data sources to strategically focus investigations, gain investigative insights, and ultimately bring perpetrators of crimes to justice. Second, the USPIS IT infrastructure will assist with our modernization efforts. Next, the data governance critical focus area will enable effective data management and data integrity. Finally, data analytics will be utilized to support evidence-based investigations and make informed decisions.

MODERNIZE OUR PROCESSES & SYSTEMS CRITICAL FOCUS AREAS

1. **Intelligence-Led Investigations**

2. **USPIS IT Infrastructure**

3. **Data Governance**

4. **Data Analytics**

Intelligence-led investigations are critical to successfully combating postal crime. Our goal is to use technology as well as internal and external data sources to strategically focus investigations and gain investigative insights. We will also collaborate with partners including the Postal Service; local, state, and federal law enforcement; and private-sector organizations.

Our vision for the future is to fully utilize available intelligence resources, including financial data, telecommunications information, USPS business records, and emerging technologies, to augment intelligence-led investigations and effectively and efficiently bring perpetrators of crimes to justice.

INTELLIGENCE-LED INVESTIGATIONS GOALS

1. **Promote intelligence-led investigations to prevent and solve crimes**

2. **Use financial data, telecommunications information, and Postal Service business records to augment intelligence-led investigations**

3. **Explore the use of emerging technologies for intelligence-led investigations**

Goal 1. Promote intelligence-led investigations to prevent and solve crimes

Proactively leverage law enforcement intelligence from a variety of sources to maximize the impact of investigations and ultimately bring perpetrators of crimes to justice.

Enhance the utilization of our existing suite of intelligence technologies.

Collaborate and deconflict with our federal, state, and local partners to share criminal intelligence, identify crime trends, develop investigations, provide actionable leads, and promote case coordination to uncover criminal networks, thereby allowing for greatest prosecutorial impact.

Goal 2. Use financial data, telecommunications information, and Postal Service business records to augment intelligence-led investigations

Use financial and other investigative and USPS business data to identify new trends, inform investigative techniques, and develop criminal intelligence to augment the impact of investigations.

Goal 3. Explore the use of emerging technologies for intelligence-led investigations

Research emerging technologies (e.g., generative artificial intelligence, predictive analytics, and image and text analytics) for intelligence-led investigations and identification of trends.

KEY PROJECTS AND INITIATIVES

✓ Utilize open source, financial, tactical, and geospatial information
✓ Utilize crime pattern analysis
✓ Partner with the Department of Justice (DOJ) Election Threats Task Force for election-related crimes and investigations
✓ Partner with the Cybersecurity and Infrastructure Security Agency (CISA) to investigate threats related to election crimes
✓ Analyze comprehensive financial data to support investigations through enhanced intelligence processes and the use of financial analysis tools
✓ Target bad actors who use social media and other online platforms to commit postal crimes
✓ Continuously improve our strategy to stay abreast of emerging technologies

KEY PERFORMANCE INDICATORS

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Track utilization of intelligence platforms in conducting investigations
- Number of joint election center operations coordinated with partner agencies
- Number of personnel trained in conducting financial investigations and using financial investigative tools

USPIS IT INFRASTRUCTURE

USPIS STRATEGIC PLAN   **FY 2025 - FY 2027**

A well-designed and managed information technology (IT) infrastructure provides the foundation for an organization's technology operations. IT infrastructure includes hardware (such as servers, data centers, desktop computers, router switches and hubs, and other devices) and software (such as applications, operating systems, networks, application programming interface [API] connections, web servers, and visualization tools).

Our goal is to continue to identify and implement an improved IT infrastructure to meet the unique needs of the U.S. Postal Inspection Service. Specifically, we will expand our collaboration with the Postal Service through increased representation of Postal Inspection Service personnel within USPS functions, while working toward technological alignment and parity with USPS. Our vision is to be an agency where our technology seamlessly and efficiently facilitates our work and investigations.

USPIS IT INFRASTRUCTURE GOALS

1. **Implement and continuously evaluate IT infrastructure applications and network solutions**

2. **Continue and expand partnership with USPS Information Technology portfolios**

Goal 1. Implement and continuously evaluate IT infrastructure applications and network solutions

Implement modern IT applications and network solutions to support the agency.

Implement productivity tools to increase efficiency by automating tasks and streamlining workflows.

Continue to evaluate our IT infrastructure landscape to assess whether it sufficiently supports our current needs and priorities.

Goal 2. Continue and expand partnership with USPS Information Technology portfolios

Expand technological alignment and increase parity between the Postal Inspection Service and USPS to enhance the IT functions of our agency.

Explore complement neutral opportunities for increased collaboration with USPS IT.

KEY PROJECTS AND INITIATIVES

✓ Replace Case Management with a modern platform to assist users in managing cases, conducting investigations, and documenting work activities
✓ Standardize customer complaint system, developed with USPS, to include consistent and efficient intake, triage, and resolution
✓ Implement Body Worn Camera program and policy
✓ Create Solutions for Enterprise Asset Management (SEAM) reports to identify fraudulent money order transactions believed to be linked to mail theft incidents
✓ Deploy automated return-to-sender process that identifies and returns parcels suspected of containing funds obtained from fraud victims
✓ Invest in IT to increase parity with existing technology
✓ Develop options for integrating our personnel into USPS IT functions

KEY PERFORMANCE INDICATORS

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Progress updates on the case management system deployment*
- Creation of automated reports to assist with financial analysis of crimes*
- Body Worn Camera policy implemented*
- Tracking of collaboration and alignment with USPS as well as technological parity*
- Availability of SEAM reports on USPS computers*
- Deployment of automated return-to-sender process*

* Starred list items are milestone events marking significant changes or completion of a stage in development.

DATA GOVERNANCE

A data governance framework is essential for the overall management as well as usability, integrity, and security of data used by the U.S. Postal Inspection Service. Our goal includes establishing more practices and policies to enable effective data management throughout our organization, with the aim of promoting integrity regarding data use and results. Our goal is also to design and document a scalable and robust data architecture which supports the organization's current and future needs.

Our vision for the future is to enable trusted data collection and management, as well as to promote better and more confident decision-making through quality data governance and data integrity.

DATA GOVERNANCE GOALS

1. **Enable structured and defined data management practices and policies**

2. **Promote data integrity**

3. **Design and document a scalable data architecture**

Goal 1. Enable structured and defined data management practices and policies

Expand current policies, standards, and procedures for data collection, storage, usage, and sharing to enable structured and defined data management practices.

Define roles and responsibilities for data management, including data stewards, data owners, and data custodians. Implement mature access controls and permissions to enable data security and privacy.

Goal 2. Promote data integrity

Promote the integrity of data with enhanced data accuracy, consistency, and completeness through updated policies, standardization, and documentation.

Establish more robust protocols for data collection to provide consistency and reliability in data entry and ingestion.

Goal 3. Design and document a scalable data architecture

Develop a scalable and robust data architecture that supports the organization's current and future analytics needs.

Document our infrastructure architecture, including a data catalog, data dictionary, and architectural workflow diagrams.

Choose appropriate technologies and tools for data storage, processing, and analysis.

KEY PROJECTS AND INITIATIVES

- ✓ Data governance strategy including policies, standards, and procedures
- ✓ Continuous improvement of data security and privacy in alignment with the law enforcement industry
- ✓ Data governance policies for operational and investigative data used in the International Travel Authorization Program (ITAP)
- ✓ Data cleaning, validation, and enrichment through agency and field dashboards
- ✓ Deployment of additional Cloud database user features and options
- ✓ Implementation of tools to design and document a scalable data architecture

KEY PERFORMANCE INDICATORS

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Data governance strategy deployed*
- Roles and responsibilities for data management defined*
- Access controls and permissions refined*
- Number of stakeholders trained to use the ITAP system
- Number of ITAP requests submitted, evaluated, and authorized
- Deployment and continued enhancement of data-enriched visualization dashboards*
- Architectural infrastructure documented through a data catalog, data dictionary, and architectural workflow diagrams*

* Starred list items are milestone events marking significant changes or completion of a stage in development.

DATA ANALYTICS

Advanced analytics is increasingly key to continuous improvement of investigations and achieving mission-critical priorities. Our goal is to have both analytics tools and trained personnel capable of using data for informed decision-making and conducting investigations. By expanding our analytics capabilities through identification and procurement of emerging or existing analytics tools and increasing specialized personnel, the agency will continue to support advanced data analytics functions.

The U.S. Postal Inspection Service envisions a future where our technology and workforce together support data-driven investigations and decision-making, while also anticipating trends and mitigating risks.

DATA ANALYTICS GOALS

1. **Use advanced analytics to inform investigations and decision-making**

2. **Leverage training to promote a culture of data-driven investigations and decision-making**

3. **Use data analysis, modeling, and predictive analytics tools to mitigate risk and identify trends**

Goal 1. Use advanced analytics to inform investigations and decision-making

Continue to develop analytics capabilities to derive meaningful and actionable insights that guide investigations and decision-making.

Expand analytics capabilities through the identification and procurement of new analytics technologies and increase specialized personnel to support analytics functions.

Goal 2. Leverage training to promote a culture of data-driven investigations and decision-making

Foster an agency-wide data-driven culture by promoting data literacy and providing training and development opportunities on analytics tools and techniques.

Provide ongoing training and development opportunities for analysts to enhance their skillsets in data analysis, statistical modeling, and visualization techniques.

Goal 3. Use data analysis, modeling, and predictive analytics tools to mitigate risk and identify trends

Conduct analysis of law enforcement and administrative data to understand patterns, trends, and relationships in the data. Utilize statistical and spatial analysis to identify crime hotspots, peak times, and common offenses.

Develop predictive models to forecast future crime trends and identify high-risk areas. Increase use of data visualization techniques to communicate findings.

KEY PROJECTS AND INITIATIVES

✓ New and enhanced dashboards and visualizations
✓ Employment of data cleaning, validation, and enrichment through agency and field dashboards
✓ Deployment of analytical tools to assist in enhancing high impact investigations
✓ Agency-wide training and skill development to promote data literacy and understanding of data results
✓ Enhanced trend analysis and visualization using spatial analytics
✓ Administrative Non-Mailability Protocol ArcGIS data analysis application
✓ Continued research into data analytics tools to mitigate risk and identify trends

KEY PERFORMANCE INDICATORS

These KPIs and milestones will be used to monitor and report progress toward our goals:

- Dashboard utilization numbers, such as number of unique users and sessions
- Number of trainings and list of analytics training topics offered
- Completion of spatial analytics upgrade*
- Development of the Administrative Non-Mailability Protocol data analysis application*

* Starred list items are milestone events marking significant changes or completion of a stage in development.
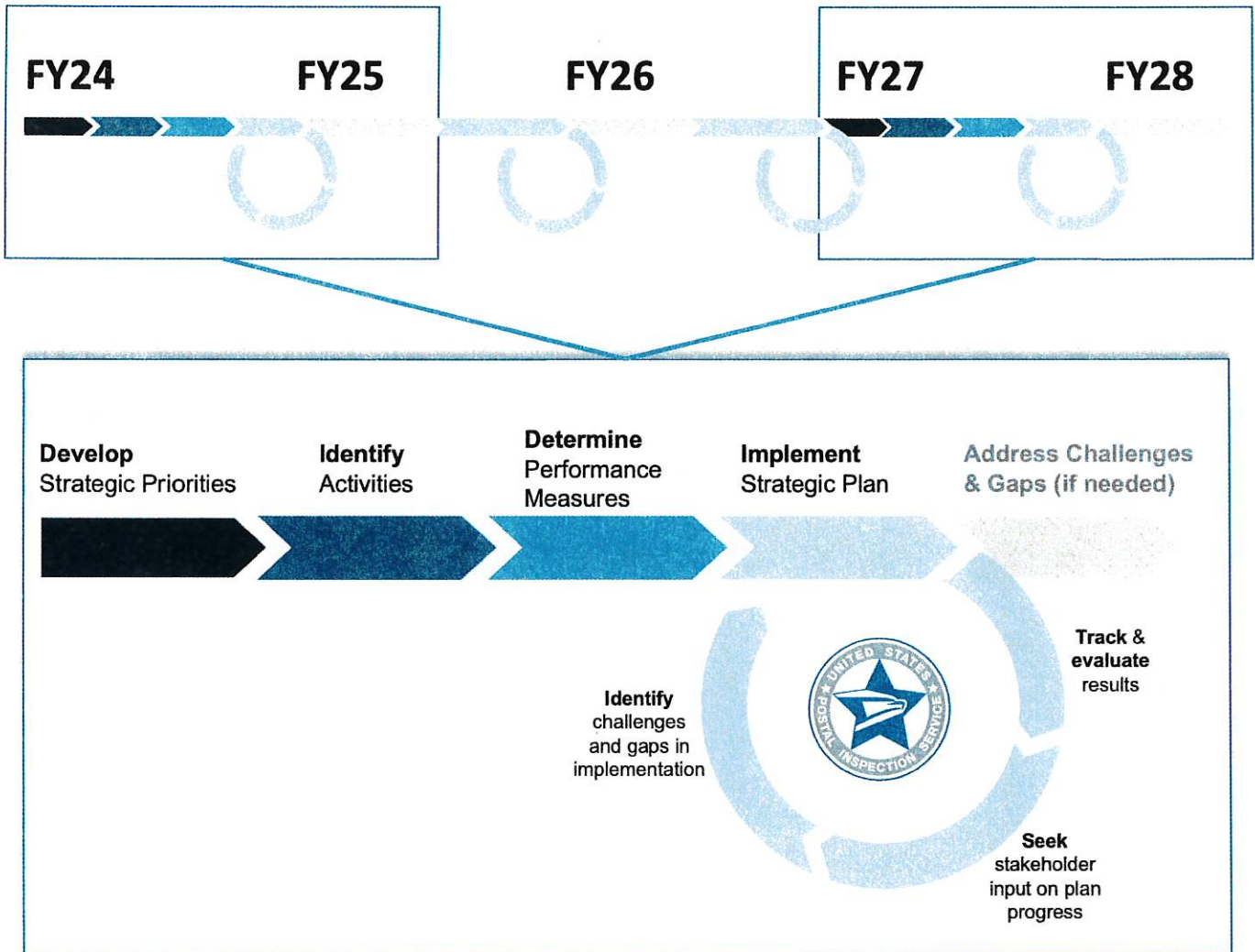
IX

CONTINUOUS REVIEW AND MONITORING CYCLE

Tracking and progress reviews of the implementation of the plan will take place on a regular basis.

ACRONYMS

3PK9	Third-Party Canine
AFIS	Automated Fingerprint Identification System
AIC	Assistant Inspector in Charge
API	Application Programming Interface
BSA	Bank Security Act
BIT	Basic Instructor Training
CBP	Customs and Border Protection
CDU	Career Development Unit
CFIS	Comprehensive Financial Investigative Solution
CGS	Communications, Governance, and Strategy
CI2	Contraband Interdiction and Investigations
CIG	Criminal Investigations Group
CISA	Cybersecurity and Infrastructure Security Agency
CISO	Corporate Information Security Office
DEA SOD	Drug Enforcement Administration Special Operations Division
DMI	Dangerous Mail Investigations
DOJ	Department of Justice
DTO	Drug Trafficking Organization
FLS	Forensic Laboratory Services
FOIA	Freedom of Information Act
FPO	Foreign Postal Operator
FY	Fiscal Year
HAZMAT	Hazardous Materials
HSC	Homeland Security Coordinator
INC	Inspector in Charge
ITAP	International Travel Authorization Program
IT	Information Technology

JOLT	Jamaican Operations Linked to Telemarketing
KPI	Key Performance Indicator
LEDP	Leadership and Employee Development Program
MI	Management Instruction
MIRT	Mail Incident Reporting Tool
NLECC	National Law Enforcement Communications Centers
NRU	National Radio Unit
OCDETF	Organized Crime Drug Enforcement Task Force Fusion Center
ONDCP	Office of National Drug Control Policy Liaison
PPO	Postal Police Officer (including bargaining and non-bargaining)
PPOA	Postal Police Officers Association
PPOBT	Postal Police Officer Basic Training
PSD	Project Safe Delivery
PTA	Professional, Technical, and Administrative (non-law enforcement) personnel
RACG	Retail Acceptance Counter Guide
RI	Revenue Investigations
SAR	Suspicious Activity Report
SAUSA	Special Assistant United States Attorney
SEAM	Solutions for Enterprise Asset Management
STSS	Senior Technical Surveillance Specialist
SPC	Strategic Planning Committee
TCO	Transnational Criminal Organization
TFO	Task Force Officer
UHM	Unidentified Hazardous Materials
UPU	Universal Postal Union
USPIS	United States Postal Inspection Service
USPS	United States Postal Service

U.S. POSTAL INSPECTION SERVICE STRATEGY

"Working together to build a strong agency culture"

VISION
"Where we are going"

Provide the highest quality protective and investigative support to the U.S. Postal Service and its customers.

MISSION
"How we get there"

Support and protect the U.S. Postal Service and its employees, infrastructure, and customers; enforce the laws that defend the nation's mail system from illegal or dangerous use; and ensure public trust in the mail.

GUIDING PRINCIPLES
"What we believe in"

ACCOUNTABILITY	INTEGRITY	RESPECT	EXCELLENCE

LEADERSHIP PRINCIPLES AND HABITS
"What we do to perform our best"

SERVE BOLDLY	UNLEASH POTENTIAL	PARTNER FOR EXCELLENCE
Connect to purpose	Listen to understand	Explain why
Pursue learning	Inspire contribution	Drive collaboration
Embrace challenges	Empower all voices	Deliver!

CORE PILLARS
"What Drives Us"

PROTECT AND PREVENT	ENFORCE	PREPARE
Protect against and **Prevent** criminal attacks on postal employees, customers, infrastructure, and the U.S. Mail	**Enforce** criminal laws, civil statutes, and postal policies that protect employees and preserve public trust in the U.S. Postal Service	**Prepare** our organization by continuously developing our workforce, deploying emerging technologies, standardizing organizational processes, and improving communications

UNITED STATES POSTAL INSPECTION SERVICE

FY 2025 – FY 2027 Strategic Plan

U.S. POSTAL INSPECTION SERVICE

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