

# Serving America: Retail Unit Accessibility

## AUDIT REPORT

Report Number 25-030-R25 | September 22, 2025



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# Highlights

## Background

Access to retail services is an important part of the Postal Service's universal service obligation. The Postal Service relies on a network of over 31,000 facilities ("units") where customers can conduct various retail transactions, and this network hosted over 655 million visits in fiscal year 2024. It is imperative for retail units to be accessible to customers by being open during scheduled hours and not closed for prolonged periods of time (such as suspensions).

## What We Did

Our objective was to evaluate the Postal Service's compliance with requirements and processes related to retail unit hours of operation, closures, and suspensions or discontinuances. We reviewed policies and procedures, evaluated 16 months of retail data between October 2023 and January 2025, and interviewed Postal Service officials.

## What We Found

Retail unit accessibility for Postal Service customers was inconsistent at times due to units that opened late, closed early, or closed for an entire day. Regarding full day closures, we found 65,846 times when units did not open during the day. Staff subsequently sent out 33,791 surveys to local staff asking them for justification for the closures, and 71 percent of responses were either blank or otherwise insufficient. Other units were not accessible to customers due to them opening late or closing early, with a total of 323,983 hours of retail unit inaccessibility between October 2023 and January 2025. We estimate these closures and lapses in hours of operation put a total of \$80.8 million in revenue at risk.

For unit suspensions (498 as of May 2025), we found the Postal Service should 1) periodically and regularly communicate suspension status to customers, 2) develop mechanisms for resolving suspensions in a timely manner (particularly as 103 of them were suspended more than 5 years), and 3) provide accurate status updates around unit suspensions on USPS.com. Ensuring retail units are open as scheduled and suspensions are addressed quickly will improve service to the American public and support the Postal Service's overall financial health.

## Recommendations and Management's Comments

We made seven recommendations to address the identified issues, and Postal Service management agreed with one and disagreed with six. We consider management's comments responsive to recommendation 7 and will pursue the six disagreed recommendations through the audit resolution process. Management's comments and our evaluation are at the end of each finding and recommendation. See [Appendix B](#) for management's comments in their entirety.

# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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September 22, 2025

**MEMORANDUM FOR:** JENNIFER T. VO  
VICE PRESIDENT, RETAIL AND POST OFFICE OPERATIONS

JOHN S. MORGAN  
VICE PRESIDENT, DELIVERY OPERATIONS

A handwritten signature in black ink, reading "Amanda H. Stafford", is positioned above the printed name.

**FROM:** Amanda H. Stafford  
Deputy Assistant Inspector General  
for Retail, Marketing & Supply Management

**SUBJECT:** Audit Report – Serving America: Retail Unit Accessibility  
(Report Number 25-030-R25)

This report presents the results of our audit of retail unit accessibility.

All recommendations require U.S. Postal Service Office of Inspector General (OIG) concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. All recommendations should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendations can be closed. We will work with management through the audit resolution process for the six recommendations disagreed to by the Postal Service.

We appreciate the cooperation and courtesy provided by your staff. If you have any questions or need additional information, please contact Josh Bartzen, Director, Retail and Infrastructure, or me at 703-248-2100.

Attachment

cc: Postmaster General  
Corporate Audit Response Management

# Results

## Introduction/Objective

This report presents the results of our self-initiated audit of the U.S. Postal Service’s retail unit accessibility (Project Number 25-030). Our objective was to evaluate the Postal Service’s compliance with requirements and processes related to retail unit hours of operation, closures, and suspensions or discontinuances. See [Appendix A](#) for additional information about this audit.

## Background

The Postal Service is required to provide customers with access to retail services as part of its universal service obligation. The Postal Service relies heavily on its physical network of over 31,000 retail facilities (“units”) nationwide where customers can buy stamps, mail packages, change their address, or conduct other services. The Postal Service’s retail network hosted over 655 million customer visits and generated about \$8.6 billion of walk-in revenue in fiscal year 2024.

Key aspects of customer retail access include ensuring units are open during scheduled hours and days and that they are not closed for extended periods. These two facets are described in more detail below.

Hours and days of operation. The Postal Service sets the days and hours that units are required to be open and accessible to customers. Operational hours are available at a variety of sources including online at USPS.com, by calling 1-800-ASK-USPS, or signage at the unit (see Figure 1).

Local management ensures units adhere to posted days and hours. Headquarters and field management<sup>1</sup> oversee these operations, including a designated headquarters team (“Command Center”) that collects and reviews related operational data. Data is tracked for 19,368 of the 31,000 units using the Postal Service’s Retail System Software (RSS) — an

operating system that local staff log into to open and close the unit each day. Some retail units, such as those that are managed remotely or only open for a portion of the day, are not connected to this system, and, therefore, data about their retail hours of operation are not captured.<sup>2</sup> The Command Center generates daily reports — based on data for units that were not open the previous day as planned — and notifies field management the following day. The notification includes surveys that field staff are required to respond to in a timely manner, which are intended to provide additional details and justifications about the closures.

**Figure 1. Example of Posted Unit Days and Hours**



Source: OIG picture taken July 2025.

Extended closures – suspensions and discontinuances. A “suspension” occurs when the Postal Service temporarily stops operations at a

<sup>1</sup> Field management includes district managers, Post Office Operations Managers, and Postmasters.

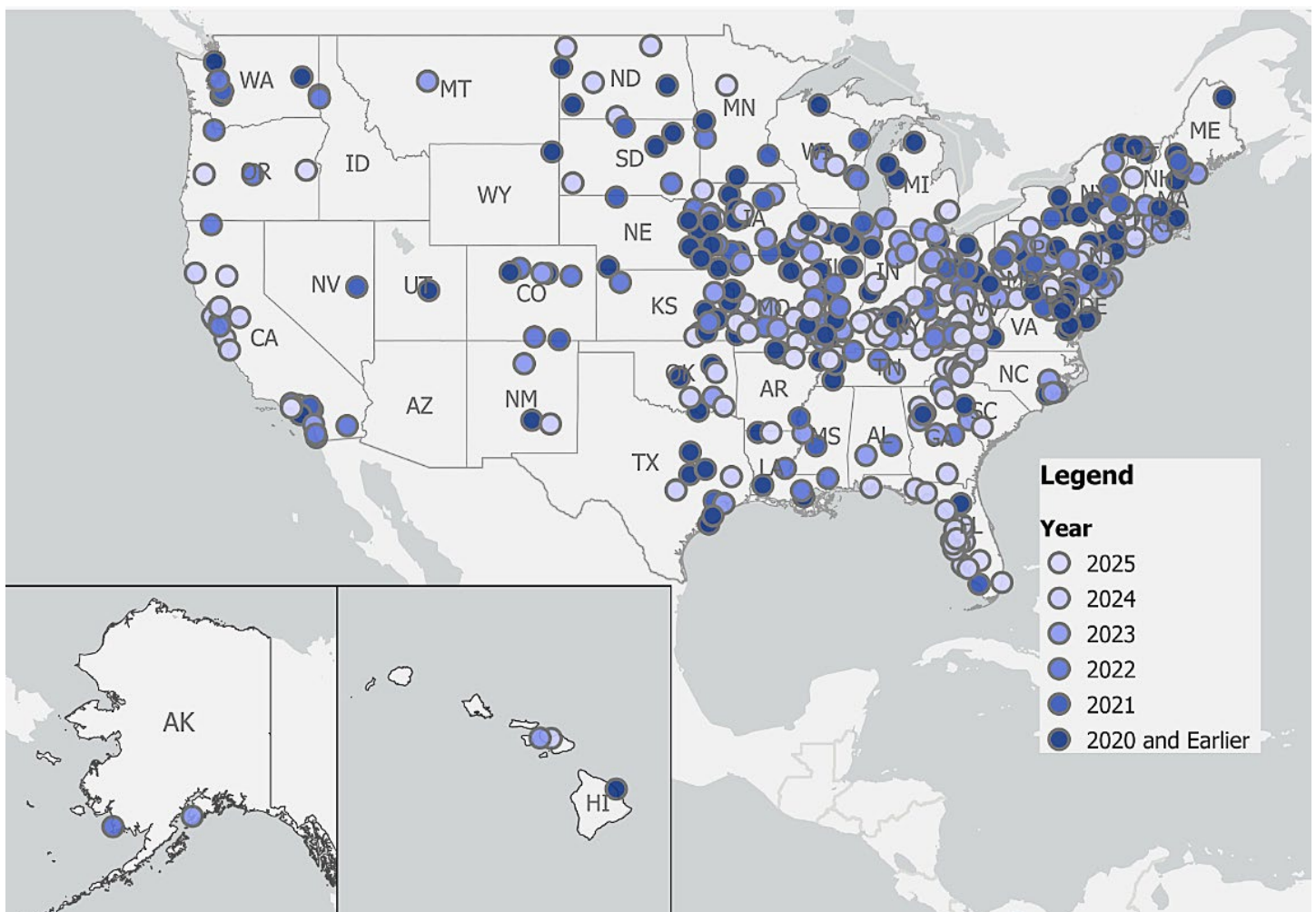
<sup>2</sup> RSS units accounted for 96 percent of Postal Service retail walk-in revenue and 92 percent of total transactions in FY 2024.

Postal Service-operated retail facility.<sup>3</sup> A facility may be suspended due to a natural disaster, termination of a lease or rental agreement, lack of qualified personnel to operate the unit, irreparable or severe damage to the retail facility, the lack of adequate measures to safeguard the facility or its revenues, or other reasons. If the conditions at a particular suspended unit cannot be resolved, the unit's operations may be permanently discontinued. Suspensions and discontinuances are governed by

detailed policies<sup>4</sup> that outline key requirements, roles, responsibilities, and activities, including tracking and customer notification, communication, and input.

Headquarters Retail and Post Office Operations staff tracks data on retail unit suspension and discontinuance status in the Change Service Discontinuance Center (CSDC). The system contained 498 active retail unit suspensions nationwide as of May 2025 (see Figure 2).

**Figure 2. Post Office Suspensions as of May 2025**



Source: OIG analysis of active suspension data as of May 2025.

These retail units have been suspended for a range of time between one month and 36 years, and for a variety of reasons including lease terminations, natural disasters, other damage, or safety or health concerns (see Figure 3).

<sup>3</sup> The terms "emergency suspension", "suspension", and "temporarily closed" are used interchangeably by the Postal Service to describe a temporary halt in service at a postal facility.

<sup>4</sup> Handbook PO-101 Postal Service-Operated Retail Facilities Discontinuance Guide.

Figure 3. Post Office Suspensions Overview

Length of Suspension		Top 5 States		Reason for Suspension		
Length of Suspension	Number of Units	State	Number of Units	Suspension Reason	Number of Units	Percent of Total
<1 year	60	Kentucky	41	Lease Terminated by Lessor	137	27%
1-5 years	335	Pennsylvania	32	Safety/Health Concerns	134	27%
5-10 years	93	Missouri	28	Natural Disaster	104	21%
10-20 years	8	California	27	Lease Terminated by Postal Service	69	14%
>20 years	2	Illinois	26	Other Damaged	35	7%
<b>Total</b>	<b>498</b>			Other	19	4%
				<b>Total</b>	<b>498</b>	<b>100%</b>

Source: OIG analysis of active suspension data as of May 2025.

The Postal Regulatory Commission (PRC) has a publicly available dashboard showing the currently suspended units, including their locations, the date of suspension, and the suspension reason.<sup>5</sup> The PRC also has publicly available data files showing key suspension-related activities (such as the Last Step Completed) and lists reopened and discontinued units. In 2023, we reported on issues with processes and procedures to resolve post office suspensions,

and one recommendation to improve quality assurance processes related to the CSDC data remains open.<sup>6</sup>

The Postal Service continues to strive to provide retail access to its customers in a manner that reflects well on its image and brand. Ensuring retail units are open as scheduled and extended closures are addressed quickly will promote customer access to products and services and positive customer experiences.

<sup>5</sup> This dashboard includes Post Offices that are suspended and does not include locations that have been permanently closed or reopened following a suspension. See [www.prc.gov/post-office-suspensions-dashboard](http://www.prc.gov/post-office-suspensions-dashboard).

<sup>6</sup> U.S. Postal Service Office of Inspector General, *U.S. Postal Service's Plans to Resolve Post Office Suspensions*, (Report Number 21-239-R23, May 17, 2023). The Postal Service plans to address this open recommendation by February 2026.

# Finding #1: Inconsistent Retail Unit Accessibility

Postal retail unit accessibility was inconsistent at times for customers during expected operating hours. We gathered and analyzed Postal Service retail data for the 16-month period between October 2023 and January 2025 to examine the extent to which retail units adhered to required posted hours and days of operation. We found issues related to units opening late, closing early, or not opening at all without proper justification.

“Postal retail unit accessibility was inconsistent at times for customers during expected operating hours.”

## Units Not Opening

Postal Service data for this 16-month period showed 65,846 times when retail units were not accessible to customers because they were closed for a full day when they were scheduled to be open. These closures occurred at 11,052 unique retail units across the country at least once during that time. We analyzed the 33,791 responses from local staff explaining the reason for the closures<sup>7</sup> and found that 71 percent were insufficient based on the following:

- *Blank.* For 20,339 responses (60 percent), staff did not provide a reason for closure.

“Postal Service data for this 16-month period showed 65,846 times when retail units were not accessible to customers because they were closed for a full day when they were scheduled to be open.”

- *Insufficient reasons.* For 3,776 responses (11 percent), staff provided reasons we deemed insufficient, such as staffing issues (no clerk available),<sup>8</sup> numbers or letters that were otherwise incomprehensible, and other phrases, such as “unknown” or “human error.”

Accurate, valid justifications for unit closures were not always provided because the Postal Service lacked procedures to ensure surveys were sufficiently completed and reviewed and managers were held accountable when units were closed. Management officials acknowledged they were not requiring surveys to be completed or reviewing responses for sufficiency but instead stated they were primarily focused on notifying field management of these closures. The procedural shortfalls resulted in the Postal Service not knowing if units had a justifiable reason for closing and inconveniencing their customers that day and what types of corrective actions, if any, were needed.

Having the Postal Service develop procedures to ensure survey responses are properly completed and reviewed in a timely manner and that managers are held accountable when units are closed would help upper-level management identify systemic issues and drive improvements in reducing the number of unjustified closures. In addition to these closures potentially causing negative customer experiences, we estimate \$48.5 million in revenue was put at risk between October 2023 and January 2025 because customers did not have access to these units to conduct their Postal-related business.<sup>9</sup>

## Recommendation #1

We recommend the **Vice President, Retail & Post Office Operations**, and the **Vice President, Delivery Operations**, develop procedures to ensure survey responses are properly completed and reviewed in a timely manner and that managers are held accountable when units are closed without valid justification.

<sup>7</sup> Postal Service officials stated that one response could apply to closures of more than one day.

<sup>8</sup> Retail and Post Office Operations officials confirmed that staff issues are not valid reasons to close a unit (as the unit could potentially be staffed by a supervisor or Postmaster or clerk from a nearby unit).

<sup>9</sup> Revenue the Postal Service put itself at risk of losing (for example, a mailer loss because of fraud or disruption of critical Postal Service operations and services).

Units Opening Late or Closing Early

Our analysis of over 2 million records<sup>10</sup> also showed almost 978,000 instances when units opened late or closed early without sufficient reason, as follows:

- *Late openings.* Almost all retail units in our review (18,245, or 94 percent) opened late at least once during this period with 800,094 instances of late openings. We calculated this resulted in a total of 283,508 hours of service not being available to customers at these units.
- *Early closings.* Over half of all retail units in our review (10,242 units, or 53 percent) closed early at least once during this period with 177,665 instances of early closings. We calculated this resulted in a total of 40,475 hours of service not being available to customers at these units.

Table 1 summarizes the units into various groups according to the aggregate amount of time they were not available to customers because they opened late or closed early over this 16-month period.

Table 1. Units That Opened Late or Closed Early, by Aggregate Amount of Time

Aggregate Amount of Time Not Available to Customers	Units with Late Openings	Units with Early Closings
0-30 minutes	1,709	4,185
30-60 minutes	1,419	1,045
1-2 hours	2,056	1,419
2-3 hours	1,575	1,087
3-4 hours	1,258	676
4-5 hours	1,013	364
5+ hours	9,215	1,466
Totals	18,245	10,242

Source: OIG analysis of Postal Service retail hours of operation data between October 2023 and January 2025.

“Our analysis of over 2 million records also showed almost 978,000 instances when units opened late or closed early without sufficient reason.”

While there may be justifiable reasons as to why units may open late or close early, the Postal Service is not effectively managing these occurrences. First, the Postal Service does not have procedures for providing systemic notifications to field management, including district and local officials, when local staff do not log onto the RSS system as expected at the beginning and end of each day, or for having local staff explain why units open late or close early. Developing an automated tool for sending such notifications and justification requests in real-time would promote better awareness and explanations about these situations. The Postal Service should supplement these activities with mechanisms and procedures to hold managers accountable to ensure justification responses are properly completed, reviewed, and acted upon as necessary.

Second, the Postal Service lacks monitoring system capabilities for recording, analyzing, reporting, or retaining data on units that opened late or closed early. For example, the current system retains data for only five weeks. Developing such capabilities would better equip management with visibility into unit hour performance and trends to address systemic areas of concern.

<sup>10</sup> We reviewed over 2 million records that initially indicated units opening late or closing early. We then filtered out nearly half of these events based on operational circumstances including a 5-minute grace period at the start of the day or excluding units that were scheduled to open and close twice in the same day.

Not being open during operating hours can have a negative effect on Postal Service customers who would expect to conduct their respective transactions during the posted times. Considering these procedural shortfalls for these units that opened late or closed early, we estimate this resulted in \$32.3 million in revenue at risk<sup>11</sup> over this 16-month period.

### Recommendation #2

We recommend the **Vice President, Retail & Post Office Operations**, and the **Vice President, Delivery Operations**, develop an automated tool for notifying field staff in real-time when units open late or close early and sending justification requests to local staff.

### Recommendation #3

We recommend the **Vice President, Delivery Operations**, develop system capabilities for recording, analyzing, reporting, and retaining data on units that open late or close early.

### Recommendation #4

We recommend the **Vice President, Retail & Post Office Operations**, and the **Vice President, Delivery Operations**, develop procedures to ensure justification responses are properly completed and reviewed in a timely manner and that managers are held accountable when units open late or close early.

### Postal Service Response

Management disagreed with the finding, all four recommendations, and the monetary impact. Regarding the finding, management asserted we used erroneous assumptions and stated the data sources were never intended or designed to reflect whether a retail unit was open or closed. Management stated the data is meant to monitor variances to hours of operations and flag issues to be resolved at the unit level and reflects when an individual clerk logs on/off their point of sales terminal. Management stated there were

many legitimate reasons why such variances could occur. Management also stated onsite visits could have offered a better understanding of the open/close process at retail units and would have provided us with an opportunity to share that valuable feedback.

Regarding recommendation 1, management stated it will modify current procedures and investigate occurrences that may reflect an office closed without valid justification. Regarding recommendation 2, management stated RSS does not have the capacity for real-time reporting. Regarding recommendations 3 and 4, management stated it will modify system capabilities and will modify current procedures, respectively. Regarding the monetary impact, management stated the data used did not reflect when a retail unit was open or closed, but instead, represented when an individual clerk logged on/off of their point of sales terminal.

### OIG Evaluation

We consider management's comments unresponsive and will pursue the disagreements with the recommendations through the audit resolution process. Regarding management's comments about the data sources used in the finding and monetary impact, as noted in the report, the data was sourced directly from the Postal Service, to include (a) opening and closure hourly variance data from the RSS and FDB systems and (b) full-day unit closure data provided by Postal Service staff. Regarding management's comments about our approach to analyzing opening and closure hourly variances, we initiated this analysis because management stated it had not completed a comparable analysis to monitor these operations. During discussions about our analysis, management acknowledged it could not define a field in the data systems that would better reflect a unit open or closure time than the one we utilized.

<sup>11</sup> Revenue the Postal Service put itself at risk of losing (for example, a mailer loss because of fraud or disruption of critical Postal Service operations and services).

Although management disagreed with recommendations 1, 3, and 4, it noted planned actions that may meet the intent of these recommendations, to include modifying procedures and system capabilities. We will pursue further dialogue with management through the formal resolution process to ensure the proposed actions resolve the issues identified in the report. Regarding management's

disagreement with recommendation 2 and the apparent limitations with RSS's real-time reporting capacity, we stand by our position that developing an automated tool for sending such notifications and justification requests in real-time would promote better awareness and explanations about these situations. As such, we will also pursue this recommendation through the audit resolution process.

# Finding #2: Insufficient Communication and Untimely Resolution of Suspended Units

We found the Postal Service could better inform stakeholders about suspended units and implement mechanisms to resolve the suspensions in a timelier manner. This would not only support the goodwill of the Postal Service with its customers but also solidify it as a trusted part of the fabric of communities, large and small, across the nation.

## Insufficient Communication about Suspended Units

After reviewing case files for 10 judgmentally selected suspensions<sup>12</sup> in the CSDC system and meeting with Postal Service officials, we found the Postal Service was not effectively communicating with impacted stakeholders. Mainly, none of the 10 case files contained documentation of periodic or regular stakeholder communications after the Postal Service suspended the office.

“...the Postal Service was not effectively communicating with impacted stakeholders.”

Postal Service staff stated that while it typically communicates to stakeholders impacted by suspensions before and after initial decisions are made, there is no specific guidance related to periodic, regular communication until resolution (that is, a final determination to reopen or discontinue the unit). These communication gaps become more pronounced the longer the units are suspended, which in some cases was for more than five years (as shown in Figure 3 earlier). Augmenting current suspension-related policies to include periodic, regular communication would help keep impacted stakeholders informed of the operational status of a suspended office.

In addition, for the 10 selected units, we also compared suspension-related information in CSDC to what was publicly provided on USPS.com. Information from USPS.com for three of the

suspended offices accurately reflected that they were temporarily closed, and one accurately reflected that the office was open (hence, reopened after its suspension). However, USPS.com contained no information for customers related to the remaining six suspended offices — the units were not visible to the public as they did not appear in the search results (see Table 2).

Table 2. Inconsistent Suspension Messaging to Customers on USPS.com

Retail Unit Name	Status in CSDC	Status on USPS.com
Bat Cave (NC) Post Office	Suspended	Temporarily Closed
Alexander (NC) Post Office	Suspended	Temporarily Closed
Edneyville (NC) Post Office	Reopened	Open
Chimney Rock (NC) Post Office	Suspended	Temporarily Closed
Northrop (MN) Branch	Suspended	No Information
Sound Beach (NY) Post Office	Suspended	No Information
Middle Brook (MO) Post Office	Suspended	No Information
Sunderland (MD) Post Office	Suspended	No Information
Arlington Road (MD) Station	Suspended	No Information
Kasbeer (IL) Post Office	Suspended	No Information

Source: OIG review of CSDC and USPS.com data related to retail unit operating status as of May 2025.

These inconsistencies occurred because local Postmasters were not properly following procedures for updating this information that feeds into USPS.com. Developing mechanisms to ensure Postmasters properly update unit status will provide customers and stakeholders — ranging from local governments to members of Congress — with current, accurate information on the status of their local unit.

<sup>12</sup> We selected five units that were each suspended for more than ten years, four that were impacted by Hurricane Helene in North Carolina, and one in Sound Beach, NY, that was the subject of a recent congressional inquiry.

## Untimely Resolution of Suspended Units

We also found the Postal Service was not resolving suspensions in a timely manner. Postal Service data shows that 88 percent of suspensions as of May 2025 were suspended beyond one year, with two over 20 years. Postal Service guidance has procedures for resolving suspended offices by either re-opening or closing the facilities permanently but does not

“Postal Service data shows that 88 percent of suspensions as of May 2025 were suspended beyond one year, with two over 20 years.”

include targets for how timely they should be resolved. Developing accountability mechanisms for resolving suspensions, such as timeliness targets, would provide

management with objective data on suspension length and performance and could drive more expeditious resolutions.

Stakeholders remain very interested in the status of units under suspension. The extent to which the Postal Service can better inform them about the ongoing status of suspended units and have them resolved in a timelier manner could help deter stakeholder inquiries and provide customers with more certainty regarding retail unit accessibility.

### Recommendation #5

We recommend the **Vice President, Retail & Post Office Operations**, augment suspension-related policies to include strategies for periodically and regularly communicating suspension statuses to impacted customers.

### Recommendation #6

We recommend the **Vice President, Retail & Post Office Operations**, establish accountability mechanisms, such as timeliness targets, for resolving suspensions in a timely manner and for monitoring performance.

### Recommendation #7

We recommend the **Vice President, Retail & Post Office Operations**, develop mechanisms to require Postmasters to properly update the status of suspended units to be displayed publicly on USPS.com.

### Postal Service Response

Management disagreed with the finding and recommendations 5 and 6 but agreed with recommendation 7. Regarding the finding, management stated it follows current policy and does not plan to update it for periodic and regular communication to customers, as it does not agree that continuous updates to customers will resolve suspensions timely.

Regarding recommendation 5, management reiterated that it does not plan to update communication policies and that developing continual status updates for each suspension would cause an undue burden on the organization. Management also stated that when an office is suspended, universal delivery is continued at affordable and uniform rates. Regarding recommendation 6, management stated it has made progress in resolving suspensions, including creating a new platform and providing training to district coordinators, and addressed most aged suspensions. Regarding recommendation 7, management stated that discontinued post offices will no longer be shown on usps.com and that it identified errors for offices under emergency suspensions where messaging was removed after 30 days. The target implementation date for corrective action is May 31, 2026.

### OIG Evaluation

We consider management's comments responsive to recommendation 7 and corrective actions should resolve the issue identified in the report. With respect to management's disagreement on the finding and recommendation 5, we maintain that augmenting current suspension-related policies

to include periodic, regular communication would help keep impacted stakeholders informed of the operational status of a suspended office. Regarding management's disagreement with recommendation 6, we found that developing accountability mechanisms for resolving suspensions, such as timeliness targets, would provide management with objective data on suspension length and performance and could drive more expeditious resolutions that would be shared publicly. We consider management's comments unresponsive to recommendations 5 and 6 and will pursue these disagreements through the audit resolution process.

## Looking Forward

Retail units are where many customers interact with the Postal Service. While we acknowledge there may be instances where retail units may open late, close early, close for an entire day, or be suspended for a long period of time for justifiable reasons, these situations can result in negative customer experiences and should be avoided as much as possible. Enhancing management of these situations — from real-time notification, collecting justifications, tracking performance over time, communicating with affected customers, and holding managers accountable — will improve retail unit accessibility for stakeholders, help management address systemic areas of concern, and support the Postal Service's financial health.

# Appendices

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# Appendix A: Additional Information

## Scope and Methodology

Our objective was to evaluate the Postal Service's compliance with requirements and processes related to retail unit hours of operation, closures, and suspensions or discontinuances. To accomplish our objective, we:

- Reviewed Postal Service policies, procedures, and federal and local guidance related to retail unit hours of operation, closures, and suspensions or discontinuances.
- Analyzed the Postal Service's retail unit hours of operation data in Enterprise Data Warehouse (EDW) (generated from RSS) and the Postal Service's Facilities Database (FDB) to determine offices that either opened late or closed early between October 2023 and January 2025.
- Analyzed the Postal Service's data on units closed between October 2023 and January 2025, including associated survey responses.
- Evaluated the Postal Service's 498 active suspensions in CSDC, as of May 2025, along with their corresponding customer communication documentation and associated data. We also judgmentally selected 10 units for further review: five units that were suspended for more than ten years, those impacted by Hurricane Helene in North Carolina (4), and the Sound Beach, NY, unit, the subject of a recent congressional inquiry. For the 10 selected units, we also compared suspension-related status information in CSDC to what was publicly provided on USPS.com.
- Interviewed headquarters officials responsible for managing the processes and data related to retail unit hours of operation, physical accessibility, and suspensions or discontinuances, including Retail and Post Office Operations and Facilities officials.

- Reviewed prior Postal Service OIG audit work on retail unit hours of operation, closures, and suspensions or discontinuances.

We conducted this performance audit from December 2024 through September 2025 in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. We discussed our observations and conclusions with management on August 27, 2025, and included its comments where appropriate.

In planning and conducting the audit, we obtained an understanding of retail unit accessibility internal control structure to help determine the nature, timing, and extent of our audit procedures. We reviewed the management controls for overseeing the program and mitigating associated risks. We also assessed the internal control components and underlying principles, and we determined that the following four components were significant to our audit objective:

- Control Environment
- Control Activities
- Information and Communication
- Monitoring

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to retail unit accessibility across these four components that were significant within the context of our objectives. Our recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of computer-generated data from the Postal Service’s FDB, EDW/RSS, and CSDC systems by reviewing and analyzing data, interviewing Postal Service officials, and comparing

data against Retail Hours of Operation Variance Reports. We determined that the data was sufficiently reliable for the purposes of this report.

Prior Audit Coverage

Report Title	Objective	Report Number	Final Report Date	Monetary Impact
<i>U. S. Postal Service Plans to Resolve Post Office Suspensions</i>	To assess the effectiveness of the Postal Service’s plans to resolve post office suspensions.	21-239-R23	5/17/2023	\$0
<i>Revenue and Costs in the Retail Network</i>	To analyze financial data, specifically related to revenue and costs, for nearly every post office managed by the Postal Service.	RISC-WP-21-003	4/12/2021	\$0

# Appendix B: Management's Comments



September 15, 2025

LAURA LOZON  
ACTING DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: *Serving America: Retail Unit Accessibility*

Postal Service Management acknowledges the opportunity to review and comment on the findings and recommendations contained in the draft audit report, *Serving America: Retail Unit Accessibility (25-030-DRAFT)*

Finding #1: Inconsistent Retail Unit Accessibility  
Management **disagrees** with Finding #1

There were many erroneous assumptions made by the OIG in this report that Management feels the need to call out.

Most egregious is that the data sources used by the OIG were never intended or designed by Management to reflect whether a retail unit was opened or closed. Rather, they were meant to serve as a gauge to monitor variances and flag anomalies so they could be addressed and resolved at the unit level. There are many legitimate reasons that could explain why such variances would occur. However, these impactful factors were glazed over in the report - including internet disruptions, reporting errors or changes to site profile data (Finance #s).

In addition, the report would like the reader to believe retail units are consistently opening late/closing early. However, the data used by the OIG was based on times when an **individual clerk** was logging on/logging off their point of sales terminals. Otherwise, if the OIGs interpretation of data was accurate, shouldn't they have also noted the many, many more instances when clerks were logging on early and/or logging off late as units opening early/closing beyond business hours?

Finally, it would have been helpful if the OIG had conducted onsite visits as part of their review, rather than simply analyzing ancillary data without knowing the context. Doing so would have given the OIG a better understanding of the open/close processes at retail units – and afforded them an opportunity to actually provide valuable feedback to Management.

Finding #2: Insufficient Communication & Untimely Resolution of Suspended Units  
Management **disagrees** with the Finding.

Management follows and adheres to policies found in PO101 on communication relative to suspended offices. Currently, there is not a plan to update policies for periodical and regular communication to status updates; Management does not agree that continuous updates to customers will assist in resolving suspensions in a timelier manner.

**Monetary Impact:**

Management **disagrees** with the Monetary Impact. The OIG used data to determine the Monetary Impact fully knowing it did not reflect when a retail unit was open or closed. In actuality, the data represents when an individual clerk logs on/logs off their point of sales terminal. The OIG failed to acknowledge this discrepancy in their analysis or in the report.

The following are our comments on each of the seven recommendations.

Recommendation 1: We recommend the **Vice President, Retail & Post Office Operations** and the **Vice President, Delivery Operations**, develop procedures to ensure survey responses are properly completed and reviewed in a timely manner and that managers are held accountable when units are closed without valid justification.

Management Response/Action Plan:

Management **disagrees** with the Recommendation. Management will modify current procedures to investigate and resolve occurrences based on key indicators that may reflect an office is closed without valid justification.

Target Implementation Date: NA

Responsible Official: NA

Recommendation 2: We recommend the **Vice President, Retail & Post Office Operations** and the **Vice President, Delivery Operations**, develop an automated tool for notifying field staff in real-time when units open late or close early and sending justification requests to local staff.

Management Response/Action Plan:

Management **disagrees** with the Recommendation.

Retail System Software (RSS) reporting is a function of Retail Data Mart (RDM) and does not have the capacity to report in real-time.

Target Implementation Date: NA

Responsible Official: NA

Recommendation 3: We recommend the **Vice President, Delivery Operations**, develop system capabilities for recording, analyzing, reporting, and retaining data on units that open late or close early.

Management Response/Action Plan:

Management **disagrees** with the Recommendation.

Management will modify system capabilities for recording, analyzing, reporting, and retaining data that may reflect when an office opens late or closes early.

Target Implementation Date: NA

Responsible Official: NA

Recommendation 4: We recommend the **Vice President, Retail & Post Office Operations** and the **Vice President, Delivery Operations**, develop procedures to ensure justification responses are properly completed and reviewed in a timely manner and that managers are held accountable when units open late or close early.

Management Response/Action Plan:  
Management **disagrees** with this recommendation.

Management will modify current procedures to investigate and resolve occurrences based on key indicators that may reflect when an office opens late or closes early.

Target Implementation Date: NA

Responsible Official: NA

Recommendation 5: We recommend the **Vice President, Retail & Post Office Operations**, augment suspension-related policies to include strategies for periodically and regularly communicating suspension statuses to impacted customers.

Management Response/Action Plan:  
Management **disagrees** with this recommendation.

Management follows and adheres to policies found in PO101 on communication relative to suspended offices. Currently, there is not a plan to update policies for periodical and regular communication to status updates. In most instances, suspensions are due to Real Estate and Assets not finding alternate quarters that meet Postal Service standards and specifications. When an office is suspended, Management continues universal delivery at affordable and uniform rates per Postal Reorganization Act of 1970. Developing continual status updates for each suspension would cause an undue burden on the organization.

Target Implementation Date: NA

Responsible Official: NA

Recommendation 6: We recommend the **Vice President, Retail & Post Office Operations**, establish accountability mechanisms, such as timeliness targets, for resolving suspensions in a timely manner and for monitoring performance.

Management Response/Action Plan:  
Management **disagrees** with this recommendation.

Since the Postal Service reorganization, Management has made considerable progress in resolving suspensions as reported to PRC quarterly. In FY24, Management officially resolved/discontinued 137 aged suspensions, created a new

Change Suspension Discontinuance Center (CSDC) platform that addressed many issues from legacy CSDC platform, provided training to district coordinators and updated processes. Most aged post office suspensions have been addressed minus one; United Nations Finance Station, which was identified after updating new CSDC platform.

Target Implementation Date: NA

Responsible Official: NA

Recommendation 7: We recommend the **Vice President, Retail & Post Office Operations**, develop mechanisms to require Postmasters to properly update the status of suspended units to be displayed publicly on USPS.com.

Management Response/Action Plan:  
Management **agrees** with this recommendation.

Post Offices that have been discontinued will no longer show in usps.com, annotations on the offices below. Management did identify an error for offices listed as emergency suspended, whereby the messaging is removed after 30 days.

Target Implementation Date: 5/31/2026

Responsible Official:  
Director, Post Office Operations

E-SIGNED by Jennifer.T Vo  
on 2025-09-15 17:42:17 EDT

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JENNIFER T. VO  
VICE PRESIDENT, RETAIL & POST OFFICE OPERATIONS

E-SIGNED by JOHN.S MORGAN  
on 2025-09-15 16:53:13 EDT

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JOHN S. MORGAN  
VICE PRESIDENT, DELIVERY OPERATIONS

*cc: Corporate Audit & Response Management*

# OFFICE OF INSPECTOR GENERAL

UNITED STATES POSTAL SERVICE



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