

Fiscal Year 2025 Officers' and Executive Directors' Travel and Representation Expenses

AUDIT REPORT

Report Number 25-055-R26 | February 25, 2026



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Highlights

Background

The U.S. Postal Service has 50 authorized officer positions, including the postmaster general, deputy postmaster general, and vice presidents. The Postal Service had 48 active officers, including acting officers, as of September 30, 2025. Officers filed 1,011 expense reimbursement requests totaling \$1,405,278. In addition, as of the end of fiscal year (FY) 2025, the Postal Service had 13 executive directors who filed 195 reimbursement requests totaling \$314,570. Further, the Postal Service hired specially assigned, limited-term contract employees who were not officers, but management elected for their reimbursement requests to receive the same level of review as officers. During FY 2025, the contract employees filed 81 reimbursement requests, totaling \$120,075.

What We Did

Our objective was to determine whether Postal Service officers and executive directors complied with policies and procedures regarding travel and representation expense reimbursements. We reviewed a sample of 60 reimbursement requests for officers, including limited-term contract employees, totaling \$75,136, and 20 executive directors' reimbursement requests totaling \$28,362 from FY 2025.

What We Found

For the travel and representation expense reimbursements we reviewed, Postal Service officers and executive directors generally followed applicable Postal Service travel policies and included proper support for reimbursement requests. However, we did identify instances of noncompliance where applicable travel policies were not followed and reimbursement requests were not supported, as required. In some cases, the non-compliance related to undocumented policy exceptions. In addition, we noted limited-term contract employees' reimbursement requests were not always identified for additional review by the Travel and Relocation team.

Recommendations and Management's Comments

We made four recommendations to address the issues identified in the report. Postal Service management agreed with three recommendations and disagreed with one. Management's comments and our evaluation are at the end of each finding and recommendation. The U.S. Postal Service Office of Inspector General considers management's comments responsive to recommendations 1, 3, and 4 as corrective actions should resolve the issues identified. We will work with management on recommendation 2 through the audit resolution process. See [Appendix B](#) for management's comments in their entirety.

Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

February 25, 2026

MEMORANDUM FOR: DOUGLAS TULINO
DEPUTY POSTMASTER GENERAL AND
CHIEF HUMAN RESOURCES OFFICER

A handwritten signature in cursive script, reading "Kelly Thresher", is positioned below the recipient information.

FROM: Kelly Thresher
Deputy Assistant Inspector General
for Finance, Pricing, & Human Capital Management

SUBJECT: Audit Report – Fiscal Year 2025 Officers' and Executive
Directors' Travel and Representation Expenses
(Report Number 25-055-R26)

This report presents the results of our audit of the U.S. Postal Service's Fiscal Year 2025 Officers' and Executive Directors' Travel and Representation Expenses (Project 25-055).

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. All recommendations should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendation can be closed. We view the disagreement with recommendation 2 as unresolved and will work with management through the formal audit resolution process.

We appreciate the cooperation and courtesy provided by your staff. If you have any questions or need additional information, please contact Christa Owens, Director, Finance and Pricing, or me at 703-248-2100.

Attachment

cc: Postmaster General
Corporate Audit Response Management

Results

Introduction/Objective

This report presents the results of our audit of the Fiscal Year 2025 Officers' and Executive Directors' Travel and Representation Expenses (Project Number 25-055). We conducted this audit in response to the U.S. Postal Service Officers' Travel, Representation, and Office Expense Guidelines¹ requiring annual audits of officers' travel and representation expenses.² Our objective was to determine whether Postal Service officers and executive directors complied with policies and procedures regarding travel and representation expense reimbursements. See [Appendix A](#) for additional information about this audit.

Background

The Postal Service has 50 authorized officer positions,³ including the postmaster general, deputy postmaster general, and vice presidents. The Postal Service had 48 active officers, including acting officers, at the end of fiscal year (FY) 2025.⁴

During FY 2025, officers filed 1,011 reimbursement requests, totaling \$1,405,278. Executive directors filed 195 reimbursement requests, totaling \$314,570. Further, the Postal Service hired specially assigned, limited-term contract employees⁵ who were not officers, but management elected for their reimbursement requests to receive the same level of review as officers. During FY 2025, the contract employees filed 81 reimbursement requests, totaling \$120,075.

In total, officers, executive directors, and contractors filed 1,287 reimbursement requests totaling \$1,839,923. Executive directors were included in the audit to verify that travel policies were being followed for these executive-level positions. Table 1 shows officers', limited-term contract employees', and executive directors' reimbursements from FY 2023 through FY 2025 for comparison.

Table 1. Comparison of Reimbursement Requests and Associated Expenses

Fiscal Year	Officer & Contractor Requests	Officer & Contractor Amount Paid	Executive Director Requests	Executive Director Amount Paid	Total Requests	Total Amount Paid
2025	1,092	\$1,525,353	195	\$314,570	1,287	\$1,839,923
2024	1,186	\$1,501,371	—*	—*	1,186	\$1,501,371
2023	895	\$1,041,295	—*	—*	895	\$1,041,295

*Note: Starting in FY 2025, the Office of Inspector General's (OIG) scope expanded to include executive director travel reimbursement requests.

Source: Postal Service eTravel System data.

¹ USPS Officers' Travel, Representation, and Office Expense Guidelines, dated April 2024.

² Representation expenses predominately involve one or more non-Postal Service personnel (customers or other external stakeholders, such as representatives of industry, special interest groups, foreign postal administrators and visitors, suppliers, and others with whom the Postal Service conducts official business).

³ U.S.C Title 39 Sections 202, 203, and 204, dated August 12, 1970, established five officer positions. Under the powers granted, the Board of Governors authorized 45 additional positions under Board Resolution 99-11, dated October 4, 1999.

⁴ The Postal Service had 48 active officers as of September 30, 2025. The number of active officers fluctuated between 45 and 49 throughout the FY due to retirements and appointments.

⁵ U.S.C Title 39 Section 1001(c) allows the Postal Service to hire individuals as executives under employment contracts for periods of no more than five years.

Postal Service officers, executive directors, and employees use the Electronic Travel Voucher (eTravel)⁶ system to create, submit, and review expense reports and to obtain reimbursement for transportation, lodging, and other expenses incurred while on official travel. Additionally, officers are reimbursed for representation expenses incurred while participating in engagements with customers, industry, or employee groups with whom the Postal Service conducts official business. All officer and executive director reimbursements must adhere to Postal Service travel and relocation policy.⁷ Postal Service officers must also adhere to the USPS Officers' Travel, Representation, and Office Expense Guidelines for reimbursements.

Findings Summary

Travel and representation expense reimbursements were generally in compliance with applicable policies and procedures, and reimbursement requests were properly supported in the eTravel system. However, we identified instances where the travel policies and procedures were not always followed or properly supported for reimbursement requests. Also, there were instances of non-compliance related to undocumented policy exceptions. In addition, specially assigned, limited-term contract employees' reimbursement requests were not always identified for special review by the Travel and Relocation team.

⁶ The eTravel system is an automated, web-based system.

⁷ Handbook F-15, *Travel and Relocation*, dated September 3, 2015.

Finding #1: Travel and Travel Reimbursements for Officers, Limited-Term Contract Employees, and Executive Directors

While reimbursement requests for officers, limited-term contractors, and executive directors generally complied with applicable policies and procedures, we found limited instances of noncompliance and requests not being adequately supported in the eTravel system. In addition, in some instances, policy exceptions were allowed for reimbursement requests.

For officers and limited-term contractors, we selected a random sample of 60 reimbursements. We did not identify issues with limited-term contractor reimbursements, but we identified the following issues with officer reimbursements:

- Two (3 percent) had compliance issues, including lodging above U.S. General Services Administration (GSA) rates without justification and incorrect per diem locations;
- Three (5 percent) included sales tax on rental cars in states offering tax exemptions, with no documentation showing exemption was requested and denied; and
- Two (3 percent) had incorrect per diem sheets uploaded, though system calculations were accurate.

For executive directors, we randomly selected 20 reimbursement requests for FY 2025. We noted instances of non-compliance involving a tip on a parking expense being reimbursed, use of the wrong per diem location, and lack of documentation for hotel charges above allowed per diem amounts.

The USPS Officers' Travel, Representation, and Office Expense Guidelines and Handbook F-15, Travel and Relocation, outline specific requirements for travel and expense reimbursements. The USPS Officers' Travel, Representation, and Office Expense Guidelines apply only to officers and advises to use published GSA per diem rates, when possible, or to document justification for not using the per diem rates in the comments section and include per diem worksheets with their expense reimbursement. The guidelines also require sales tax exemption to be requested

for hotel lodging and car rentals in states where tax exemption is allowed. The executive directors and all other employees follow Handbook F-15, Travel and Relocation, which includes travel and expense reimbursements for all employees, outlines documentation requirements, and indicates that any tips for waiters, bellhops, and porters are included as part of the per diem.

These instances of non-compliance occurred because approving officials for officers' and executive directors' travel did not properly review reimbursement requests and supporting documentation in the eTravel system. Officer and limited-term contractor travel goes through two levels of review: the Travel and Relocation team and another executive. Executive directors' travel is reviewed by their approving manager. While the above instances did not result in significant over or under payment, without proper oversight and review of reimbursement requests, the Postal Service is at risk of unsupported and improper travel and expense reimbursements.

While reimbursement requests for officers, limited-term contractors, and executive directors generally complied with applicable policies and procedures, we found limited instances of noncompliance and requests not being adequately supported in the eTravel system. In addition, in some instances, policy exceptions were allowed for reimbursement requests.



In addition, we noted instances of non-compliance with both officers' and executive directors' travel reimbursements that occurred because of undocumented policy exceptions. In nine of the 60 (15 percent) officer and limited-term contractor reimbursements, officers secured lodging that was not booked through the travel management company. We also found five of 20 (25 percent) executive directors' reimbursements included airfare seat upgrades not in compliance with current policy.

The current guidelines state hotels must be booked through the travel management company. However, when we brought these instances to the Travel and Relocation team's attention, they stated that there are exceptions when the travel management company would not be used for hotels that are not noted in policy.

For seat upgrades, the version of Handbook F-15, Travel and Relocation, in place during the audit states that if the traveler arranges better services than those specifically authorized, solely for personal preference, such as upgrading the class of service, the traveler must pay the additional costs.⁸ This aligns with GSA guidance, which, while indicating agencies can make their own policy, advises that seat upgrades should be paid by the traveler.⁹ A memorandum dated February 24, 2021, authorized seat upgrades up to a maximum of \$125 per leg due to COVID-19. Management indicated during this audit that it was in the process of adding the seat upgrade guidance from this memo to Handbook F-15, Travel and Relocation. However, the revised policy had not been published as of the end of FY 2025. The Postal Service should consider not codifying the seat upgrade policy, due to its current financial condition.

When policy does not align with practices, it puts the Postal Service at risk of being out of compliance and spending above what is allowable. In addition, the Postal Service is at risk of unsupported and improper travel and expense reimbursements.

Recommendation #1:

We recommend the **Chief Human Resources Officer** reiterate guidelines and policies to approving officials for proper management oversight and approval of officers', limited-term contract employees', and executive directors' travel and expense reimbursements to promote adherence to policies and verify reimbursement requests are properly supported.

Recommendation #2:

We recommend the **Chief Human Resources Officer** review and update applicable guidelines, as needed, to reflect policy exceptions, when appropriate, or document approved exceptions within the eTravel system.

Recommendation #3:

We recommend the **Chief Human Resources Officer** reconsider implementing the seat upgrade draft policy, and instead, reinforce current seat upgrade policy.

Postal Service Response

Management partially agreed with the finding and agreed with recommendations 1 and 3, but disagreed with recommendation 2. Regarding the finding, management stated that employees should request tax exemption, when applicable, for rental cars, but policy does not require documentation to support the request. For the officers who secured lodging that was not booked through the travel management company, management stated the policy allows for management discretion in exceptional circumstances.

Regarding recommendation 1, management stated it will prepare communication to reiterate and provide the officer guidelines to all Postal Service officers. Management will also issue communication related to appropriate review of travel expenses to eTravel approvers who approve expense vouchers for officers,

⁸ Handbook F-15, *Travel and Relocation*, dated September 3, 2015, section 5-2.1.1.

⁹ GSA Seating Guidance, *GSA Seating* and *GSA City Pair Program FAQs*, accessed December 11, 2025.

executive directors, and limited-term contract employees. The target implementation date is June 30, 2026.

Regarding recommendation 2, management stated that current policy adequately outlines the process to request a deviation or exception. Management further stated that Handbook F-15, Section 2-4.2 requires the traveler to enter a remark in the eTravel system regarding any approved deviation from policy, and to attach the approval memorandum to the expense report in the Receipts section. Management also indicated it will continue to reiterate policies and procedures via training and communication.

Regarding recommendation 3, management agreed to reconsider implementing the approved seat upgrade policy. The target implementation date is June 30, 2026.

OIG Evaluation

The OIG considers management's comments responsive to recommendations 1 and 3, and the issues identified in the report should be resolved.

Regarding management's partial disagreement with finding 1, the OIG believes since the current policy states that employees should request

tax exemption, when the request is denied and sales tax is paid on car rentals, it should be documented in the travel reimbursement as evidence the request was made according to policy. For officers' lodging not booked through the travel management company, based upon the number of instances noted, we do not consider these limited cases. Since current policy requires the use of the travel management company, allowable exceptions should be incorporated in the approved policy, or individual exceptions and their approvals should be documented as part of the travel reimbursement process in eTravel, as required in Handbook F-15, Section 2-4.2. However, none of the instances noted were documented in the eTravel system, as required by the policy referenced above.

For recommendation 2, although management maintains that current policy adequately outlines the process to request a deviation or exception, the allowable exceptions should be documented in approved policies, or these exceptions should be documented as part of the travel reimbursement process in eTravel. We will pursue this disagreement through the audit resolution process.

Finding #2: Limited-Term Contract Employees

Limited-term contract employees' reimbursement requests were not always identified as an officer reimbursement request in the eTravel system and were, therefore, not reviewed by the Travel and Relocation team. Although these contract employees were not officers, Postal Service management elected to include their reimbursement requests in the officers' group in the eTravel system to ensure the requests received special review by the Travel and Relocation team. We noted 36 of 81 (44 percent) reimbursement requests for Postal Service's FY 2025 limited-term contract employees, totaling \$42,100, were not identified as an officer reimbursement within the eTravel system.¹⁰

This occurred because the eTravel system did not flag the reimbursement requests for these contracted employees as an officer reimbursement. The system periodically updates and will remove employees from the officer group who are not coded as officers by the nature of their position, and they must be re-entered manually.

If these contract employees' reimbursement requests are not properly identified as officer reimbursement requests within the eTravel system, they may not be reviewed by the Travel and Relocation team. Although no instances of non-compliance were noted for the limited-term contract employees'

reimbursement requests reviewed, without additional oversight of all the contracted employees' requests, some reimbursements may not comply with applicable travel policies.

Recommendation #4:

We recommend the **Chief Human Resources Officer**, in coordination with the **Executive Director, Compensation and Benefits**, create a process to periodically verify limited-term contract employees are included in the officer group within the eTravel system.

Postal Service Response

Management agreed with the finding and recommendation.

For recommendation 4, management stated it will implement a process to ensure that only limited-term contract employees with approved travel deviations remain in the officer group in eTravel for appropriate review. The target implementation date is June 30, 2026.

OIG Evaluation

The OIG considers management's comments responsive to recommendation 4, and corrective action should resolve the issue identified in the report.

¹⁰ The 36 reimbursement requests not flagged as an officer's reimbursement in the eTravel system were not included in the OIG sample.

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Appendix A: Additional Information

Scope and Methodology

In FY 2025, 48 officers, 13 executive directors, and three limited-term contract employees filed 1,287 travel and reimbursement requests totaling \$1,839,923. For officers and limited-term contract employees, we reviewed 60 reimbursement requests totaling \$75,136. For each quarter, we selected a total of 15 reimbursement requests from active officers, acting officers, and limited-term contract employees who traveled during the quarter. We selected a larger portion of the sample from the officers who had the most reimbursement requests for the quarter.

We also reviewed a total of 20 reimbursement requests totaling \$28,362 for executive directors. For each quarter, we selected a total of five reimbursements with a larger portion of the sample coming from the most traveled executive directors per quarter.

We retrieved reimbursement requests and supporting documents that officers and executive directors filed from the eTravel system. We verified whether employees complied with policies and procedures regarding:

- Submission and approval of the travel reimbursement requests,
- Air transportation and other transportation methods,
- Lodging and per diem,
- International travel,
- Representation expenses,
- Duplicate claims,¹¹ and
- Appropriateness of credit card use.¹²

We used the following as our criteria to evaluate reimbursements:

- *USPS Officers' Travel, Representation, and Office Expense Guidelines*, dated April 1, 2024.

- Handbook F-15, *Travel and Relocation*, dated September 2015.
- Management Instruction FM-640-2024-1, *Expenses for Internal and External Events*, dated April 1, 2024.

We conducted this performance audit from January 2025 through February 2026 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 objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. We discussed our observations and conclusions with management on January 12, 2026, and included its comments where appropriate.

In planning and conducting the audit, we obtained an understanding of the eTravel 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 two components were significant to our audit objective: control activities and monitoring.

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to monitoring travel and expense reimbursements that were significant within the context of our objectives. Our recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of eTravel data by comparing it to officers' and executive directors'

¹¹ Expenses that are claimed more than once.

¹² Travelers use the travel card only for business-related purposes.

travel expense data in the Enterprise Data Warehouse (EDW)¹³ for each quarter. In addition, we used a random number generator to randomly select five reimbursement transactions in EDW each quarter

for officers and executive directors and verified them with the travel reimbursement requests in the eTravel system. We determined that the data were sufficiently reliable for the purposes of this report.

Prior Audit Coverage

Report Title	Objective	Report Number	Final Report Date	Monetary Impact
<i>Fiscal Year 2024 Officers' Travel and Representation Expenses</i>	Determine whether Postal Service officers complied with policies and procedures regarding travel and representation expense reimbursement.	24-058-R25	01/10/2025	N/A
<i>Fiscal Year 2023 Officers' Travel and Representation Expenses</i>	Determine whether Postal Service officers complied with policies and procedures regarding travel and representation expense reimbursement.	23-090-R24	11/21/2023	N/A
<i>Fiscal Year 2022 Officers' Travel and Representation Expenses</i>	Determine whether Postal Service officers complied with policies and procedures regarding travel and representation expense reimbursement.	22-055-R23	12/28/2022	N/A

¹³ A repository intended for all data and the central source of information on retail, financial, and operational performance.

Appendix B: Management's Comments

KELLIE C. CALDERON
Executive Director, Compensation & Benefits



February 17, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response – Fiscal Year 2025 Officers' and Executive Directors' Travel and Representation Expenses, Project Number 25-055

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, *Fiscal Year 2025 Officers' and Executive Directors' Travel and Representation Expenses*.

Finding #1: Travel and Travel Reimbursements for Officers, Limited-Term Contract Employees, and Executive Directors

While management agrees with some of the points identified in this finding, we disagree with the following points.

- *Three included sales tax on rental cars in states offering tax exemptions, with no documentation showing exemption was requested and denied.*
 - Current policy states that employees should request tax exemption when applicable; however, the absence of a formal, standardized car rental tax exemption procedure requiring documentation does not constitute noncompliance by the traveler, or a control failure.
- *There were instances of noncompliance with both officers' and executive directors' travel reimbursements that occurred because of undocumented policy exceptions. In nine of the 60 officer and limited-term contractor reimbursements, officers secured lodging that was not booked through the travel management company.*
 - The instances cited represent limited, case-specific exceptions made within the framework of existing policy and do not constitute undocumented policy guidance. By design, policies establish standard requirements and allow for management discretion in exceptional circumstances.

Finding #2: Limited -Term Contract Employees

Management agrees with this finding, however the intent of the review of the limited-term contract employees' travel reimbursements was limited to those with an approved travel deviation on file. In this case, limited-term contract employees did not have a travel deviation on file and therefore did not warrant an additional review by the Travel and Relocation team.

Recommendation #1:

We recommend the Chief Human Resources Officer reiterate guidelines and policies to approving officials for proper management oversight and approval of officers limited-term contract employees'.

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and executive directors' travel and expense reimbursements to promote adherence to policies and verify reimbursement requests are properly supported.

Management Response/Action Plan:

Management agrees with this recommendation. Management will prepare communications to reiterate and provide the Officer guidelines to all USPS Officers. Management will also issue communications to reiterate policies and procedures to eTravel approvers who approve expense vouchers for Officers, executive directors, and limited-term contract employees.

Target Implementation Date:

06/30/2026

Responsible Official:

Executive Director, Compensation & Benefits, and Manager, Travel & Relocation

Recommendation #2:

We recommend the Chief Human Resources Officer review and update applicable guidelines, as needed, to reflect policy exceptions, when appropriate, or document approved exceptions within the eTravel system.

Management Response/Action Plan:

Management disagrees with this recommendation because our current policy adequately outlines the process to request a deviation/exception and document appropriately in the eTravel system. Further, *Handbook F-15, Section 2-4.2* requires the traveler to enter a remark in the eTravel system regarding any approved deviation from policy, and to attach the approval memorandum to the expense report in the Receipts section. Management will continue to reiterate policies and procedures via training and communication.

Target Implementation Date:

N/A

Recommendation #3:

We recommend the Chief Human Resources Officer reconsider implementing the seat upgrade draft policy, and instead, reinforce current seat upgrade policy.

Management Response/Action Plan:

Management agrees to reconsider implementing the approved seat upgrade policy.

Target Implementation Date:

06/30/2026

Responsible Official:

Executive Director, Compensation & Benefits

Recommendation #4:

We recommend the Chief Human Resources Officer, in coordination with the Executive Director, Compensation & Benefits, create a process to periodically verify limited-term contract employees are included in the officer group within the eTravel system.

Management Response/Action Plan:

Management agrees with this recommendation and will implement a process to ensure that only limited-term contract employees with approved travel deviations remain in the officer group in eTravel for appropriate review.

Target Implementation Date:

06/30/2026

Responsible Official:

Executive Director, Compensation & Benefits, and Manager, Travel & Relocation

Kellie Calderon

Kellie C. Calderon
Executive Director, Compensation and Benefits

cc: Chief Human Resources Officer
Manager, Travel & Relocation
Manager, Corporate Audit Response Management

OFFICE OF INSPECTOR GENERAL

UNITED STATES



This document contains sensitive information that has been redacted for public release. These redactions were coordinated with USPS and agreed to by the OIG.

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