

Deferred Maintenance of Postal Service Facilities

AUDIT REPORT

Report Number 25-037-R26 | November 26, 2025

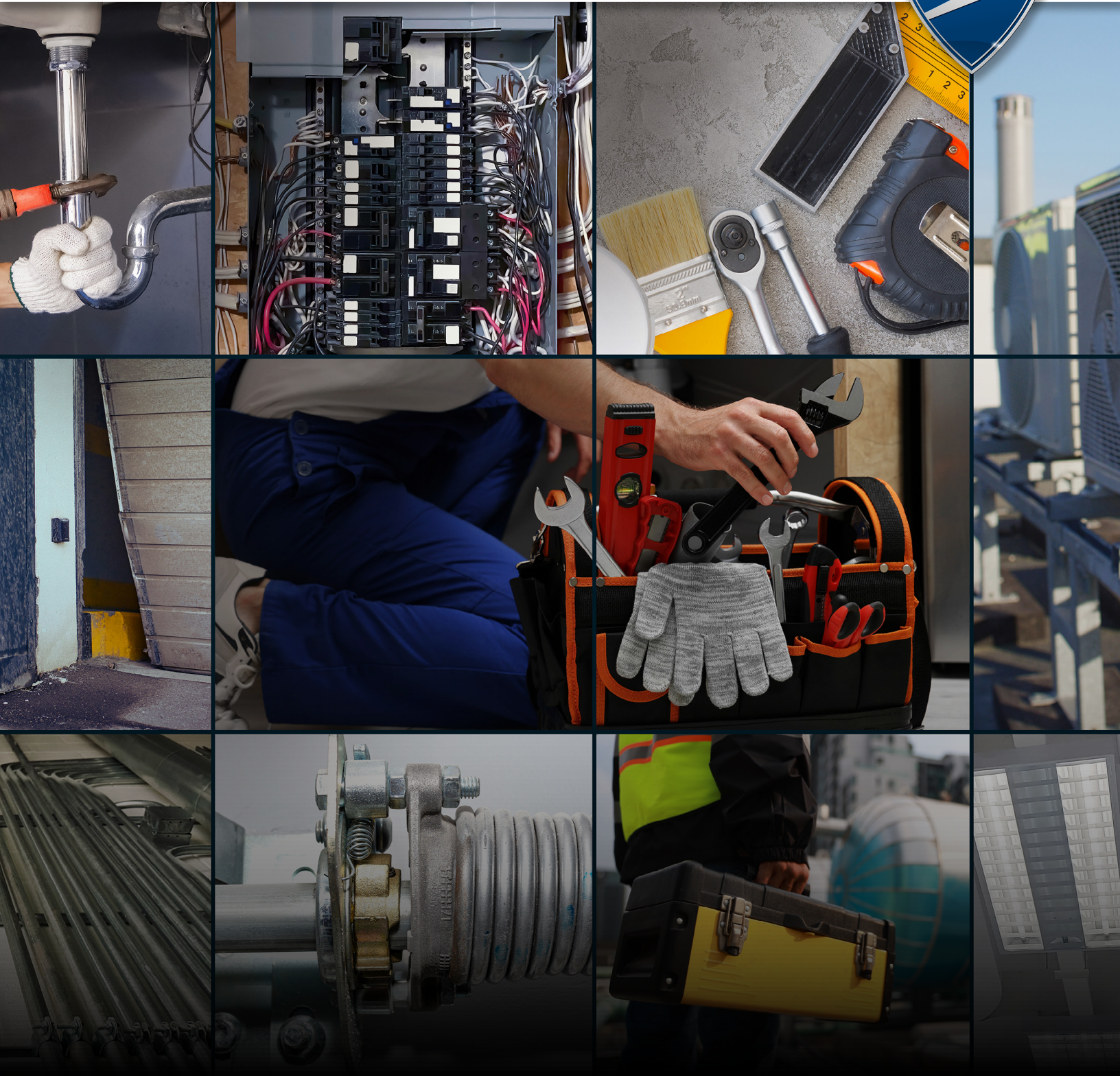


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Highlights

Background

The U.S. Postal Service manages over 31,000 facilities nationwide, both owned and leased. Regular maintenance is critical to keeping these spaces safe and operations efficient. The Postal Service spent about \$5.5 billion on facility repairs between 2014 and 2024. However, in 2024, it reported a growing backlog of maintenance issues totaling approximately \$20 billion.

What We Did

Our objective was to assess the effectiveness of the Postal Service's process to identify, manage, and address its deferred maintenance. We analyzed maintenance calls and repair data and conducted site visits.

What We Found

The Postal Service did not consistently define and manage deferred maintenance and lacked accurate cost estimates to effectively prioritize resources. This occurred because it did not establish a common framework to track all deferred maintenance or ensure data integrity. As a result, the Postal Service projected \$20 billion in deferred maintenance using limited definitions and data. Conversely, the U.S. Postal Service Office of Inspector General (OIG) created a more granular estimate of \$13 billion using available data consisting of reported issues and current cost approximations — a baseline example for the Postal Service as it improves its data. We also identified \$1.1 million in paid invoices where work was not completed.

We additionally identified unreported maintenance issues during site visits and from required assessments. This occurred because staff did not understand the importance of their role in reporting facility issues, and the Postal Service did not sufficiently oversee its assessment program. As a result, maintenance issues went undetected, limiting visibility into facility conditions. Without a comprehensive understanding of the total scope of deferred maintenance, the Postal Service cannot accurately estimate future maintenance funding needs. Promoting a culture of timely reporting and resolution of maintenance needs can help prevent minor problems from escalating.

Recommendations and Management's Comments

We made eight recommendations to address issues identified, and Postal Service management agreed with three and disagreed with five. We consider management's comments responsive to recommendations 4, 7, and 8 and will pursue the five disagreed recommendations through the audit resolution process. Management's comments and our evaluation are at the end of each finding and recommendation. See [Appendix C](#) for management's comments in their entirety.

Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

November 26, 2025

MEMORANDUM FOR: BENJAMIN KUO
VICE PRESIDENT, FACILITIES

DANE COLEMAN
VICE PRESIDENT, PROCESSING OPERATIONS

STEVEN DARRAGH
VICE PRESIDENT, FINANCE AND PLANNING

JOHN DIPERI
WESTERN VICE PRESIDENT, REGIONAL PROCESSING OPERATIONS

ANGELA LAWSON
VICE PRESIDENT, TECHNOLOGY APPLICATIONS

CHENISE LEDOUX
SOUTHERN VICE PRESIDENT, AREA RETAIL AND DELIVERY OPERATIONS

JENNIFER VO
VICE PRESIDENT, RETAIL AND POST OFFICE OPERATIONS

DAVE WEBSTER
EASTERN VICE PRESIDENT, REGIONAL PROCESSING OPERATIONS

A handwritten signature in black ink, reading "Amanda H. Stafford", is positioned above the "FROM:" field.

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

SUBJECT: Audit Report – Deferred Maintenance of Postal Service Facilities (Report Number 25-037-R26)

This report presents the results of our audit of deferred maintenance of Postal Service facilities.

All recommendations require U.S. Postal Service Office of Inspector General's (OIG) concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. Recommendations 1, 2, 3, 5, and 6 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 Postal Service management through the audit resolution process for these 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 Joanna Gerhardt, Director, Contracts and Supply Management, 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 regarding the Deferred Maintenance of Postal Service Facilities (Project Number 25-037). Our objective was to assess the effectiveness of the U.S. Postal Service's process to identify, manage, and address its deferred maintenance. See [Appendix A](#) for additional information about this audit.

Background

The Postal Service oversees an extensive national real estate portfolio, with more than 8,515 owned and 22,798 leased facilities, encompassing approximately 282.7 million square feet of space.¹ The Postal Service is responsible² for maintaining these facilities to ensure a safe, functional, and efficient environment for employees and customers. Regular maintenance is essential not only for health and safety but also for preserving the value of facilities, minimizing service disruptions, and sustaining the Postal Service's operational effectiveness. Deferred maintenance is generally defined as a repair activity that was not performed when it should have been or was scheduled to be performed but was delayed.³

Maintenance Reporting, Management, and Facility Assessment Process

Maintenance issues are reported through various mechanisms, and are then reviewed, managed, and addressed. Facility maintenance issues are primarily reported by Postal Service employees through either the National Facilities Response Line⁴ or facility inspections. Once reported, the information is captured into the electronic Facilities Management

“The Postal Service oversees an extensive national real estate portfolio, with more than 8,515 owned and 22,798 leased facilities, encompassing approximately 282.7 million square feet of space.”

System⁵ (eFMS, hereinafter “maintenance system”), which centralizes capital⁶ expenses, as well as maintenance and repair requests to initiate work.

How maintenance issues are handled varies by the facility type and size. For example, processing and distribution centers (P&DC) generally have an internal maintenance department that addresses local issues such as plumbing repairs. By contrast, retail and delivery units do not. Instead, depending on the issue, local management is permitted to use their purchase card and hire an external company to address minor issues.⁷

To focus on preventive and corrective measures, the Postal Service requires facility assessments to be conducted annually by a combination of local management and local maintenance teams. At retail and delivery units less than 60,000 square feet, the senior postal official⁸ is responsible for reporting issues and performs an assessment annually using an online assessment tool.⁹ At processing centers greater than 60,000 square feet, local maintenance

¹ United States Postal Service Fiscal Year 2024 Annual Report to Congress.

² Depending on the contract requirements, either the landlord or the Postal Service would be responsible for maintaining leased facilities.

³ Federal Accounting Standards Advisory Board (FASAB) Statements of Financial Federal Accounting Standards 42, Deferred Maintenance and Repairs: Amending Statements of Federal Financial Accounting Standards 6, 14, 29 and 32, issued April 25, 2012.

⁴ The National Facilities Response Line is a self-service website and toll-free hotline number to place requests relating to facilities emergencies, repair and alterations projects, lease issues and responsibilities, environmental concerns, and any other general facility repair inquiries.

⁵ We selected eFMS for review as it largely contains the vast majority of maintenance records, ranging from repairs and work orders, contracts related to maintenance, and budgeting information. It also contains other information that were not the subject of this audit, such as contracts for new facilities. The Postal Service utilizes other systems such as Retail and Delivery Applications & Reports and electronic Maintenance Activity Reporting & Scheduling to report local maintenance issues. Issues reported in those systems that are unable to be addressed locally are handled by external contractors and captured in eFMS. The OIG did not explicitly review those systems as eFMS contained the applicable information related to deferred maintenance required for this review.

⁶ Capital items are those that generally cost \$10,000 and over that provide new features, increased space, or significant extension of useful life.

⁷ This includes issues pertaining to plumbing, snow removal, and landscaping services for example.

⁸ The term senior Postal official includes installation heads, postmasters, station and branch managers and/or supervisors. Either the senior Postal official or local maintenance, depending upon the size of the facility, are required to perform facility assessments twice annually using an online assessment tool provided by headquarters.

⁹ Inputs from the online assessment tool flow directly into the maintenance system.

departments conduct annual self-assessments using the same tool.

Preventative maintenance programs help to identify developing issues before they escalate into more serious, costly, or hazardous conditions. By identifying maintenance issues before they escalate, agencies can help minimize maintenance costs and preserve funding to focus on critical, deferred maintenance.

Deferred Maintenance Identification and Prioritization

The process of identifying and prioritizing maintenance is critical to understanding how maintenance may become deferred. Each operational group has the responsibility of reporting maintenance issues as they see them.¹⁰ Based on the size and scope of the issue, the request to initiate maintenance or a repair is routed to a project manager within the appropriate business unit. Responsibility for repairs, maintenance, and budget allocation is divided among several business units or roles based upon projected costs of the project. The following are tasked with maintaining safe, secure, and functional facilities across the network:

- **Facilities HUB Management:**

This group has lead responsibility for contracting maintenance repairs that cannot be addressed internally by Postal Service

employees.¹¹ Their focus includes projects under \$100,000, such as routine maintenance and unplanned capital expenditures.

- **Facilities Retail and Alterations (R&A) team:** Primarily manages capital projects or those projects that either exceed \$100,000 or requires additional engineering design such as end-of-life replacements or renovations.

- **Capital Investment Strategy:** This group within Finance assists Facilities with projects valued at

“During a congressional hearing on December 10, 2024, the Postal Service reported deferred maintenance totaling approximately \$20 billion.”

\$5 million or more by managing the investment review and funding approval process. It sends budget documentation for these projects to the Investment Review Committee for review and approval.

- **Investment Review Committee:** Reviews and approves capital projects (new, existing, or expansion) that are greater than \$5 million. Once the projects are approved to proceed by the committee, the budget approvals will be submitted back to the Capital Investment Strategy group to disburse funds to the appropriate groups. If the projects are not approved, they are deferred and remain in the maintenance system until funding is available.
- **Project Managers:** Assess project complexity, cost estimates, track progress, and approve invoices. They also document maintenance call notes, timelines, and the next steps in the maintenance system. Located within the Facilities group, project managers are expected to regularly update significant progress in the maintenance system.

Together, these groups also evaluate maintenance prioritization. HUB Management and R&A use part of their budgetary authority to address urgent and priority issues. Past or present maintenance

issues with lower priority ultimately become deferred maintenance to be addressed in the future as funding permits.

Despite the importance of ongoing maintenance, the Postal Service previously reported a significant backlog in deferred facility repairs. During a congressional hearing on December 10, 2024, the Postal Service reported deferred maintenance totaling approximately \$20 billion.¹² The Postal Service stated that this accumulation was largely

¹⁰ This includes other related groups such as units within Retail, Delivery, and Processing, and Facility Maintenance Operations who are responsible for managing postal assets and maintenance of their local facilities.

¹¹ Those projects that require a contractor and cannot be addressed by Postal Field Maintenance Operations employees.

¹² Oral statement during a hearing of the House Committee on Oversight and Accountability.

attributed to a significant reduction in spending on capital investments¹³ following the 2008 global financial crisis.

In recent years, the Postal Service has taken steps to address these longstanding maintenance challenges. From 2014 through 2024, the Postal Service spent about \$5.5 billion on facility repairs and upgrades.¹⁴ Of this amount, the Postal Service spent approximately \$1.2 billion on facility repairs in fiscal year (FY) 2024 alone.

Deferred maintenance is also a government-wide area of focus. In 2025, following concerns identified in a related audit,¹⁵ the Government Accountability Office added “Building Condition” to the high-risk list associated with property management. They took this action after finding that deferred maintenance across government had more than doubled, from \$170 billion to \$370 billion between FY 2017 and FY 2024.

¹³ Capital investments include projects that cost at least \$10,000 and provide new features, increased space, or significant extension of useful life, including leasehold improvements.

¹⁴ This amount does not include maintenance-related financial data or information such as from local purchases, credit card, and field maintenance.

¹⁵ Government Accountability Office, *Federal Real Property: Congress and Agencies Have Acted to Address Key High-Risk Issues but Challenges Remain*, March 5, 2025.

Finding #1: Opportunities Exist to Improve Deferred Maintenance Management and Data

The Postal Service did not consistently define or manage deferred maintenance. Further, while its maintenance system for tracking repair work generally contained reported maintenance issues, it could not quantify deferred maintenance costs or monitor project status due to incomplete and outdated information.

No Consistent Definition or Management of Deferred Maintenance

The Postal Service did not establish a standardized definition to identify and track all its deferred maintenance. Without a common definition, the responsible business units relied on different identifiers of when maintenance issues became deferred. For example, the Capital Investments Strategy group defined deferred maintenance as “funding required to maintain infrastructure and operational capability.” Within Facilities, the R&A team considered deferred maintenance to be “any maintenance repairs carried over to the next fiscal year.” HUB Management’s goal is to complete projects within 120 days but did not have a category of deferred maintenance for carryover issues that exceeded this threshold. The Postal Service stated on September 29, 2025, that deferred maintenance is “a put off action or delay without plan”, however it was not in a codified policy.

“The Postal Service did not consistently define or manage deferred maintenance.”

Each business unit also had different processes for managing maintenance issues and determining what should be prioritized. As a best practice, agencies should include capital and non-capital

costs and prioritize work for holistic deferred maintenance management.¹⁶ However, we found:

- The R&A team prioritized only capital projects using an Excel spreadsheet (a subset from the maintenance system) to track funded¹⁷ projects and professional judgment to rank and prioritize by criticality and severity.
- Conversely, HUB Management addressed maintenance projects based on the comprehensive listing of both capital and non-capital projects in its maintenance system. Although it used comprehensive data, HUB Management prioritized based on a first come first served basis and declined others based on their professional judgement.¹⁸

These issues occurred because the Postal Service did not establish a common framework for deferred maintenance, including the roles and responsibilities specific to deferred maintenance across each business unit.¹⁹ Once the Postal Service establishes this framework, it can begin to holistically address the maintenance backlog by considering comprehensive data and a common understanding of what should be prioritized. Without a common framework, the Postal Service risks ongoing conflicts in prioritization, which could further delay its ability to address this critical backlog.

Poor Quality Maintenance Data

In addition, we also found that poor data quality limited the Postal Service’s ability to quantify deferred maintenance costs or monitor the status of maintenance issues. Although the maintenance system contains a log of capital and non-capital maintenance, it did not accurately or completely track important cost and status data. Specifically, we identified:

¹⁶ Office of Management and Budget, *OMB Circular A-136 – Financial Reporting Requirements*, dated May 19, 2023.

¹⁷ Unfunded projects remain in the maintenance system until funding becomes available.

¹⁸ R&A and HUB Management informally use the “3S criteria” (safety, security, serviceability) to categorize its maintenance projects but lacked defined thresholds.

¹⁹ This is an additional quality control measure of a role specific to adequate oversight of deferred maintenance data. Government Accountability Office report, GAO-24-107234, *Deferred Maintenance – Agencies’ Project Selection and Challenges*, dated January 10, 2024.

■ **Incomplete Cost Estimates.** In our sample²⁰ of 206 maintenance calls, 93 (45 percent) were missing the “estimated cost” data field from the maintenance system. Program managers should have included this information as part of their evaluation of each maintenance case.²¹ This critical omission prevents management from evaluating the impact of individual repairs and hinders the ability to forecast and allocate maintenance budgets effectively.

“We identified approximately \$1.1 million in paid maintenance calls where work was not fully resolved during the course of the audit.”

Additionally, we reviewed all paid maintenance records from our initial sample in the maintenance system and contacted local facilities to validate whether the issues were appropriately addressed. We identified approximately \$1.1 million in paid maintenance calls where work was not fully resolved during the course of the audit.²⁴

In summary, the maintenance system contained poor quality data because the Postal Service did not:

- **Unreliable Status.** In the same sample of 206 maintenance calls, we found that 42 calls (20 percent)²² were incorrectly categorized as: (1) “Completed” despite having unresolved issues; (2) “Active” after issues had been resolved; (3) “Close-out pending” even though work was finished; or (4) “Unknown.” Incorrect data can cause maintenance problems to go unnoticed and resolved issues to remain in the system even after they have been fixed.
- **Outdated Maintenance Calls.** From our expanded sample²³ of 812 maintenance calls, 416 calls (51 percent) were not updated by program managers in the maintenance system since the request was initially logged. The initial calls ranged between 297 to 3,920 days old (over 10 years) and were not updated. Without a requirement to provide periodic updates, outdated maintenance call statuses may also result in outdated cost estimates, inaccurate prioritization, and unaddressed issues worsening over prolonged periods.

- Consistently supervise staff to ensure complete and accurate data entry occurred,
- Establish procedures to periodically review and validate data to ensure quality data was entered into the maintenance tracking system,²⁵
- Add system functionality to track or automatically alert project managers and their supervisors to address unresolved or aging maintenance calls, and
- Require project managers to provide local management with status updates on reported maintenance issues and document status updates in the system.

The Postal Service needs a shared deferred maintenance framework and accurate project-level details recorded in its maintenance data to determine its deferred maintenance costs. Without both, it risks incorrectly estimating and planning for its infrastructure needs. Instead of developing a comprehensive, current estimate based on existing maintenance data — both capital and maintenance issues — the Postal Service created a linear regression model using only capital expense data from 2004–2008 to underpin their \$20 billion

²⁰ See Appendix A for further details about our methodology.

²¹ Facilities HUB Management, *Standard Operating Procedures*, Exhibit 2, dated January 8, 2025.

²² This includes “no” and “unknown” status.

²³ In our initial sample, we included only calls with an “active” status from the system. We expanded our initial sample of 206 call to include an additional 198 maintenance calls that included “new” calls to evaluate whether these statuses were accurate and updated. We also evaluated 408 open calls related to our site visit locations. Together, these three subsets total 812 calls.

²⁴ We identified \$1,104,129 in supported questioned costs, which are costs the OIG found to be unreasonable.

²⁵ Quality data is appropriate, current, complete, accurate, accessible, verifiable, retained as appropriate, and provided on a timely basis. Government Accountability Office (GAO), *Standards for Internal Controls in the Federal Government*, May 2025.

projection. Best practices indicate that agencies should systematically identify and report total deferred maintenance by outlining capitalized and non-capitalized costs to effectively prioritize resources and ensure informed decision making.²⁶

The OIG created a limited, granular estimate of deferred maintenance using the Postal Service's current data for all capital and maintenance issues to illustrate the inadequacy of this projection. We approximated costs associated with outstanding maintenance calls from 2014–2024 and assigned an average, current repair cost by type to estimate approximately \$13 billion in deferred maintenance (see [Appendix A](#)).²⁷ We acknowledge that this estimate is limited based on the available information in the maintenance system. Accordingly, maintenance that is not captured in this system or other emerging but unreported maintenance issues, such as the issues we identified in Finding 2, would not be included in this estimate.²⁸ As the Postal Service takes steps to improve the quality of its maintenance data, it will be able to use this baseline example to improve the accuracy of its deferred maintenance cost estimates.

The Postal Service spent approximately \$1.2 billion to address its maintenance backlog in FY 2024.²⁹ Given the likely size of its backlog, the Postal Service should take critical steps to prioritize and address these issues with its limited resources. Furthermore, as the Postal Service rolls out its planned new project management system — the Integrated Property Management Eco-system³⁰ — it is imperative to address any data integrity issues prior to migration.³¹ In doing so, the Postal Service will better inform its future operational and budgeting decisions and help prevent future escalating repair costs, facility deterioration, safety hazards, and impaired service delivery.

Recommendation #1

We recommend the **Vice President, Facilities**, in coordination with the **Vice President, Finance and Planning**, establish a common framework with roles and responsibilities for deferred maintenance that applies throughout the organization, standardizing what is considered deferred maintenance and the process for prioritizing and addressing it.

Recommendation #2

We recommend the **Vice President, Facilities**, prioritize and track all deferred maintenance and associated costs, including capital and maintenance projects, and begin addressing its backlog of maintenance in order of priority.

Recommendation #3

We recommend the **Vice President, Facilities**, establish procedures, responsibilities, and accountability mechanisms for staff and supervisors to periodically review and validate all data including “estimated cost” within the maintenance system, for completeness and accuracy.

Recommendation #4

We recommend the **Vice President, Facilities**, in conjunction with **Vice President, Technology Applications**, ensure that the maintenance system has functionality and reporting capabilities to assist project managers with identifying outstanding maintenance calls and alert supervisors of maintenance calls without periodic updates or resolution.

²⁶ Office of Management and Budget, *OMB Circular A-136 – Financial Reporting Requirements*, dated May 16, 2023.

²⁷ The \$13 billion is based on ten years of data. OIG policy is to categorize only the most recent 24 months (\$10,904,782,046) as other impact related to data integrity (for example, incomplete cost estimates and inaccurate maintenance call status updates).

²⁸ See [Appendix A](#) for further discussion about this methodology.

²⁹ The Postal Service planned to spend \$1.9 billion on its maintenance backlog in FY 2025. However, as FY 2025 expenditures were outside the scope of our audit, we did not determine what the Postal Service actually spent.

³⁰ While the Postal Service does not have concrete plans to move maintenance data to the new system, they anticipate moving the Leasing information in fiscal year 2026.

³¹ According to Postal management, the goal is to transition from the existing maintenance system to the Integrated Property Management Eco-system. However, there is no timeline or completion date.

Recommendation #5

We recommend the **Vice President, Facilities**, in conjunction with **Vice President, Retail and Post Office Operations**, and **Vice President, Processing Operations**, establish a policy requiring project managers to provide local management with periodic status updates on reported maintenance issues and document statuses until resolved.

Postal Service Response

Management disagreed with the finding, recommendations 1, 2, 3, and 5, and the monetary impact but agreed with recommendation 4. Regarding the finding, management stated that the variety of responsibilities across different business units were not considered or addressed in the report. For the monetary impact, the Postal Service stated information it provided was not taken into consideration and six of 10 calls the OIG sampled are now complete. Management also disagreed with the OIG's calculation for outstanding maintenance calls and tried to recreate it using the same criteria. The Postal Service's methodology identified \$1.6 billion in deferred maintenance versus the OIG's \$13 billion. Management further stated that it believes many of the maintenance calls are ongoing or have been combined into projects under other maintenance calls.

Regarding recommendation 1, management stated that a process and framework are in place. Once an issue is addressed or pushed to another fiscal year, management stated it is not deferred but rather it is managed as part of the overall backlog that includes Delivering for America strategic network needs. Regarding recommendation 2, management stated "deferred" means "to not have a plan," but its expense and capital work are tracked in the maintenance system and an internal Excel spreadsheet (line 63 data). Regarding recommendation 3, management stated

Facilities is responsible for addressing issues that have been identified for repairs by the HUB management group.

Regarding recommendation 4, management stated USPS will identify facilities maintenance tracking and reporting requirements and include them in the Computerized Maintenance Management System (CMMS), a system that the Postal Service is currently soliciting. Management plans to complete the CMMS contract award and develop an implementation plan. The target implementation date is October 24, 2026.

Regarding recommendation 5, management stated FSSP, a hotline, is the established process for work declined by maintenance. The requester can access the system to see the status of work on a call. Additionally, management stated collaborative partnerships exist between groups to address issues as they arise, and the Facilities Customer Relations Manager can serve as a liaison for Facilities work.

OIG Evaluation

We consider management's comments responsive to recommendation 4 and corrective actions should resolve the issue identified in the report. Regarding management's disagreement with the finding, the OIG acknowledged in the report that the Postal Service utilizes other systems and groups who are responsible for managing postal assets and maintenance of its local facilities, pointing out the need to establish a common framework and define roles and responsibilities specific to deferred maintenance.

Regarding management's comments about the monetary impact, we acknowledge the Postal Service's statement that it reviewed the supplier invoices to confirm payment of completed work for each of the ten sampled maintenance calls and four remained outstanding. However, the Postal Service did not provide sufficient evidence to support its claim that the maintenance issues were appropriately

addressed, only that the contracted work was paid. During fieldwork, the OIG confirmed — after contacting each facility — that the issues remained unresolved.

Regarding management's disagreement with OIG's calculation, while management attempted to recreate this calculation, we acknowledged in the exit conference that data integrity issues limited the OIG's estimates, and the Postal Service could develop a more comprehensive approach. However, we also emphasized that the underlying issue remains: The Postal Service lacks a methodology and quality data to quantify deferred maintenance.

Regarding management's disagreement with recommendations 1, 2, 3, and 5, we consider management's comments unresponsive. For recommendations 1 and 2, although the

Postal Service stated it has a process and framework in place for handling maintenance issues, each responsible business unit had a different definition and process for managing maintenance issues, risking ongoing conflicts in tracking and prioritization to address critical deferred maintenance issues. Regarding recommendations 3 and 5, we acknowledge the Postal Service has a maintenance system and process to record maintenance issues. However, it has not validated all appropriate fields in its maintenance system were accurate or complete. It is imperative to address data integrity issues and communicate repair statuses with local management to help prevent future escalating repair costs and hazards. We will pursue these disagreements through the audit resolution process.

Finding #2: Unreported Maintenance Issues Risks Increasing Deferred Maintenance

We found unreported maintenance, safety, and security issues that were not identified by staff or included as part of the Postal Service's preventative maintenance program. To evaluate whether maintenance issues were being reported appropriately and addressed timely, we conducted a review of OIG field audits from FY 2022 through FY 2024.³² In those reports, OIG auditors identified 349 unreported or significant ongoing maintenance issues across 107 sites. In this current review, we conducted a judgmental selection of 10 sites at Postal Service facilities in Texas, Massachusetts, and New York. Across these 10 sites, we identified 85 deficiencies (see [Appendix B](#)), including malfunctioning badge readers and doors; roof and plumbing leaks; broken floor tiles potentially containing asbestos; cracked floors and exposed piping in the wall; uneven concrete in parking lots; and nonfunctional emergency exits. Of those 85 deficiencies, 68 (80 percent) were not reported in the maintenance system.

Staff Did Not Report Maintenance Issues

During our site visits, we found unreported and unaddressed maintenance, which fell into the following three categories:

- **Staff Accepted Poor Work Environment.** Staff described situations where they acknowledged concerns about the working environment, despite seeing ongoing safety or security issues, but did not report them. For example, at the Manhattan Vehicle Maintenance Facility (VMF), we found plumbing issues throughout the facility (see [Figure 1](#)) with no corresponding entry in the maintenance system. Local management stated that this was a known issue, but it was not reported despite ongoing issues for over a year. Similarly, the New York Morgan P&DC had an active hot water leak in the basement (see [Figure 2](#)) that was not in the maintenance system.

“We found unreported maintenance, safety, and security issues that were not identified by staff or included as part of the Postal Service's preventative maintenance program.”

Figure 1. Plumbing Issues at Manhattan VMF



Source: OIG photo taken April 22, 2025.

³² OIG conducts field audits to evaluate mail delivery, customer service, and property conditions at specific sites.

Figure 2. Water Leak in Basement at Morgan P&DC



Source: OIG photo taken April 22, 2025.

■ **Staff Implemented Temporary Workarounds.**

On multiple occasions, we observed temporary workarounds where staff did not consider the maintenance issue significant enough to report. For example, at the North Texas P&DC, we found a wooden pallet used as a bridge to allow staff to avoid standing water. These efforts may exacerbate the maintenance issue, where, for example, the pallet may be a tripping hazard. At the Boston P&DC we noticed a severe water leak in a basement stairwell (see Figure 3). We reviewed the maintenance system and determined that the issue had not previously been reported. To abate the leak, local staff used absorbing pads and placed a caution sign to make others aware of the hazard but did not report the leak to be repaired.

Figure 3. Unabated Leak With Absorbing Pads and Caution Sign Workarounds at Boston P&DC



Source: OIG photo taken April 24, 2025.

- **Staff Did Not Report Unresolved Issues.** Lastly, we found that some issues were reported but not resolved, and employees did not follow up or report the issue again. For example, at the Las Colinas, TX, Post Office, we identified a roof leak. It was reported in the management system in 2024 but marked as complete. However, staff said the work was not done properly and remained unresolved. Local management was aware of the ongoing issues but stated that they did not understand that they could report hazards again if they were not addressed. As a result of the ongoing issue, we found other related problems that were developing, including mold,³³ and insect infestations.

Overall, staff did not report maintenance and safety issues because they did not fully understand the importance of their role in reporting these issues or

³³ The Postal Service stated that mold issues were addressed in 2017.

felt powerless to affect change. During interviews from March through April 2025, some staff at local post offices spoke candidly about working among frequent maintenance and safety issues and stated they did not report other issues because they saw lingering maintenance and assumed that new issues would not be addressed either. For example, staff at one facility with unreported maintenance issues stated that the building had “always been like this” since they arrived. In January 2025, the Postal Service Processing Operations launched a campaign to local district managers and leadership teams regarding procedures for reporting maintenance issues. However, to address a culture of accepting poor facility conditions, the Postal Service should raise awareness of the importance of reporting maintenance and safety issues to all employees.

Ineffective Preventative Maintenance Assessments

In addition to staff not reporting concerns, we found that preventative assessments to identify ongoing maintenance issues did not occur annually, as required. Specifically, at five of our 10 site visit locations we found 25 ongoing maintenance issues that had not been reported. Postal Service policy requires local staff to conduct assessments once per year, and staff at facilities over 6,500 square feet must enter the results into an online self-assessment tool.³⁴ Information obtained through assessments can further help with the timely identification and reporting of maintenance issues and can inform funding levels to reduce, if not eliminate, any deferred

maintenance and repair backlog.³⁵ The summary table below illustrates the number of unreported, ongoing maintenance issues we found at these five sites, and the date of the most recent self-assessment reported in the maintenance system (see Table 1).

Of the five facilities where local staff did not conduct the required annual assessments, two facilities had no records of any self-assessment. For example, Las Colinas did not receive any local assessment, which could have aided in better identification and resolution of ongoing roof leaks that spanned multiple years. Similarly, the Irving Main Office also did not conduct any local assessments that might have more effectively tracked and addressed maintenance issues, including ongoing structural concerns on the building’s exterior. Although staff reported an external wall “moving” and other structural concerns, the issue was marked as closed in the maintenance system a month later. However, during a site visit conducted by the OIG several months after the issue was closed, multiple visible exterior cracks were still observed. Further, we found three facilities had not received assessments in more than two years. The most recent assessment at the Boston P&DC occurred in 2021. Failure to assess more frequently resulted in severe water leaks that we identified, which remained unreported and unaddressed.

Table 1. Maintenance Issue Identified

Facility	Recent Self – Assessment Date	Unreported Issues Identified by OIG
Irving Main Office	None Reported	10
Las Colinas Finance Station	None Reported	3
Boston P&DC	9/14/2021	3
Worcester P&DC	4/10/2023	7
Middlesex-Essex P&DC	4/11/2023	2
Total		25

Source: OIG site visits and records from the maintenance system.

³⁴ *Maintenance Series Handbook MS-1: Operation and Maintenance of Real Property*, dated August 8, 2019, and *Maintenance Series Handbook MS-110: Field Office Facility Maintenance Guidelines*, dated March 16, 2022.
³⁵ GAO, *Federal Real Property – Agencies Should Provide More Information about Increases in Deferred Maintenance and Repair*, Report No. GAO-24-105485, dated November 2023.

We found that these five facilities did not comply with assessment requirements because the Postal Service did not oversee the self-assessments. Specifically:

- For the four facilities over 6,500 square feet, HUB management assigned a team of eight staff and a supervisor to review approximately 250–400 assessments per year, in addition to conducting 1,500 formal inspections from a separate program.³⁶ The supervisor stated that approximately half of large facilities complete the assessments as required, and provided evidence of the reminders they send to facilities that did not meet the requirement. However, local maintenance staff do not report to HUB management, who explained that they have “no power to force a response,” or escalate to require action.
- For the one facility under 6,500 square feet, Las Colinas, the Postal Service requires a senior official at the site to conduct facility assessments and store the results in a local file. As a result, the HUB management team did not have sufficient oversight of conditions at Las Colinas. The Postal Service stopped reviewing small facilities in 2008 because the number of issues would exceed their capacity. Additionally, at that time, a large proportion of facilities under 6,500 square feet were leased, and the Postal Service was not responsible for the repair costs. Even if the team reviewed the assessments on a less frequent basis, it could improve opportunities to identify maintenance issues at smaller, Postal Service-owned facilities like Las Colinas.

Postal Service policy requires that an effective and efficient preventative maintenance program be in place to ensure optimum performance, minimum downtime, and appropriate service life.³⁷ However, as we identified many unreported issues, the Postal Service does not have a clear understanding

“As we identified many unreported issues, the Postal Service does not have a clear understanding of the full extent of its deferred maintenance across its facilities.”

of the full extent of its deferred maintenance across its facilities. As its facilities continue to age, a robust preventative maintenance program with more frequent assessments would allow the Postal Service greater visibility into ongoing maintenance problems and help with prioritizing issues that could escalate into major capital repairs. Without comprehensive reporting and timely identification of issues, it cannot reliably estimate future maintenance funding needs. Additionally, the Postal Service may jeopardize the safety of employees and customers from issues like those we identified or incur regulatory penalties, including potential Occupational Safety and Health Administration fines of up to \$16,550 per violation.³⁸ As the Postal Service takes steps to augment and improve its preventative maintenance programs, it will also be able to develop a more holistic understanding of all its outstanding and deferred maintenance costs.

Recommendation #6

We recommend the **Vice President, Facilities**, in coordination with the **Vice President, Retail and Post Office Operations**, and the **Vice President, Processing Operations**, develop a maintenance issue reporting culture through the creation of a communications campaign to raise awareness of prioritizing the reporting of maintenance and safety issues to all employees.

³⁶ Facilities assigned a team of inspectors to evaluate these assessments. This team of inspectors is also responsible for evaluating a subset of facilities between 6,500 and 60,000 square feet that are also more than 20 years old and do not have local maintenance onsite, as part of a separate Facility Condition Assessment Program. In 2021, the Postal Service downsized this team from 15 to eight people. We did not evaluate this specialty program because the requirements were limited and overlapped with annual assessment requirements.

³⁷ *Maintenance Series Handbook MS-63: Maintenance Operations*, dated June 22, 2006.

³⁸ The Occupational Safety and Health Administration assures safe and healthful working conditions by establishing and enforcing standards and sets monetary penalties for serious safety violations.

Recommendation #7

We recommend the **Vice President, Facilities**, in coordination with the **Vice President, Retail and Post Office Operations**, and the **Vice President, Processing Operations**, improve oversight of its local self-assessment programs by assigning staff to conduct periodic reviews of assessments for facilities under 6,500 square feet and establishing an escalation process to obtain annual assessments from larger facilities for review.

Recommendation #8

We recommend the **Southern Vice President, Area Retail and Delivery Operations**, in coordination with **Vice President, Eastern Regional Processing Operations**, and the **Vice President, Western Regional Processing Operations**, address all building maintenance, safety, and security issues identified during site visits.

Postal Service Response

Management agreed with finding 2 and recommendations 7 and 8 but disagreed with recommendation 6.

Regarding recommendation 6, management stated the field has been informed in various onsite and online meetings conducted by different groups within Retail over the past three years on when to contact Facilities and when to contact Field Maintenance Operations using the retail and delivery applications and reports ticket center.

Regarding recommendation 7, management stated there is an active maintenance management initiative to address the assessment and reporting of maintenance and safety issues. The target implementation date is October 24, 2026.

Regarding recommendation 8, management stated the appropriate Vice Presidents will address each building, safety, and security issues identified. The target implementation date is December 31, 2025.

OIG Evaluation

We consider management's comments responsive to recommendations 7 and 8 and corrective actions should resolve the issue identified in the report. With respect to management's disagreement on recommendation 6, we acknowledge the Postal Service held meetings with local management about when to contact Facilities and Field Maintenance Operations. However, we maintain it is important to develop a maintenance issue reporting culture for all employees through the creation of a communications campaign. Such an effort would help prioritize the reporting of maintenance and safety issues. We consider management's comments unresponsive to recommendation 6 and will pursue this disagreement through the audit resolution process.

Looking Forward

As the Postal Service continues to modernize its network, taking critical steps to create a more complete and accurate universe of issues, then prioritizing and addressing deferred maintenance, will help drive safe and cost-effective operations. Operating within a well-maintained facility fosters not only effective and efficient performance but also enhances workforce engagement and satisfaction. By fostering a culture that prioritizes prevention as well as timely identification, reporting, and resolution of maintenance needs, the Postal Service can keep minor issues from escalating into major problems. This proactive approach not only enhances the lifespan and efficiency of the facilities but also ensures the safety and comfort of the occupants. With a strong deferred maintenance strategy, facilities can be managed more effectively, leading to cost savings and better resource allocation in the future. Furthermore, it allows for more accurate budgeting and planning, as potential risks are mitigated and unexpected expenses are minimized.

Appendices

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Appendix A: Additional Information

Scope and Methodology

Our audit scope included facility maintenance call data in eFMS from July 2014 to July 2024.

To accomplish our objective, we:

- Researched, reviewed, and analyzed facility maintenance call data from eFMS to obtain the total number of maintenance calls.
- Conducted interviews with the following groups within Facilities; HUB Management, R&A, Program Management, Leasing, and Capital Investment Strategy to determine how deferred maintenance is addressed.
- Conducted site visits at ten Postal Service facilities in Texas, New York, and Massachusetts to identify deferred maintenance issues.
- Reviewed Postal Service handbooks and other supplemental guidance to obtain an understanding of maintenance processes and procedures.
- Interviewed local management at Postal Service facilities to verify the accuracy of maintenance call data within eFMS.
- Reviewed OIG Field Operations reports from FY 2022 through FY 2024 to identify other audits where unreported maintenance issues related to property conditions were identified.

To estimate the Postal Service's deferred maintenance, we identified 30,988 "active" and "new" maintenance calls within eFMS from July 2014 to July 2024. To verify the accuracy of these entries, we selected a sample of calls and contacted individual facilities to speak with local representatives about the specific maintenance issues. To estimate the total deferred maintenance, we used the average project cost for each maintenance category using information provided by the Postal Service. As such, we identified maintenance calls totaling approximately \$13 billion at Postal Service facilities that had not been addressed. This is an estimate and

may not account for all maintenance that had been deferred, such as issues that may not be reported and entered in eFMS.

We conducted this performance audit from December 2024 through November 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 September 29, 2025, and included its comments where appropriate.

In planning and conducting the audit, we obtained an understanding of deferred maintenance 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. Additionally, we 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 control environment, control activities, information & communication, and monitoring, 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 by comparing data provided by Postal Service management such as a list of ongoing open maintenance call worksheet, and internal capital project tracking sheet (maintained by the R&A team), and maintenance call data in eFMS. We also compared issues we identified during our site visits to eFMS entries. We specifically determined that

eFMS data about issues reported was sufficiently reliable for the purpose of approximating the number of maintenance issues in this report. However, we found other limitations in the accuracy of data subsets related to cost, status, updates, etc. We made recommendations to improve data quality specifically for these subsets, which if implemented, should correct the weaknesses we identified.

Prior Audit Coverage

Report Title	Objective	Report Number	Final Report Date	Monetary Impact
<i>Distribution of Repair and Maintenance Resources</i>	To examine the distribution of resources for maintenance and repairs at retail facilities in lower – and higher-income communities and assess the impact of the retail portion of the DFA plan on these communities.	22-081-R23	April 20, 2023	None

Appendix B: Site Visit Findings

Facility		Texas				New York			Massachusetts			Total Deficiencies
		North TX P&DC	Irving Main Office	Fort Worth P&DC	Las Colinas	Brooklyn P&DC	Morgan P&DC	Manhattan VMF	Worcester P&DC	Boston P&DC	Middlesex - Essex P&DC	
Building Maintenance Issues												
1	Dock (damaged floor, ramp, bumper, etc.)	D	✓	✓	✓	✓	✓	✓	D*	✓	✓	3
2	Ventilation (ducts/vents needed to be cleaned, repaired or replaced)	D*	✓	✓	✓	✓	✓	✓	✓	✓	✓	2
3	Structural damage	D	D	D	✓	✓	D*	D	✓	D*	✓	8
4	Restroom (fixtures, walls, or plumbing)	D	✓	✓	✓	✓	✓	D*	✓	✓	✓	4
5	Ceiling tiles (stained or missing)	D	D	✓	D	D	✓	D*	✓	D	✓	7
6	Lighting (bulbs not working or missing)	✓	D*	D	✓	✓	D	✓	✓	✓	✓	5
7	Paint (peeling)	✓	D	✓	✓	✓	✓	✓	✓	✓	✓	1
8	Fixtures & fittings (e.g., side rails, stairwells, pipes, water fountains, etc.)	✓	✓	✓	D	✓	D	D*	✓	✓	D	6
9	Damaged doors	✓	✓	✓	✓	✓	D	✓	✓	✓	✓	1
10	Facility upkeep (trash and other materials in and around the facility)	✓	✓	✓	✓	✓	D	✓	✓	✓	D	2
11	Parking lot (e.g., damaged parking stops or cracks in the floor)	✓	✓	✓	✓	✓	✓	D*	✓	✓	✓	2
12	HVAC not working	✓	✓	✓	✓	✓	✓	D	✓	✓	✓	1
Building Security Issues												
13	Gates or doors not working properly (e.g., broken, damaged, not closing or opening, etc.)	D*	D*	D	✓	✓	D	✓	D*	D*	✓	11
14	Badge readers not working	✓	✓	D	✓	✓	D	D	D	✓	✓	4
15	Security cameras not working	✓	✓	✓	✓	✓	D*	✓	✓	✓	✓	2
Building Safety Issues												
16	Potential asbestos hazard (e.g., due to broken tile)	✓	D	✓	✓	✓	✓	✓	✓	✓	✓	1
17	Electrical shock hazard	D	✓	✓	✓	✓	✓	✓	✓	✓	✓	1
18	Parking lot (e.g., broken stop signs, broken or damaged bollards, damaged sidewalk)	D*	✓	✓	✓	✓	D*	✓	✓	✓	D	5
19	Pest or insect infestation, including potential mold hazard	✓	✓	✓	D	✓	✓	D	✓	✓	✓	2
20	Tripping or slipping hazard (e.g., due to cracks, dips, potholes, uneven areas, damaged sidewalks, etc. in and around the facility)	D*	✓	D	D	✓	D*	D	D	D	D*	11
21	Active water leaks (e.g., roof leaks, leaks in basement, broken pipes, etc.)	✓	✓	✓	D	✓	D*	D	D	D	✓	6
Total Deficiencies		13	9	5	5	1	16	16	7	8	5	85

D - Deficiency, D* - Multiple Deficiencies, ✓ - No Deficiency

Appendix C: Management's Comments



October 24, 2025

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: *Deferred Maintenance of Postal Service Facilities (25-037-DRAFT)*

Thank you for providing the Postal Service with an opportunity to review and comment on the findings and recommendations contained in the draft audit report, *Deferred Maintenance of Postal Service Facilities*.

Finding #1: Opportunities Exist to Improve Deferred Maintenance

Management Data: Management disagrees with this finding.

Various business units have a variety of responsibilities including CRDO, CPDO, CTO and FMO, none of which were mentioned in the report. Additional details were also referenced in the entrance conference deck in which none of the updates provided were considered or addressed in the report.

Finding #2: Unreported Maintenance Issues Risks Increasing Deferred

Maintenance: Management agrees with this finding.

For monetary/non-monetary impacts: Management disagrees with this calculation. The information, explanation and data provided in the deck as well as attachments were not taken into consideration.

Most calls are complete other than the below:

Problem # 3632499 – Complete - No work performed – Call was closed without action by PM. Call has been reopened to address issues.

Problem # 2865322 – Active – Ongoing Capital Project - This appears to be a planned roof replacement, call date FY19. Most recent notes, this month (September), state that design is done, and construction is to follow.

Problem # 3517062 – Closeout Pending - Work Incomplete – Call was work stopped before completion, reassigned and not completed by second service provider. The call was reactivated and reassigned to EMCOR.

Problem # 3217756 – Closeout Pending - Work complete – Project Manager notes that the SOW is completed but there is a dispute with the service provider over the contract. Service providers are not cooperative to resolve the issue.

The project was to install new restroom fixtures. The local site has other plumbing issues that were not included in the scope of work for this project.

Facilities tried to recreate the data in the other impacts section using the same criteria, Facilities came up with the calculation below. Please note we believe that most "Miscellaneous" and "Not Specified" categories can be reclassified into other categories. We also believe many of the FSSP calls are ongoing and still being worked or have been combined into projects under other FSSP calls.

Deferred includes: Calls with the status New, New (FKC), Active, Disapproved of Cancelled; calls with no "work complete" date; calls assigned to "unassigned, FSSP"

Deferred?	Y	.X
LME Action	N	.X
Deferred FSSP Calls FY23-FY24		
Row Labels	Distinct Count of Problem Item ID	Average Cost (FY23-FY24) Amount Deferred
Accessibility	148	
Air Handlers	73	
Boiler	221	
CBU SLABS	167	
Ceiling Repairs	392	
Dock Equipment	789	
Doors/Windows	1510	
Drainage	104	
Drive Thru	71	
Electrical	586	
Elevator	80	
Environmental	341	
Escalator	1	
Exterior Repairs	857	
Fence/Gates	345	
Fire Control Systems	481	
Flag Pole	227	
Floor Repairs	1492	
Gutters/Leaders	111	
HVAC	2332	
HVAC Controls	112	
Interior Lighting	129	
Interior Repairs	850	
Landscaping	202	
Lobby Lighting	19	
Mechanical	78	
Miscellaneous	2279	
New Space	1	
Not Specified	1822	
Outside Lighting	180	
Painting	4330	
Parking Structures	7	
Parking/Roads/Sidewalks	1606	
Paving	382	
Plumbing	1187	
PM - Roof	5	
PM Roof - Follow Up	1	
Property Management	27	
PSS	587	
Ramp	84	
Rejected Calls	1	
Roof Repairs	472	
Roof Replacement	179	
Screenline	14	
Security	42	
Signage	147	
Stairs/Steps/Railings	276	
Structural	52	
Structural Repairs	78	
Warranty	3	
Warranty - HVAC	6	
Warranty - Roof	1	
Workroom Lighting	10	
Grand Total	25497	\$1,594,017,087

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

Recommendation 1:

We recommend the Vice President of Facilities, in coordination with the Vice President of Finance and Planning, establish a common framework with roles and responsibilities for deferred maintenance that applies throughout the organization, standardizing what is considered deferred maintenance and the process for prioritizing and addressing it.

Management Response/Action Plan:

Management disagrees with this recommendation.

As noted in the deck, process and framework are in place.

- Operational Maintenance should identify and repair minor issues
- If repair issue is end of life and needs capital replacement, that flows through HUB and R&A
- R&A presents annual FY capital plan for financial approval which sets capacity for any given FY.
- Once identified whether an issue is addressed or pushed to another FY, it's not deferred but rather its managed as part of overall backlog.
- This includes integrating DFA strategic network needs for process improvements for CPDO, CRDO, and CTO

Target Implementation Date: N/A

Responsible Official: N/A

Recommendation 2:

We recommend the Vice President of Facilities, prioritize and track all deferred maintenance and associated costs, including capital and maintenance projects, and begin addressing its backlog of maintenance in order of priority.

Management Response/Action Plan:

Management disagrees with this recommendation.

"Deferred" means to not have a plan. As noted, FY capital budget prioritizes backlog of end-of-life systems. Items are also prioritized based on network needs (RPDC, SDC, LPC, etc.) Expense and capital work is tracked in eFMS and via line 63 data.

Target Implementation Date: N/A

Responsible Official: N/A

Recommendation 3:

We recommend the Vice President of Facilities establish procedures, responsibilities, and accountability mechanisms for staff and supervisors to periodically review and validate all data including "estimated cost" within the maintenance system, for completeness and accuracy.

Management Response/Action Plan:

Management disagrees with this recommendation.

Facilities are responsible for addressing issues that have been identified for HUB Expense work or Capital Construction

Target Implementation Date: N/A

Responsible Official: N/A

Recommendation 4:

We recommend the Vice President of Facilities, in conjunction with Vice President of Technology Applications, ensure that the maintenance system has functionality and reporting capabilities to assist project managers with identifying outstanding maintenance calls and alert supervisors of maintenance calls without periodic updates or resolution.

Management Response/Action Plan:

Management agrees with this recommendation.

USPS will identify facilities maintenance tracking and reporting requirements and include them in the planned Computerized Maintenance Management System (CMMS). USPS is currently soliciting this system and has released a Statement of Objectives (SOO). Management will complete the CMMS contract award and develop an implementation plan.

Target Implementation Date: 10/24/2026

Responsible Official: VP, Technology Applications

Recommendation 5:

We recommend the Vice President of Facilities, in conjunction with Vice President of Retail and Post Office Operations and Vice President Processing Operations, establish a policy requiring project managers to provide local management with periodic status updates on reported maintenance issues and document statuses until resolved.

Management Response/Action Plan:

Management disagrees with this recommendation.

- FSSP is the established process for engaging the HUB to complete work declined by maintenance.
- The requestor can also access the system to see the call/problem including the record of decline and the status of work.
- Collaborative partnerships exist between groups to address issues as they arise including Facilities Customer Relations Manager as a liaison for Facilities work.

Target Implementation Date: N/A

Responsible Official: N/A

Recommendation 6:

We recommend the Vice President of Facilities, in coordination with the Vice President, Retail and Post Office Operations, and the Vice President, Processing Operations, develop a maintenance issue reporting culture through the creation of a communications campaign to raise awareness of prioritizing the reporting of maintenance and safety issues to all employees.

Management Response/Action Plan:

Management disagrees with this recommendation.

- Facilities are responsible for addressing issues that have been identified for HUB Expense work or Capital Construction
- There are methods in place for maintenance and safety issues to be reported: PS Form 1767, RADAR, FSSP
- The Field has been informed in various onsite and online meetings conducted by CRDO/RPOMO over the past three years on when to contact Facilities and when to contact FMO through our RADAR Ticket Center (See next slide as an example)
- RPOMO and Facilities do have a process in which eFMS emergency tickets are submitted, FMO must respond in a timely manner to accept or decline the call

- We have a similar protocol for urgent and routine requests that come through either program (eFMS or FMO Ticket Center)
- There is an active maintenance management initiative to address assessment and reporting of maintenance and safety issues
- Additional information was also provided after the exit conference that was not taken into consideration.

Target Implementation Date: N/A

Responsible Official: N/A

Recommendation 7:

We recommend the Vice President of Facilities, in coordination with the Vice President, Retail and Post Office Operations, and the Vice President, Processing Operations, improve oversight of its local self-assessment programs by assigning staff to conduct periodic reviews of assessments for facilities under 6,500 square feet and establishing an escalation process to obtain annual assessments from larger facilities for review.

Management Response/Action Plan:

Management agrees with this recommendation.

- There is an active maintenance management initiative to address assessment and reporting of maintenance and safety issues

Target Implementation Date: 10/24/2026

Responsible Official: Vice President, Retail and Post Office Operations, Vice President Processing Operations.

Recommendation 8:

We recommend the Southern Vice President of Area Retail and Delivery Operations, in coordination with Vice President of Eastern Regional Processing Operations, and the Vice President of Western Regional Processing Operations, address all building maintenance, safety, and security issues identified during site visits.

Management Response/Action Plan:

Management agrees with this recommendation.

Management agrees with this recommendation as it pertains to the Las Colinas TX Post Office.

All items identified in Appendix B, will be, or have been, entered through RADAR or with a call to Maintenance / FMO by the Postmaster / OIC of Irving Main Post Office and Irving-Las Colinas Post Office, and then reported by the District Manager to the Area Vice President of Southern Area, by 10/15/2025. Follow up to disposition for all items will then be reported by District Manager to the Area Vice President of Southern Area, by 11/14/25, whereas escalation will occur for those items not repaired / corrected.

Processing Operations response:

The appropriate Vice Presidents will address each building, safety, and security issues identified in a strategic manner.

Target Implementation Date: 12/31/2025

Responsible Official: Southern Vice President of Area Retail and Delivery Operations, Vice President Eastern Regional Processing Operations, Vice President of Western Regional Processing Operations.

E-SIGNED by BENJAMIN.P KUO
on 2025-10-23 15:00:49 EDT

Benjamin Kuo
Vice President, Facilities

E-SIGNED by DANE.A COLEMAN
on 2025-10-24 13:41:17 EDT

Dane Coleman
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E-SIGNED by STEVEN.A DARRAGH
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Steven Darragh
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E-SIGNED by JOHN.J DIPERI
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cc: Corporate Audit & Response Management

OFFICE OF INSPECTOR GENERAL UNITED STATES POSTAL SERVICE



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