Audit Report

Assessment of the U.S. Postal Service's Leased Trailers

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Highlights

Objective

Our objective was to assess the management of the U.S. Postal Service's leased trailers.

The Postal Service uses trailers, including leased trailers, to transport mail products between plants, major mailers, and businesses. Routine evaluation of the trailer fleet is required to monitor daily trailer utilization and Postal Service policy requires the return or relocation of leased trailers not consistently used for periods of 10 days or more in a month.

The length of a leased trailer contract is usually three years with two optional, two-year periods (seven years maximum). Annual costs for leased trailers have increased from $55.8 million in fiscal year (FY) 2017 to $69.8 million in FY 2020 (a 25.1 percent increase). In FY 2020, the average cost of a leased trailer was $7,523. In addition, the budget for leased trailers increased from $35.8 million to $77.4 million (a 116.0 percent increase) between FY 2017 and FY 2020. The budget in FY 2021 is $80.2 million (a 3.5 percent increase over FY 2020).

As of May 2020, the Postal Service had 9,544 (76.7 percent) leased trailers and 2,905 (23.3 percent) owned trailers. However, in March 2020, the Postal Service identified a need to replace all owned trailers because they were no longer serviceable. In May 2020, the Postal Service approved a business case to purchase 825 trailers for about $24.5 million. An additional request to replace the remaining 2,080 owned trailers is planned for FY 2021.

Postal Service management uses the Solutions for Enterprise Asset Management (SEAM) system to improve vehicle inventory tracking and visibility and to standardize asset tracking and maintenance/repair functions. Local management completes a Postal Service (PS) Form 5201, Mail Van or Trailer Inspection, at trailer acceptance, when there are maintenance/damage repairs, and when returning a leased trailer. Management is required to upload completed PS Forms 5201 into SEAM.

On August 7, 2020, the Postal Service restructured its organization from seven areas to a number of regions and divisions. The results of this audit do not reflect these changes since our fieldwork was performed before these operational changes.

Findings

Opportunities exist for the Postal Service to improve management of its leased trailer fleet.

On average, 13.0 percent (1,005 of 7,746) of leased trailers were not used for an entire calendar month between January 2019 to March 2020. Policy requires the Postal Service to identify, monitor, and evaluate trailer utilization consistently. However, the Postal Service primarily focused on reviewing trailer utilization when local sites were requesting additional trailers and did not ensure under-utilized trailers were returned or relocated, as required. As a result, the Postal Service spent about $5.7 million annually on idle trailers.

Additionally, the Postal Service does not know the optimal number of trailers it should have in its fleet, including how many to lease versus own. This occurred because the Postal Service has not performed an analysis to determine what the optimal number of trailers should be. Postal Service management is responsible for ensuring it maintains an optimal number of trailers to achieve cost control and operational efficiency. In addition, according to its May 2020 business case, the Postal Service determined that the replacement of leased trailers with owned trailers (over a 13-year cash flow period), would save a substantial amount of money over the lifetime of the trailers. Determining the optimal number of trailers and replacing a certain percentage of leased with owned trailers will save the Postal Service money and eliminate the need to work with the various contractors that have different pricing models and costs associated with leasing trailers.

Furthermore, we identified several data and documentation issues related to leased trailers in SEAM. Specifically, of the 12,235 leased trailer asset records reviewed, we determined that 9,070 contained errors (74.1 percent). The data

> *"The Postal Service is currently working on a national trailer validation initiative requiring field personnel to review, validate, and update vehicle information recorded in SEAM."*

issues included trailers assigned to an area rather than a facility, facilities with incorrect finance numbers, incorrect asset categories, incorrect Postal Service areas, and leased trailers assigned to closed facilities. The Postal Service is currently working on a national trailer validation initiative requiring field personnel to review, validate, and update vehicle information recorded in SEAM. While this initiative should correct most of the issues we identified, it will not correct one data issue and one documentation issue.

Specifically, when the Postal Service leases trailers, headquarters personnel – not field personnel – categorizes the trailers by how they will be used: during Peak Season, moving mail transport equipment, or transporting mail between processing and distribution centers. However, we found about 14.0 percent of the SEAM errors were due to leased trailers being incorrectly categorized. This occurred because headquarters personnel are required to enter the asset category into SEAM, but they have not updated or verified the accuracy of this information. As a result of inaccurate and incomplete data, the Postal Service is at risk of making misinformed decisions that can affect operational efficiency.

In addition, documentation was incomplete. Specifically, every active leased trailer should have at least one PS Form 5201 uploaded into SEAM at trailer acceptance and additional forms should be uploaded when maintenance or damage repairs occur. However, we found only 12.6 percent of active leased trailers had a PS Form 5201 entered into SEAM.

Recommendations

We recommend management:

- Issue supplemental guidance to review leased trailer utilization consistently to ensure under-utilized trailers are returned or relocated.

- Perform an analysis to determine an optimal number of trailers in the fleet, including the mix of leased versus owned trailers.

- Develop a plan to ensure asset categories for leased trailers are continuously reviewed and updated with the correct information and Postal Service Forms 5201 are uploaded to Solutions for Enterprise Asset Management or another centralized database.

Transmittal Letter

December 4, 2020

MEMORANDUM FOR: ROBERT CINTRON
VICE PRESIDENT, LOGISTICS

Carmen Cook

FROM: Carmen L. Cook
Acting Deputy Assistant Inspector General
  for Mission Operations

SUBJECT: Audit Report – Assessment of the U.S. Postal Service's
Leased Trailers (Report Number 20-234-R21)

This report presents the results of our audit of the Assessment of the U.S. Postal Service's Leased Trailers.

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Kelly Thresher, Acting Director, Transportation, or me at 703-248-2100.

Attachment

cc: Postmaster General
      Corporate Audit Response Management

Results

Introduction/Objective

This report presents the results of our self-initiated audit of the Assessment of the U.S. Postal Service's Leased Trailers (Project Number 20-234). Our objective was to assess the management of the U.S. Postal Service's leased trailers. See Appendix A for additional information about this audit.

On August 7, 2020, the Postal Service restructured its organization from seven areas to a number of regions and divisions. The results of this audit do not reflect these changes since our fieldwork was performed before the recent operational changes.

Background

The Postal Service uses trailers, including leased trailers, to transport mail products between plants, major mailers, and businesses. Routine evaluation of the trailer fleet is required to monitor daily trailer utilization and Postal Service policy requires the return or relocation of leased trailers not consistently used for periods of 10 days or more in a month.

The length of a leased trailer contract is usually three years with two optional, two-year periods (seven years maximum). Costs for leased trailers have increased from $55.8 million in FY 2017 to $69.8 million in FY 2020 (a 25.1 percent increase) (see Table 1). In FY 2020, the average cost of a leased trailer was $7,523.

Table 1. Leased Trailer Costs for FYs 2017 through 2020

Leased Trailers	FY 2017	FY 2018	FY 2019	FY 2020
Annual Cost	$55,823,054	$71,790,110	$64,925,629	$69,860,742

Source: Postal Service Form 10-K Annual Reports and U.S. Postal Service Office of Inspector General (OIG) analysis.

In addition, the budget for leased trailers increased from $35.8 million to $77.4 million (a 116 percent increase) from FYs 2017 through 2020. The budget in FY 2021 is $80.2 million (a 3.5 percent increase over FY 2020) (see Figure 1).

Figure 1. FY 2017 through FY 2021 Annual Leased Trailer Budget
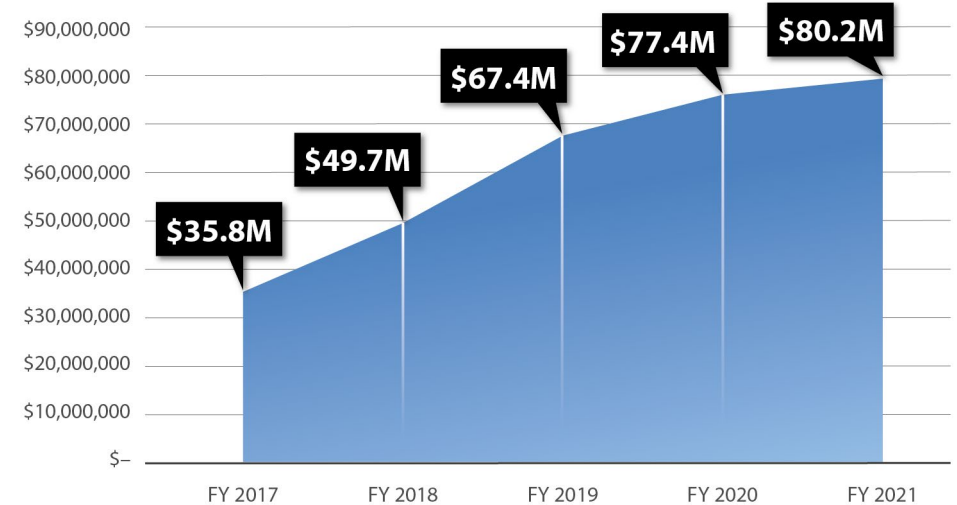
Source: Postal Service Form 10-K Annual Reports, Postal Service management, and OIG analysis.

As of May 2020, the Postal Service had 9,544 (76.7 percent) leased trailers and 2,905 (23.3 percent) owned trailers. The typical projected life of a trailer is 13 years; however, the Postal Service's owned trailers are between 22 and 50 years old. Specifically, 91.9 percent of owned trailers are between 20 and 29 years old (see Table 2). In March 2020, the Postal Service identified a need to replace all owned trailers because they are no longer serviceable. In May 2020, the Postal Service approved a business case, known as a Decision

> "The typical projected life of a trailer is 13 years; however, the Postal Service's owned trailers are between 22 and 50 years old."

Analysis Report (DAR)[1], to purchase 825 trailers for about $24.5 million. An additional request to replace the remaining 2,080 owned trailers is planned for FY 2021.

Table 2. Age of Postal Service Owned Trailers

Less than 19 Years	20 to 29 Years	30 to 39 Years	Greater than 40 Years
0 (0.0%)	2,670 (91.9%)	227 (7.8%)	8 (0.3%)

Source: Postal Service DAR.

Postal Service management uses the Solutions for Enterprise Management (SEAM) system to improve vehicle inventory tracking and visibility and to standardize asset tracking and maintenance/repair functions. SEAM utilizes data received from global positioning system (GPS) devices on vehicles, along with Surface Visibility[2] barcode scans, to provide event and location information to Enterprise Transportation Analytics (ETA). ETA uses this data to provide near real-time location information, visualizations, and reports used by all levels of surface transportation management to monitor the utilization of trailers. In FY 2020, 99.1 percent of active leased trailers had a GPS device.

In December 2014, the Postal Service developed a comprehensive process for routine assessment of vehicle requirements and efficient day-to-day fleet management called the *Lease Trailer Acquisition and Fleet Management* policy. The policy states that each facility has to designate a person responsible for validating and maintaining SEAM data. Local management also has to complete Postal Service (PS) Form 5201, Mail Van or Trailer Inspection, at trailer acceptance, when there are maintenance/damage repairs, and when returning a trailer. Management is required to upload completed PS Forms 5201 into SEAM.

Finding #1: Idle Trailers

Opportunities exist for the Postal Service to improve management of its leased trailer fleet. Management needs to improve its monitoring of leased trailer utilization to ensure under-utilized trailers are returned or relocated. Our initial analysis of GPS data from ETA showed, on average from January 2019 to March 2020, 13.9 percent (1,076 of 7,746)[3] of leased trailers were not used monthly. We found some trailers were actually moved from January 2019 through March 2020 but had defective GPS devices, which made them appear idle in ETA.[4] Once we removed those trailers, we found on average, 13.0 percent (1,005 of 7,746) of all leased trailers were not used for at least an entire calendar month between January 2019 to March 2020 (see Figure 2).

Figure 2. Leased Trailer Utilization
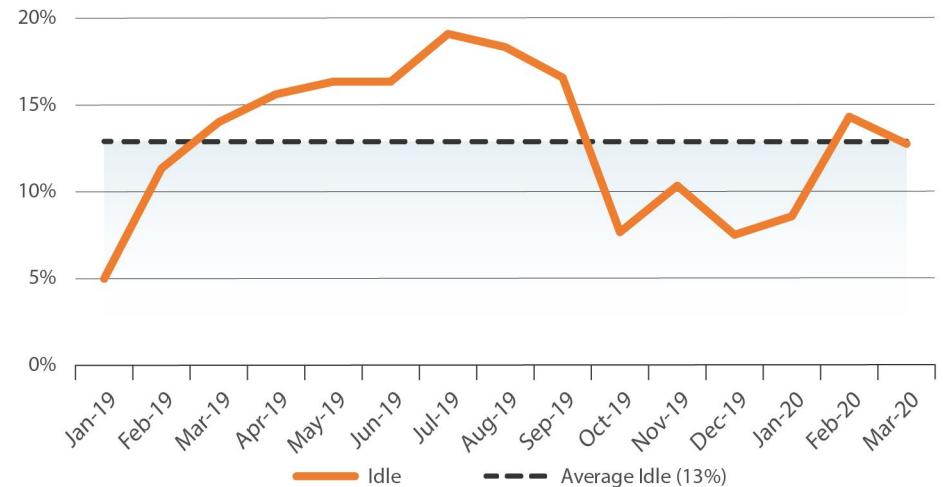
Source: ETA, Surface Visibility, and OIG analysis.

Specifically, on average, the percentage of leased trailers not used for an entire month from January 2019 to March 2020 ranged from 22.8 percent in the Pacific

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1 Major operating expense investments must be supported by a DAR prepared by the sponsoring organization to justify the expenditure. The DAR explains the background and purpose of the program and fully documents costs and benefits estimates.
2 A mobile-scanning application that enables the Postal Service to scan trays, tubs, and sacks of mail into containers and onto trailers and to track the mail across the surface network. Surface Visibility collects end-to-end data by linking multiple scans of a single asset to create visibility data to support planning management and optimization of the network.
3 Leased trailers used for storage were not considered in this analysis because they are expected to remain idle.
4 Either the battery was dead, or the GPS device was faulty.

Area to 8.3 percent in the Great Lakes Area. See Figure 3 for the average percentage of idle leased trailers by Postal Service area from January 2019 to March 2020.

Figure 3. Idle Leased Trailers by Area from January 2019 to March 2020
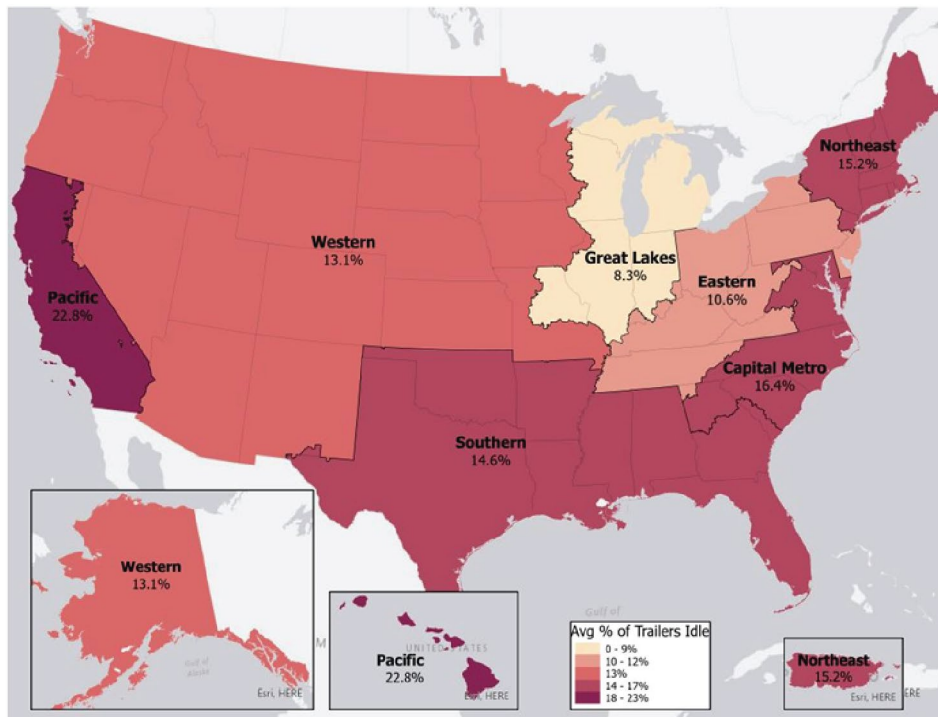
Source: ETA and OIG analysis.
Note: On August 7, 2020, the Postal Service restructured its organization. For Logistics, there are no longer areas but regions and divisions. The data in this report was pulled before the Postal Service made those changes. Differences in figure due to rounding.

Additionally, we determined, on average, 39.3 percent (3,044 of 7,746) of leased trailers were used 10 days or less in a calendar month, nationally, from January 2019 to March 2020. We also determined about 50 percent of leased

trailers in both the Pacific and Northeast Areas were used for less than 10 days each month during this time period (see Figure 4).

Figure 4. Leased Trailer Utilization by Area

Source: ETA and OIG analysis.

We also received an OIG Hotline referral that 27 trailers were being used as storage at an Amazon facility in Hebron, KY, for an extended period in June and July 2020. We pulled GPS data and Surface Visibility scan records to determine if the trailers had movement between July 9 and August 7, 2020. We found 12[5] of the 27 trailers had been idle between one and 16 days at the Amazon facility, as shown in
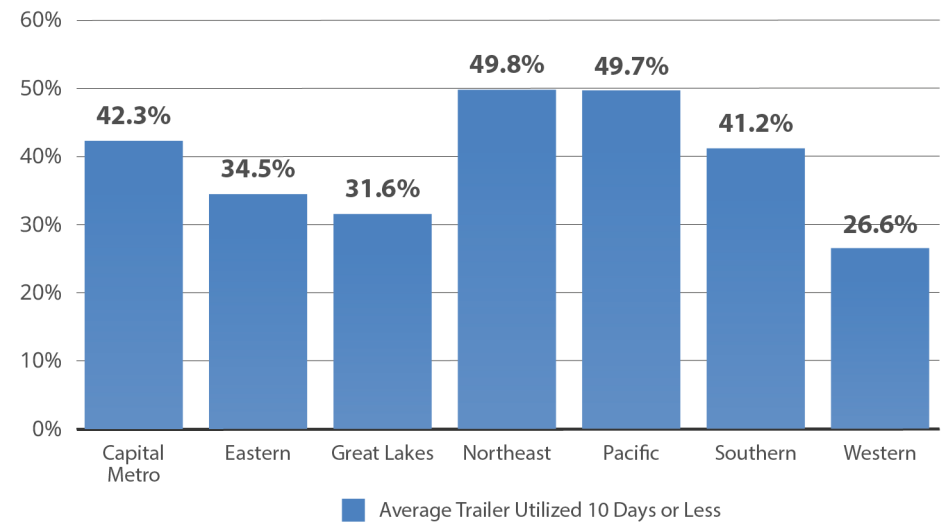
"On average, the percentage of leased trailers not used for an entire month from January 2019 to March 2020 ranged from 22.8 percent in the Pacific Area to 8.3 percent in the Great Lakes Area."

5   Ten of the 12 trailers are leased. Trailer numbers 0748363 and 8745552 are trailers owned by the Postal Service.

Table 3. The Postal Service is aware of these idle trailers and is currently working on correcting the issue.

Table 3. Trailers Idle at Amazon Facility

Trailer Number	At Amazon		
	In	Out	Days
45Z53M0033	7/14/20	7/30/20	16
0748363	7/26/20	8/7/20	12
452AX53R16	7/17/20	7/27/20	10
452AX53R21	7/27/20	8/6/20	10
8745552	7/11/20	7/20/20	9
452AX53R26	7/25/20	8/3/20	9
452AX53R19	7/23/20	7/31/20	8
452AX53R27	7/30/20	8/7/20	8
452AX53R04	7/30/20	8/6/20	7
45Z53M0031	7/27/20	8/1/20	5
45Z53M0014	7/31/20	8/3/20	3
452AX53R10	8/6/20	8/7/20	1

Source: Surface Visibility data.

Nationwide, management must identify, monitor, and evaluate trailer utilization consistently. However, the Postal Service primarily focuses on reviewing trailer utilization when local sites are requesting additional trailers and did not ensure under-utilized trailers were returned or relocated, as required. As a result, we determined the Postal Service spent, on average from January 2019 to March 2020, $472,744 each month on idle trailers.[6] This resulted in a total cost of $7.1 million from January 2019 to March 2020.

Recommendation #1

We recommend the **Vice President, Logistics**, issue supplemental guidance to review leased trailer utilization consistently to ensure under-utilized trailers are returned or relocated.

Finding #2: Optimal Number of Trailers

The Postal Service does not know the optimal number of trailers it should have in its fleet, including how many to lease versus own – as evidenced by the total number of leased trailers (76.7 percent) and the number of idle leased trailers we identified (13.0 percent). This occurred because the Postal Service has not performed an analysis to determine what the optimal number of trailers should be.

Postal Service management is responsible for ensuring an optimal number of trailers are maintained to achieve cost control and operational efficiency. In addition, according to its May 2020 DAR to purchase additional trailers, the Postal Service determined that the replacement of leased trailers with owned trailers (over a 13-year cash flow period), would save a substantial amount of money over the lifetime of the trailers. However, Postal Service management stated it is faced with higher priorities including replacing other vehicles that need to be replaced. In addition, due to its current financial situation and changing mail volumes (including decreases in letters and flats and increases in packages), it makes it difficult to determine the number of trailers needed. Determining the optimal number of trailers and replacing a certain percentage of leased with owned trailers will save the Postal Service money and eliminate the need to

"Determining the optimal number of trailers and replacing a certain percentage of leased with owned trailers will save the Postal Service money."

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6   We only included leased trailers that were not utilized at all in a month. We did not include leased trailers not consistently used for periods of 10 days or less in a month.

work with the various contractors that have different pricing models and costs associated with leasing trailers.
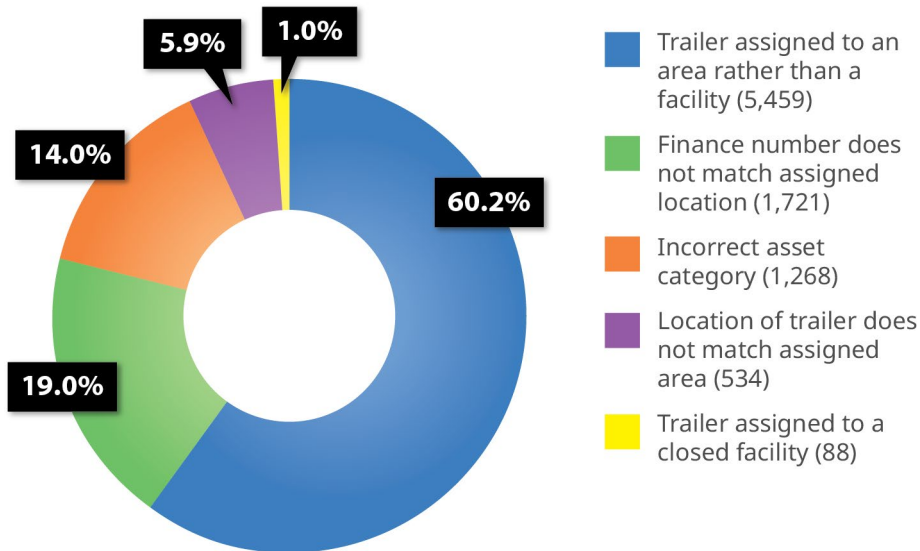
> **Recommendation #2**
> We recommend the **Vice President, Logistics,** perform an analysis to determine an optimal number of trailers in the fleet, including the mix of leased versus owned trailers.

Finding #3: Data Integrity

We identified several data and documentation issues related to leased trailers in SEAM, including inaccurate and outdated information. Specifically, of the 12,235 leased trailer asset records reviewed, we determined that 9,070 contained errors (74.1 percent). The data issues included trailers assigned to an area rather than a facility, facilities with incorrect finance numbers, incorrect asset categories, incorrect Postal Service areas, and leased trailers assigned to closed facilities (see Figure 5).

Figure 5. SEAM Data Issues

- Trailer assigned to an area rather than a facility (5,459)
- Finance number does not match assigned location (1,721)
- Incorrect asset category (1,268)
- Location of trailer does not match assigned area (534)
- Trailer assigned to a closed facility (88)

Source: SEAM.
Note: Differences in figure due to rounding.

The Postal Service is currently working on a national trailer validation initiative requiring field personnel to review, validate, and update vehicle information recorded in SEAM. While this initiative should correct most of the issues we identified, it will not correct one data issue and one documentation issue.

Specifically, when the Postal Service leases trailers – headquarters personnel, not field personnel – categorizes the trailers by how they will be used. Headquarters can categorize them as used during Peak Season, used for moving mail transport equipment, or used for transporting mail between processing and distribution centers. However, we found about 14.0 percent (1,268 of 9,070) of the SEAM errors were due to leased trailers being incorrectly categorized. This occurred because headquarters personnel are required to enter the asset category into SEAM, but they have not updated or verified the accuracy of this information. As a result of inaccurate and incomplete data, the Postal Service is at risk of making misinformed decisions that can affect operational efficiency.
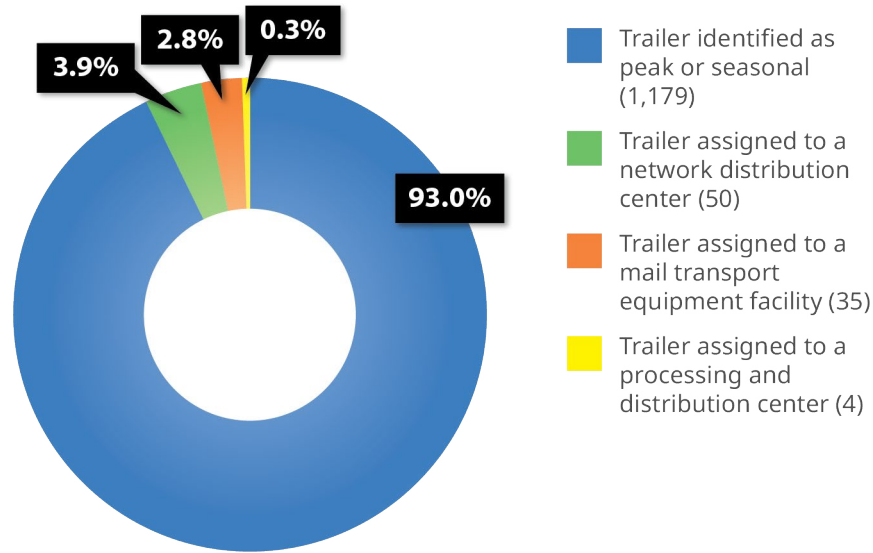
For example, we identified leased trailers categorized as Peak 2017 in FY 2020. We also found trailers categorized for use at network distribution centers or mail transport equipment service centers when they were in fact being used at processing and distribution centers (see Figure 6).

> *"As a result of inaccurate and incomplete data, the Postal Service is at risk of making misinformed decisions that can affect operational efficiency."*

Figure 6. Asset Category Errors

- Trailer identified as peak or seasonal (1,179) — 93.0%
- Trailer assigned to a network distribution center (50) — 3.9%
- Trailer assigned to a mail transport equipment facility (35) — 2.8%
- Trailer assigned to a processing and distribution center (4) — 0.3%

Source: SEAM.

In addition, we found a documentation issue with PS Forms 5201. Every active leased trailer should have at least one PS Form 5201 uploaded into SEAM at trailer acceptance and management should upload additional forms when maintenance or damage repairs occur. Further, when the leased trailer is returned to the supplier, management is required to upload a PS Form 5201 into SEAM. This form needs to be uploaded to SEAM to ensure the trailer has been accepted and returned and the Postal Service has examined the trailer for any damages or deficiencies, and the supplier agrees with the condition of the trailer. We found only 12.6 percent of active leased trailers (1,354 of 10,756) had a PS Form 5201 entered into SEAM as of July 1, 2020 (see Table 4).

Table 4. PS Form 5201 SEAM Record Comparison

FY	SEAM Active Trailers	PS Forms 5201 in SEAM	Percentage in SEAM
2015	549	278	50.6%
2016	75	43	57.3%
2017	3,243	537	16.6%
2018	6,462	482	7.5%
2019	416	14	3.4%
2020	11	0	0.0%
Total	10,756	1,354	12.6%

Source: SEAM and OIG analysis.

Recommendation #3

We recommend the **Vice President, Logistics,** develop a plan to ensure asset categories for leased trailers are continuously reviewed and updated with the correct information and Postal Service Forms 5201 are uploaded to Solutions for Enterprise Asset Management or another centralized database.

Management's Comments

Management agreed with the findings and recommendations and provided a target implementation date of March 1, 2021, for all three recommendations. Based on subsequent conversations, management also agreed with the monetary impact. See Appendix B for management's comments in their entirety.

Management stated significant fluctuations in volume, especially with the onset of the Coronavirus Disease (COVID-19), influenced their decision to obtain and/or return trailers. Additionally, the Postal Service stated it does not make business sense to return trailers during low months to bring them back a few months later.

Regarding recommendation 1, management stated they will establish a process for monthly reviews of idle or under-utilized trailers and return trailers or move them to sites that need additional trailers based on their analysis.

Regarding recommendation 2, management stated they will work with Fleet Operations to perform a lease versus buy analysis to determine the right mix of Postal Service owned versus leased trailers.

Regarding recommendation 3, management stated they will develop standard work instructions to monitor and enforce timely updates on asset categories and to ensure PS Forms 5201 are uploaded to SEAM.

Evaluation of Management's Comments

The OIG considers management's comments responsive to the recommendations in the report and management's corrective actions should resolve identified issues.

Regarding mail volume fluctuations influencing the Postal Service's decision to obtain and return trailers, we acknowledged this in the report and stated changing mail volumes can make it difficult to determine the number of trailers needed. Additionally, regarding returning leased trailers in low utilization months, policy allows the Postal Service to not just return leased trailers that are under-utilized but also relocate them.

All recommendations require OIG concurrence before closure. The OIG requests written confirmation when corrective actions are completed. All recommendations should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendations can be closed.

Appendices

Click on the appendix title below to navigate to the section content.

Appendix A: Additional Information

Scope and Methodology

This audit focused on the Postal Service's leased trailer fleet for FY 2017 through FY 2020, Quarter 2. To achieve our objective, we:

- Interviewed headquarters personnel with Surface Transportation, Finance, Transportation Services Category Management Center, and Process Improvement and Analytics.

- Determined the methodology for determining the leased trailer budget.

- Analyzed leased trailer budget and costs.

- Obtained contracts and related documentation for leased trailers from the Contract Authoring and Management System.

- Determined the size of the Postal Service's trailer fleet and compared the number of owned trailers versus leased trailers.

- Determined the criteria for idle leased trailers.

- Reviewed ETA and GPS data for leased trailers.

- Reviewed the Postal Service's DAR on purchasing 825 trailers and Fleet Management's cash flow analysis.

We relied on computer-processed data maintained in Postal Service information systems for our analyses. Specifically, we analyzed data recorded in Surface Visibility and ETA to evaluate trailer utilization. Data from SEAM was used to determine if active leased trailers were equipped with GPS devices. We analyzed data recorded in iSupplier to quantify the size of the leased trailer fleet and determine costs.

We conducted this performance audit from May through December 2020 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 November 10, 2020, and included their comments where appropriate.

We assessed the reliability of the Postal Service's SEAM, ETA, iSupplier, and Surface Visibility systems data by interviewing Postal Service officials, comparing data to other representative time periods, reconciling data from one system to another as well as to other official documentation. 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 (in millions)
Global Positioning System for Highway Contract Routes	Assess compliance with the Highway Contract Route GPS program.	20-198-R20	9/29/2020	$2.4
Global Positioning System Trailer Visibility	Assess the Postal Service's plan to improve its management of trailers by using GPS data.	NL-AR-17-008	6/26/2017	$2.5
Trailer Lease Reduction Projects	Determine whether the Postal Service's trailer lease reduction projects are increasing use and right-sizing the leased trailer fleet while reducing costs.	NL-AR-16-007	9/30/2016	$1.6
Use of Leased Trailers - Western Area	Assess the use of leased trailers in the Western Area.	NO-AR-15-010	9/28/2015	$1
Use of Leased Trailers - Northeast Area	Assess the use of leased trailers in the Northeast Area.	NO-AR-15-009	8/5/2015	$12

Appendix B: Management's Comments

UNITED STATES POSTAL SERVICE
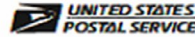
November 30, 2020

Carmen L Cook
ACTING DEPUTY ASSISTANT
INSPECTOR GENERAL
FOR MISSION OPERATIONS

SUBJECT: Assessment of the U.S. Postal Service's Leased Trailers
(Project Number 20-234)

Thank you for providing the Postal Service with the opportunity to review and comment on the recommendations contained in the draft audit report, "Assessment of the U.S. Postal Service's Leased Trailers." Management generally agrees with the report's findings.

While Management agrees with the recommendations, we need to point out a couple of items that has influence over determining when to obtain and/or return the trailers. The Postal service has significant fluctuations in our volume over the course of a year, especially with the onset of COVID 19. It does not make business sense to return trailers during the low months just to bring them back a few months later. With that said we will work to ensure we have the optimal mix of trailers in our fleet whether owned or leased.

OIG RECOMMENDATIONS:

Recommendation #1

"We recommend the Vice President, Logistics, issue supplemental guidance to review leased trailer utilization consistently to ensure under-utilized trailers are returned or relocated."

Responsible Official: Senior Director, Surface Logistics

Management Response/Action Plan: Management will establish a process for monthly reviews of idle or under-utilized trailers. These trailers will be returned or moved to sites needing additional trailers based our analysis.

Target Implementation Date: 3/1/2021

Recommendation #2

"We recommend the Vice President, Logistics, perform an analysis to determine an optimal number of trailers in the fleet, including the mix of leased versus owned trailers."

Management Response/Action Plan: Management will work with work in conjunction with Fleet Operations to perform a lease vs buy analysis to determine the right mix of Postal Owned vs leased Trailers.

Responsible Official: Senior Director Surface Logistics

Target date: 3/1/2021

Recommendation #3:

"We recommend the Vice President, Logistics, develop a plan to ensure asset categories for leased trailers are continuously reviewed and updated with the correct information and Postal Service Forms 5201 are uploaded to Solutions for Enterprise Asset Management or another centralized database"

Management Response/Action Plan: Management will develop standard work instructions to monitor and enforce timely updates on asset categories and to ensure Forms 5201 are uploaded to SEAM.

Responsible Official: Senior Director Surface Logistics

Target date: 3/1/2021

Robert Cintron
Vice President, Logistics

cc: Manager, Corporate Audit Response Management
    Brent Raney
    Jeffery Johnson
    Mark Guilfoil
    Jakki Krage

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INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

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