

Mail Delivery, Customer Service, and Property Conditions Review – Select Units, Milwaukee, WI Region



AUDIT REPORT

Report Number 22-147-R23 | October 17, 2022



Bradley Carrier Annex



North Milwaukee Station



Waukesha MPO



Dr. Martin Luther King Jr. Station



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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

October 17, 2022

MEMORANDUM FOR: JEFF A. DRAKE
MANAGER (A), WISCONSIN DISTRICT

A handwritten signature in black ink, reading "Sean Balduff", is centered below the recipient information.

FROM: Sean Balduff
Director, Field Operations

SUBJECT: Audit Report – Mail Delivery, Customer Service, and Property
Condition Reviews – Select Units, Milwaukee, WI Region
(Report Number 22-147-R23)

This capping report presents the results of our audits of Mail Delivery, Customer Service, and Property Condition Reviews – Select Units, Milwaukee, WI Region.

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Valeta Bradford, Operational Manager, or me at 703-248-2100.

Attachment

cc: Postmaster General
Corporate Audit and Response Management
Chief Retail & Delivery Officer and Executive Vice President
Vice President, Delivery Operations
Vice President, Retail & Post Office Operations
Vice President, Central Area Retail & Delivery Operations
Vice President, Processing & Maintenance Operations

Results

Background

This report presents a summary of the results of our self-initiated audits assessing mail delivery, customer service, and property conditions at four selected delivery units in the Milwaukee, WI region (Project Number 22-147) and responds to a request from Senator Tammy Baldwin asking for a review of delivery operations in the Milwaukee area. The four delivery units we audited were the North Milwaukee and Dr. Martin Luther King Jr. Stations, the Waukesha Main Post Office (MPO), and the Bradley Carrier Annex. We judgmentally selected these delivery units based on the number of Stop-the-Clock (STC)¹ scans occurring at the delivery unit, rather than at the customer's point

of delivery. We previously issued interim reports² to district management for each of these units regarding the conditions we identified. In addition, we issued a report on the efficiency of operations at the Milwaukee Processing and Distribution Center (P&DC),³ which services these four delivery units.

All four delivery units are in the Wisconsin District of the Central Area and have a combined total of 147 city routes and 14 rural routes. Staffing at the delivery units during our audit included 162 full-time city carriers, 34 city carrier assistants, 14 rural carriers, five assistant/replacement rural carriers, 21 full-time clerks, and 22 postal support employees (see Table 1).

Table 1. Staffing and Routes

Staffing and Route Types	North Milwaukee Station	Waukesha MPO	Dr. Martin Luther King Jr. Station	Bradley Carrier Annex	Total
Full-Time City Carriers	41	56	29	36	162
City Carrier Assistants	4	15	7	8	34
Rural Carriers	0	14	0	0	14
Assistant Rural/ Replacement Carriers	0	5	0	0	5
Full-Time Clerks	6	6	3	6	21
Postal Support Employees	3	11	3	5	22
City Routes	36	53	25	33	147
Rural Routes	0	14	0	0	14

Source: U.S. Postal Service Office of Inspector General (OIG) analysis of data from variance programs.

¹ A scan event indicating that the Postal Service has completed its commitment to deliver or attempt to deliver the mailpiece. Examples of STC scans include "Delivered," "Available for Pick-up," and "No Access."

² *Mail Delivery, Customer Service, and Property Conditions Review - North Milwaukee Station, Milwaukee, WI* (Report Number 22-147-1-R22, dated August 31, 2022); *Mail Delivery, Customer Service, and Property Conditions Review - Waukesha Main Post Office, Waukesha, WI* (Report Number 22-147-2-R22, dated August 31, 2022); *Mail Delivery, Customer Service, and Property Conditions Review - Dr. Martin Luther King Jr. Station, Milwaukee, WI* (Report Number 22-147-3-R22, dated August 31, 2022); and *Mail Delivery, Customer Service, and Property Conditions Review - Bradley Carrier Annex, Milwaukee, WI* (Report Number 22-147-4-R22, dated August 31, 2022).

³ *Efficiency of Operations at the Milwaukee, WI, Processing and Distribution Center* (Report Number 22-154-R22, dated August 31, 2022).

The delivery units service about 222,435 people in several ZIP Codes, which are considered predominately urban communities⁴ (see Table 2).

Table 2. Service Area and Population

Delivery Units	Service Area ZIP	Population
North Milwaukee Station	53209	46,451
Waukesha Main Post Office	53186, 53188, 53189	94,982
Dr. Martin Luther King Jr. Station	53212	30,296
Bradley Carrier Annex	53223, 53224	50,706
Total		222,435

Source: OIG analysis of Postal Service National Labeling List and Esri data.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery, customer service, and property conditions at the North Milwaukee and Dr. Martin Luther King Jr. Stations, the Waukesha MPO, and the Bradley Carrier Annex in the Milwaukee region.

We reviewed delivery metrics, including the number of routes and carriers, mail arrival time, number of reported delayed mailpieces, package scanning, and distribution up-time.⁵ In addition, during our site visits the week of June 27, 2022, we reviewed mail conditions and delivery unit safety, security, and maintenance conditions. We also analyzed the scan status of mailpieces at and around the

carrier cases and in the “Notice Left”⁶ areas. Finally, we interviewed unit management and employees.

We conducted this audit from June through October 2022 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 28, 2022, and included their comments where appropriate.

We relied on computer-generated data from the Product Tracking and Reporting (PTR)⁷ system, Delivery Condition Visualization (DCV),⁸ the Surface Visibility (SVWeb)⁹ database, and the electronic Facilities Management System (eFMS).¹⁰ Although we did not test the validity of the controls over these systems, we assessed the accuracy of the data by reviewing existing information, comparing data from other sources, observing operations, and interviewing Postal Service officials knowledgeable about the data. We determined the data were sufficiently reliable for the purposes of this report.

Results Summary

We identified issues affecting customer service and property conditions at all four delivery units. Specifically, we found deficiencies with package scanning, truck arrival scanning, and property conditions (see Table 3). We also found delayed mail at three of the four units.

4 We obtained ZIP Code information related to population and urban/rural classification from Esri.

5 Time of day when clerks have completed distributing mail to carrier routes.

6 The area of a postal facility where letters and packages that carriers were unable to deliver are stored for customer pickup.

7 A system of record for all delivery status information for mail and packages with trackable services and barcodes.

8 A tool for unit management to manually self-report delayed mail, which provides a snapshot of daily mail conditions at the point in time when carriers have departed for the street.

9 SVWeb 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 surface network.

10 A custom-built Postal Service system used to manage work orders, contracts, and payments for facility construction, repairs, and alteration contracts, along with real estate contracts.

Table 3. Summary of Results

Controls Reviewed	Deficiencies Identified – Yes or No			
	North Milwaukee Station	Waukesha MPO	Dr. Martin Luther King Jr. Station	Bradley Carrier Annex
Delayed Mail	Yes	No	Yes	Yes
Package Scanning	Yes	Yes	Yes	Yes
Truck Arrival Scanning	Yes	Yes	Yes	Yes
Property Conditions	Yes	Yes	Yes	Yes

Source: Results of OIG reviews conducted during the week of June 27, 2022.

Finding #1: Delayed Mail

What We Found

On the morning of June 28, 2022, we identified about 19,254 pieces of delayed letter and flat mail (see Table 4 and Figure 1) at the North Milwaukee and Dr. Martin Luther King Jr. Stations and the Bradley Carrier Annex, which included about 19,208 letters and flats and 46 packages at 60 carrier cases (see Table 4). Management at the North Milwaukee and Dr. Martin Luther King Jr. Stations did not report

this delayed mail in DCV. Management at the Bradley Carrier Annex did not report any delayed mail in DCV, but did report 12,023 mailpieces as curtailed, which is noncommitted mail that the carrier does not have time to sort before their scheduled route leave time and is authorized to deliver the next day. See Figure 1 for examples of delayed mail found at the carrier cases.

Table 4. Delayed Mail

Mail Type	North Milwaukee Station	Dr. Martin Luther King Jr. Station	Bradley Carrier Annex	Total
Letters and Flats	2,451	11,726	5,031	19,208
Packages	0	46	0	46
Total	2,451	11,772	5,031	19,254

Source: Results of OIG reviews conducted during the week of June 27, 2022.

Figure 1. Examples of Delayed Mail in the Carrier Cases



Source: OIG photos taken June 28, 2022.

Why Did It Occur

Management at the North Milwaukee Station did not verify that all mail was delivered and that the delayed mail was reported in the DCV system because other assigned duties, such as scheduling and preparing for meetings, took priority.

Management at the Dr. Martin Luther King Jr. Station did not ensure the station had enough resources to deliver the mail, stating that the unit was short-staffed due to carriers being out on COVID-19 related leave. Unit management said that they contacted district management about the shortage but were told there were 67 call-offs across the Milwaukee area so there was no help available. Management did not report the delayed mail because the acting

PM supervisor was not familiar with DCV or aware of the requirement to report it. The station manager had not instructed or trained the acting PM supervisor to enter delayed mail into the DCV system.

Management at the Bradley Carrier Annex did not properly handle and report missent, missorted, and missequenced (3M) mail and Delivery Point Sequence (DPS)¹¹ mail, stating that they were not aware that undelivered DPS mail brought back to the delivery unit should be placed in the 3M case.¹² Management instructed carriers to place this type of mail in the hot case¹³ to be redistributed throughout the unit instead of in the 3M case. In addition, management stated that this has been a recurring problem for the delivery unit, but they had not properly notified the plant.¹⁴ Furthermore, management reported the undelivered DPS mail as curtailed mail in the DCV system because they were not aware of the policy for reporting mail placed in the hot case.

What Should Have Happened

Management should have ensured that all mail was processed and delivered daily and that there were enough resources to deliver all the mail each day. Postal Service policy¹⁵ states that all types of First-Class Mail, Priority Mail, and Priority Express Mail are always committed for delivery on the day of receipt. In addition, managers are required to report all mail in DCV that remains at a unit after the carriers have left for their street duties.¹⁶ Postal Service policy¹⁷ also states that managers must review all communications that may affect the day's workload and be sure that replacements are available for unscheduled absences.

Furthermore, offices are to have a 3M case for carriers to deposit DPS errors that are brought back from their routes.¹⁸ A supervisor should review and report this mail on a 3M Daily Log and notify the appropriate operations support office.¹⁹

Effect on the Postal Service and Its Customers

When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. In addition, inaccurate reporting of delayed mail in DCV provides management at the local, district, area, and headquarters levels with an inaccurate status of mail delays and can result in improper actions taken to address issues.

Recommendation # 1

We recommend the **Manager, Wisconsin District**, develop a plan to ensure that all committed mail is delivered daily, all delayed mail volume is entered into the proper system, and management systematically reviews the data and enforces reporting compliance at the North Milwaukee Station, Dr. Martin Luther King Jr. Station, and the Bradley Carrier Annex.

Recommendation # 2

We recommend the **Manager, Wisconsin District**, develop a plan to ensure that all 3M Daily Logs are properly completed at the Bradley Carrier Annex.

Finding #2: Package Scanning

What We Found

Employees improperly scanned packages at all four delivery units. Specifically, employees scanned 2,608 packages at the delivery units between March and May 2022 (see [Table 5](#)). Further analysis of the scan data for these packages showed that 86.62 percent were scanned "Delivered." This data excludes scans that could properly be made at a delivery unit, such as "Delivered - PO Box" and "Customer (Vacation) Hold" but, rather, represents scans performed at the delivery unit that should routinely be made at the point of delivery. In addition, we only included "Delivery Attempted - No Access to Delivery Location" scans performed Monday through Friday to avoid legitimate scans for businesses closed over the weekend.

¹¹ Mail that arrives at a unit in sequential order and is ready to be taken directly to the street for delivery.

¹² The area of the delivery unit where carriers place their 3M mail.

¹³ A case designated for final withdrawal of mail as carriers leave the office.

¹⁴ We conducted an efficiency of operations review at the Milwaukee Processing and Distribution Center (Report Number 22-154-R22, dated August 31, 2022) during the same week we visited this unit. In this report, we identified an issue related to missorted machinable mail found at the plant.

¹⁵ *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

¹⁶ *Informed Visibility Delivery Condition Visualization User Guide*, March 2022.

¹⁷ Handbook M-39, *Management of Delivery Services*, TL-14, Section 111.2, June 2019.

¹⁸ *AMSOP II Guidebook*, March 2011.

¹⁹ *3M (Missent, Missort, and Missequence), Standard Work Instruction: Supervisor*, May 8, 2019.

Table 5. STC Scans at the Unit by Type

STC Scan Type	North Milwaukee Station	Waukesha MPO	Dr. Martin Luther King Jr. Station	Bradley Carrier Annex	Total	Percentage
Delivered	589	60	480	1,130	2,259	86.62%
Delivery Attempted - No Access to Delivery Location	41	44	75	42	202	7.75%
Receptacle Full/Item Oversized	2	34	13	5	54	2.07%
No Secure Location Available	4	7	21	12	44	1.69%
Delivery Exception/Animal Interference	8	5	4	5	22	0.84%
Refused	0	21	1	0	22	0.84%
No Authorized Recipient Available	0	3	2	0	5	0.19%
Total	644	174	596	1,194	2,608	100%

Source: OIG analysis of the Postal Service’s PTR System.

In addition, on the morning of June 28, 2022, we selected 214 packages²⁰ to review and analyze scanning and tracking data. Of the 214 sampled packages, 55 had missing or improper scans, including:

- Thirty-four (31 from the carrier cases and three from the “Notice Left” area) were scanned “Delivered,” which should only occur when the package is successfully left at the customer’s delivery address.
- Thirteen (11 from the carrier cases and two from the “Notice Left” area) had scans (other than “Delivered”) that were performed at a location other than the delivery point. All packages are required to be scanned at the point of the delivery attempt.
- Eight from the carrier cases were missing STC scans to let the customer know the reason for non-delivery.

Further, we identified handling issues with 32 packages, including:

- Seventeen packages at the North Milwaukee Station in the “Notice Left” area were not returned to the sender, as required.²¹ These packages ranged from three to 102 days past their return dates. In addition, three packages were scanned “Intercept”²² and should have been returned to the sender instead of being placed in the “Notice Left” area.
- One package at the Waukesha MPO in the “Notice Left” area was scanned “Returned to Sender” on June 13, 2022. This package should have been returned to the sender as required and not placed on the shelf.
- Four packages at the Dr. Martin Luther King Jr. Station from the carrier cases were not put in with the outgoing mail the previous night. In addition, we identified six packages from the “Notice Left” area that were not returned to the sender, as required. Further, we determined one package from a carrier case that had a “Delivery Attempted – No Access to Delivery Location”

²⁰ We judgmentally selected 120 packages from the carrier cases and 94 packages from the “Notice Left” area.

²¹ *Notice Left and Return Guidelines*, dated July 2007, states that domestic packages should be returned to the sender on the 15th calendar day after a notice is left and international packages should be returned to the sender on the 30th calendar day after a notice is left.

²² A scan event where the mailer has authorized the Postal Service to intercept a package before delivery and return it to the sender.

scan on June 13, 2022. This package should have been transferred to the “Notice Left” area.

Why Did It Occur

These scanning issues occurred because management did not adequately monitor and enforce proper package scanning and handling procedures. Specifically:

- Management at the North Milwaukee Station acknowledged that they should have scrutinized the packages left at the carrier cases and reviewed them at the “Notice Left” area more thoroughly. However, other duties took priority, such as addressing customer requests.
- Management at the Waukesha MPO was aware of the policy to scan packages at the point of delivery but allowed employees to scan packages in the office for businesses with firm sheets²³ instead of at the point of delivery. Carriers stated that they sometimes scanned packages as “Delivered” at the delivery unit for vacation holds, as well. Management also stated that there was one time during our audit scope when police activity blocked access to a section of town and this impacted three routes, so carriers could not access the location and returned to the office to scan the packages as “Delivery Attempted – No Access to Delivery Location.”
- Management at the Dr. Martin Luther King Jr. Station stated that every evening they reviewed scanning reports to identify packages that did not receive STC scans and looked around the office for any packages that showed up on the report. If they could not find the packages, they scanned them “Delivered – PO Box,” so the packages did not show up as scanning failures. The supervisor was trained to record these false scans as part of closing duties.
- Management at the Bradley Carrier Annex stated that they were aware of the requirement to clear all packages daily and review the End of Day Report.²⁴ However, management stated that other duties took priority, such as providing oversight for the detached retail unit.

What Should Have Happened

Management should have monitored packages at the carrier cases and “Notice Left” area and enforced compliance with Postal Service policies. Management should have also monitored scan performance daily and enforced scan compliance. This includes ensuring that all packages are scanned at the delivery point and that employees follow package handling procedures properly. In addition, carriers who delivered packages with firm sheets to businesses should have scanned the firm sheets at the delivery address when the packages were delivered instead of scanning them at the delivery unit. The Postal Service’s goal is to ensure proper delivery attempts for mailpieces to the correct address with proper service,²⁵ which includes scanning packages at the time and location of delivery.²⁶ Packages in the “Notice Left” area should have been reviewed timely for second notices and returned to sender if they remained after the prescribed number of days.

Effect on the Postal Service and Its Customers

Customers rely on accurate scan data to track their packages in real time. When employees do not scan mailpieces correctly or improperly handle packages, customers are unable to determine the actual status of their packages. By improving scanning and handling operations, management could potentially improve mail visibility, increase customer satisfaction, and enhance the customer experience and Postal Service brand.

Recommendation # 3

We recommend the **Manager, Wisconsin District**, develop and implement a plan to ensure that all employees at the North Milwaukee Station, Waukesha Main Post Office, Dr. Martin Luther King Jr. Station, and the Bradley Carrier Annex are trained on standard operating procedures for package scanning and handling and that unit management systematically reviews scan data and enforces compliance.

Finding #3: Truck Arrival Scanning

What We Found

Employees at all four delivery units did not always scan incoming trailer/truck barcodes²⁷ as required. We reviewed data related to morning truck arrival scans from March 1 to May 31, 2022 and found

²³ A list of packages for delivery to one address documented with a single barcode. Firm sheets are used to link packages sent to one address on a single form.

²⁴ A tool used to identify packages that have no STC scan.

²⁵ *Delivery Done Right the First Time* stand-up talk, March 2020.

²⁶ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

²⁷ The trailer barcode on the back door and inside right and left walls of the trailer.

that employees at the four units did not perform a scan for 762 of the 765 trips (99.61 percent) arriving from the Milwaukee P&DC (see Table 6).

Table 6. Truck Arrival Scans Between March and May 2022

	Count of Inbound Trips	Count of Missed Scans	Percentage Missing
North Milwaukee Station	248	248	100.00%
Waukesha Main Post Office	150	150	100.00%
Dr. Martin Luther King Jr. Station	250	247	98.80%
Bradley Carrier Annex	117	117	100.00%
Total	765	762	99.61%

Source: OIG analysis of the Postal Service’s SVWeb data.

Why Did It Occur

Management at the North Milwaukee Station stated that they were not aware of the requirement to scan the trailer/truck barcode and did not instruct the station clerk to perform these scans. Therefore, they did not monitor scan performance data to ensure all trucks received an arrival scan.

Management at the Waukesha MPO stated that they were aware of the policy and thought the clerks were performing the scans but did not monitor for compliance.

The station manager at the Dr. Martin Luther King Jr. Station did not monitor scan performance data because he assumed the scans were being properly performed. In addition, the AM supervisor was not aware of the requirement to scan the trailer/truck barcodes upon arrival. We also spoke with the two morning clerks about the truck scanning procedures. One was unaware of the requirement to scan the trailer/truck barcodes and the other performed the scans previously but asked management whether they were required and did not receive a response so the clerk stopped performing them.

A morning clerk at the Bradley Carrier Annex stated that it was common practice to scan a printed barcode that was taped to the wall when the truck arrived. The manager stated that he was not aware that employees were not performing scans or that this practice was occurring, nor did he monitor reports to verify.

What Should Have Happened

Management should have reviewed and monitored trailer/truck scanning data to ensure that all expected truck scans were being performed. According to Postal Service policy,²⁸ employees must scan the trailer barcode on Postal Service trailer/trucks and Highway Contract Route trailer/trucks arriving at the delivery unit during local operating hours.

Effect on the Postal Service and Its Customers

When employees do not consistently scan trailer/truck barcodes, the Postal Service does not receive timely transportation information and is unable to address issues that may be causing mail delays, which could affect customer service.

Recommendation # 4
 We recommend the **Manager, Wisconsin District**, develop and implement a plan to ensure management at the North Milwaukee Station, Waukesha Main Post Office, Dr. Martin Luther King Jr. Station, and Bradley Carrier Annex reviews truck/trailer arrival scanning performance daily and enforces compliance.

Finding #4: Property Conditions

What We Found

We found safety, security, and maintenance issues at all four delivery units. At the North Milwaukee Station, we identified:

- Several stained ceiling tiles in the workroom floor and PO Box area;
- A cracked and damaged sidewalk near the customer parking lot, which created a tripping hazard;
- A damaged gutter downspout in the carrier parking lot;
- Inoperable front and rear security gates (see Figure 2);
- Portable fire extinguishers with expired monthly and annual inspections;

²⁸ United States Postal Service Standard Operating Procedure – Subject: Trailer Scans at the Delivery Units.

- Damaged exterior electrical outlets with exposed wires (see Figure 3);
- Multiple electrical devices plugged into one extension cord (see Figure 4);
- Excess equipment blocking a carrier door; and
- Broken or missing safety mirrors over the carrier garage door (see Figure 5).

During our audit, management took corrective actions by replacing the stained ceiling tiles; repairing the cracked sidewalk, damaged downspout, and rear security gate; completing monthly fire extinguisher inspections; and removing excess equipment that was blocking a carrier door.

Figure 2. Inoperable Front Security Gate



Source: OIG photos taken June 28, 2022.

Figure 3. Damaged Exterior Outlets



Source: OIG photos taken June 28, 2022.

Figure 4. Excessive Electrical Plugs



Source: OIG photo taken June 28, 2022.

Figure 5. Broken or Missing Safety Mirrors



Source: OIG photos taken June 29, 2022.

At the Waukesha MPO we found:

- One fire extinguisher that was not mounted;
- Two blocked inspection service doors;
- A blocked electrical panel in the workroom;
- No signage posted around the facility stating that vehicles may be subject to search;²⁹
- Two misaligned ceiling tiles inside the entrance of the customer lobby; and
- Multiple stained ceiling tiles in the women's restroom and a dirty vent in the breakroom.

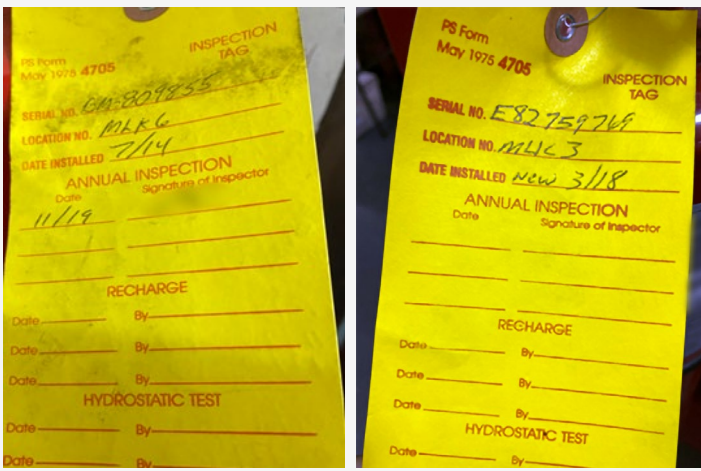
During our audit, management took corrective actions by unblocking the electrical panel and inspection service doors in the workroom, mounting the fire extinguisher, realigning and replacing ceiling tiles, and cleaning the dirty vent.

²⁹ Handbook RE-5, *Building and Site Requirements*, 2 Site Security, 2-2.4 Site Signage.

At the Dr. Martin Luther King Jr. Station, we found:

- Missing annual fire extinguisher inspections (see Figure 6).
- Several appliances throughout the facility plugged into power strips rather than directly into wall outlets (see Figure 7);
- An uncovered electrical box with exposed wires located near the postal vehicle parking lot (see Figure 8);
- No signage posted around the facility stating that vehicles may be subject to search;
- Water-stained walls in the basement (see Figure 9);
- Cracks in the workroom walls (see Figure 10);
- Chipped flooring in several locations on the workroom floor; and
- A missing heating vent cover in the customer lobby (see Figure 11).

Figure 6. Fire Extinguishers Missing Annual Inspections



Source: OIG photos taken June 28, 2022.

Figure 7. Appliances Plugged Into a Power Strip



Source: OIG photo taken June 28, 2022.

Figure 8. Electrical Box with Exposed Wires



Source: OIG photo taken June 28, 2022.

Figure 9. Water-Stained Walls in the Basement



Source: OIG photos taken June 29, 2022.

Figure 10. Cracks in Work Room Walls



Source: OIG photo taken June 28, 2022.

Figure 11. Missing Heating Vent Cover



Source: OIG photo taken June 28, 2022.

During our audit, management took corrective actions by repairing the chipped flooring.

At the Bradley Carrier Annex we found:

- Dirty air vents and ceiling tiles (see Figure 12);
- Fire extinguishers missing annual inspections since 2020 and monthly inspections since October 2021 (see Figure 13);
- A leaking sink faucet (when turned on) and dirty walls and floors in the women's restroom (see Figure 14);
- Potholes near the loading dock, which created a tripping hazard (see Figure 15); and
- No signage posted in the employee parking lot stating that vehicles may be subject to search, as required.

Figure 12. Dirty Air Vents and Ceiling Tiles



Source: OIG photos taken June 28, 2022.

Figure 13. Missing Annual and Monthly Fire Extinguisher Inspections



Source: OIG photos taken June 28, 2022.

Figure 14. Women's Restroom



Source: OIG photos taken June 28, 2022.

Figure 15. Potholes near the Loading Dock



Source: OIG photos taken June 28 and 29, 2022. Cell phone added to provide context of the size.

Why Did It Occur

Management did not take the necessary actions to ensure that all facility conditions issues were corrected. Specifically:

- Management at the North Milwaukee Station was in the process of addressing other repairs with higher urgency, such as a roof leak and a garage door that was stuck closed.
- The Postmaster at the Waukesha MPO said that he was not aware of the unmounted fire extinguisher, blocked electrical panel, blocked inspection service doors, and the dirty vent. The postmaster also stated that a roof leak repair done about two years ago caused the stained ceiling tiles; however, he did not request replacement tiles.
- Management at the Dr. Martin Luther King Jr. Station was more focused on mail delivery and was unfamiliar with eFMS.
- Management at the Bradley Carrier Annex stated that they were unaware of issues with the fire extinguishers, the women's restroom, and the missing sign in the employee parking lot. Management stated that they reported the potholes in eFMS on May 2, 2022.

What Should Have Happened

Management should have provided sufficient oversight of facility maintenance; reported safety, maintenance, and security issues as they arose; and followed up to ensure the issues were addressed. The Postal Service is required to maintain a safe environment for employees and customers. In addition, the Occupational Safety and Health Administration (OSHA)

requires employers to provide a safe and healthy workplace free of recognized hazards.³⁰

Effect on the Postal Service and Its Customers

Management's attention to safety, security, and maintenance deficiencies can reduce the risk of injuries to employees and customers; reduce related costs, such as workers' compensation claims, lawsuits, and OSHA penalties; and enhance the customer experience and the Postal Service brand.

Recommendation # 5

We recommend the **Manager, Wisconsin District**, address all building safety, security, and maintenance issues identified at the North Milwaukee Station, Waukesha Main Post Office, Dr. Martin Luther King Jr. Station, and Bradley Carrier Annex.

Management's Comments

Management agreed with the findings and recommendations in the report. See [Appendix A](#) for management's comments in their entirety.

Regarding recommendation 1, management stated that the Manager, Customer Service Operations, will provide direct oversight and redirect available resources to units that have potential delayed mail volume. Management will daily review mail conditions entered for delivery units into the Facilities Database (FDB) and DCV for accuracy. In addition, management trained employees on properly recording delayed/curtailed mail in FDB and DCV. The target implementation date is January 31, 2023.

Regarding recommendation 2, management stated that offices will have 3M cases available for carriers to deposit DPS errors that are brought back from their routes. Management will have supervisors review and report this mail on a 3M Daily Log and notify the appropriate operations support office. The target implementation date is January 31, 2023.

Regarding recommendation 3, management stated that the *Delivering with Accuracy and Integrity* service talk will be given to unit employees for seven consecutive days to ensure proper scanning is done at the correct location and time. Thereafter, management plans to give this service talk once per week. Additionally, management will review scanning data down to the carrier level daily and use the data when speaking with carriers about any scanning anomalies found on their routes. The target implementation date is January 31, 2023.

³⁰ OSHA Act of 1970 and Handbook EL-801, *Supervisor's Safety Handbook*.

Regarding recommendation 4, management stated that the *Bundle Visibility Procedures* service talk will be given to the units for a consecutive week to ensure proper scanning is completed upon truck/trailer arrival. Local management will also monitor truck/trailer arrival scan data to ensure that the correct scans are completed. Management stated that they provided training related to truck arrival/departure scans to local Customer Services supervisors. In addition, District Operations Integrations will provide a *Bundle Visibility Scanning* report to field employees to ensure scanning compliance. The target implementation date is January 31, 2023.

Regarding recommendation 5, management stated that they took corrective actions on some items at the Waukesha Main Post Office during the audit. They stated they have abated many of the remaining safety, security, and maintenance issues at the North Milwaukee Station, Waukesha MPO, the Dr. Martin Luther King Jr. Station, and the Bradley Carrier Annex, and placed work orders for the remaining building issues. The target implementation date is January 31, 2023.

Evaluation of Management's Comments

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

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

Appendix A: Management's Comments

ERIC E. HENRY
VICE PRESIDENT, RETAIL AND DELIVERY OPERATIONS
CENTRAL AREA



October 11, 2022

JOHN CIHOTA
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Mail Delivery, Customer Service, and Property
Condition Reviews- Select Units, Milwaukee, WI Region
(Report Number 22-147-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, Mail Delivery, Customer Service, and Property Condition Reviews - Select Units, Milwaukee, WI Region.

Management agrees with Finding #1: Delayed Mail
Management agrees with Finding #2: Package Scan
Management agrees with Finding #3: Truck Arrival Scan
Management agrees with Finding #4: Property Conditions

Recommendation [1]:

We recommend the **Manager, Wisconsin District**, develop a plan to ensure that all committed mail is delivered daily, all delayed mail volume is entered into the proper system, and management systematically reviews the data and enforces reporting compliance at the North Milwaukee Station, Dr. Martin Luther King Jr. Station, and the Bradley Carrier Annex.

Management Response/Action Plan:

Management **agrees** with this recommendation.

To ensure mail is delivered timely, Manager Customer Service Operations will provide direct oversight and pull available resources to units that have potential delayed mail volume. Mail conditions for delivery units will be entered into FDB and DCV and reviewed by management daily for accuracy. In addition, the station manager conducted training as it relates to properly recording delay/curtailed mail in DCV/FDB.

Target Implementation Date: 01/31/2023

Responsible Official:

Manager Customer Services (Station Manager)
Manager Customer Service Operations
Postmaster

990 FULLERTON AVENUE
CAROL STREAM IL 60199-1000
WWW.USPS.COM

Recommendation [2]:

We recommend the **Manager, Wisconsin District**, develop a plan to ensure that all 3M Daily Logs are properly completed at the Bradley Carrier Annex.

Management Response/Action Plan:

Management **agrees** with this recommendation. Offices are to have a 3M case for carriers to deposit DPS errors that are brought back from their routes. A supervisor should review and report this mail on a 3M Daily Log and notify the appropriate operations support office.

Target Implementation Date: 01/31/2023

Responsible Official:

Manager Customer Services (Station Manager)
Manager Customer Service Operations
Postmaster

Recommendation [3]:

We recommend the **Manager, Wisconsin District**, develop and implement a plan to ensure that all employees at the North Milwaukee Station, Waukesha Main Post Office, Dr. Martin Luther King Jr. Station, and the Bradley Carrier Annex are trained on standard operating procedures for package scanning and handling and that unit management systematically reviews scan data and enforces compliance.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management has made it mandatory that the Delivering with Accuracy and Integrity Service Talk be given to employees within the units seven consecutive days to ensure proper scanning is done at the correct location and at the correct time. Thereafter, management will give this service talk once per week. The scanning integrity data is reviewed daily down to the carrier level through Informed Visibility. Management will use this data to speak with carriers about any scanning anomalies found on their route. The management team has implemented the Red line process and have been given instructions on proper scanning procedures regarding scanning integrity. By reviewing SWIs for Parcel Select and Parser Tool, management understand the requirements for each process. Integrity scans are reviewed with Manager Customer Service Operations to determine root causes of improper scanning. The Integrity Data Report in Qlik is reviewed to determine the responsible employee and address any issues found.

Target Implementation Date: 01/31/2023

Responsible Official:

Manager Customer Services (Station Manager)
Manager Customer Service Operations
Postmaster

Recommendation [4]:

We recommend the **Manager, Wisconsin District**, develop and implement a plan to ensure management at the North Milwaukee Station, Waukesha Main Post Office, Dr. Martin Luther King Jr. Station, and Bradley Carrier Annex reviews truck/trailer arrival scanning performance daily and enforces compliance.

Management Response/Action Plan:

Management **agrees** with this recommendation.
The Bundle Visibility Procedures Service talk will be given to units for a consecutive week to ensure proper scanning is completed upon truck/trailer arrival. Local management will monitor truck/trailer arrival through RIMS to ensure the correct scans are completed. Management has provided training to local Supervisors Customer Services with regards to truck arrival/departure scans. District Operations Integrations will provide a Bundle Visibility Scanning report for the field to ensure scanning compliance.

Target Implementation Date: 01/31/2023

Responsible Official:

Manager Customer Services (Station Manager)
Manager Customer Service Operations
Manager Operations Integration
Postmaster

Recommendation [5]:

We recommend the **Manager, Wisconsin District**, address all building safety, security, and maintenance issues identified at the North Milwaukee Station, Waukesha Main Post Office, Dr. Martin Luther King Jr. Station, and Bradley Carrier Annex.

Management Response/Action Plan:

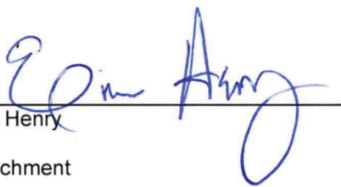
Management **agrees** with this recommendation.
During the Audit at Waukesha management took corrective actions by unblocking the electrical panel and inspections service doors in the workroom, mounting the fire extinguisher, realigning, and replacing the ceiling tiles, and cleaning the dirty vent. Management has abated many safety, security, and maintenance issues identified at the North Milwaukee Station, Waukesha Main Post Office, Dr. Martin Luther King Jr. Station, and Bradley Carrier Annex. Management has placed Work Orders for remaining building issues.

Target Implementation Date: 01/31/2023

- 4 -

Responsible Official:

Manager Customer Services (Station Manager)
Manager Customer Service Operations
Postmaster


Eric Henry

Attachment

cc: Manager, Corporate Audit Response Management
Vice President, Delivery Operations
Vice President, Retail and Post Office Operations
Vice President, Processing and Maintenance Operations

OFFICE OF INSPECTOR GENERAL

UNITED STATES



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