

June 30, 2026

Postmaster General David Steiner  
United States Postal Service  
475 L'Enfant Plaza SW  
Washington, D.C. 20260

Dear Postmaster General Steiner,

I received your June 25, 2026 letter. I am disappointed that your response to our exchange at a recent committee hearing was to shift blame rather than actually provide answers. You also failed to address the concerning issue of massive bonuses that you and other executives at the United States Postal Service (USPS) have received. As a member of the Senate Committee on Homeland Security and Governmental Affairs, which has jurisdiction over USPS, and as Chairman of the Senate Judiciary Committee on Crime, which has jurisdiction over postal crimes, **my office is launching a new congressional investigation into systematic service failures in Missouri, possible criminal activity, and bonuses for executives at USPS.**

When I showed you the photograph of thousands of pieces of dumped mail discovered in North St. Louis on April 29, 2026, you testified: “This is the first time I’ve heard about it.” When I pressed you on the broader collapse of service in my state, you asked me, “what mail?” It is unbelievable to me that this episode—subject of major press coverage and apparent criminal activity affecting thousands of residents—did not reach your desk by the time of our Senate hearing, given that your offices fielded inquiries from congressional staff.

This is just one example. Missouri has been saddled with poor service for years. When I asked the Inspector General last year to audit the St. Louis distribution center, she told me it was the worst case of failed on-time delivery they had seen in field operations reviews. Another recent audit for Kansas City found that there were nearly 100,000 delayed pieces of mail over a three-day inspection. Your current on-time delivery targets mean that you can miss nearly one piece of mail in ten and still grade yourself a success—and in 2024 and 2025 you were hitting even that low bar in Missouri only about 76 percent of the time. Despite your claims of recent improvements, my office continues to field a constant stream of constituent complaints about protracted delays and major service problems. This includes chronic delivery challenges in rural Missouri, which continues to suffer the downstream effects of the Regional Transportation Optimization (RTO) Plan, which I requested you fully terminate in my letter to you of August 5, 2025.

At the same time, you and your executive team are receiving payouts that make you some of the highest paid federal employees. Even a cursory look at public filings reveals millions in

non-salary compensation provided to you and your predecessors over the past 10 years, with other senior leadership raking in hundreds of thousands of dollars in additional compensation per year. At the same time, public reports suggest you have retained restructuring consultants from a top-dollar New York firm, no doubt scouring for costs to cut. Your bonus should be an easy place to start. You seem to operate under the misapprehension that you are entitled to some kind of special deference. In fact, it's the people of Missouri that are entitled to something: you doing your job.

So that Congress can consider remedial action, please provide the documents, communications, and written responses identified in Annex I below to my office by **no later than July 15, 2026**.

Sincerely,



Josh Hawley  
United States Senator

## **Annex I: Requests for Production and Interrogatories**

### **I. Postal Service Standards and Performance**

1. Provide a complete chronology of the St. Louis mail dumping discovered on or about April 29, 2026 near North Taylor Avenue, including the volume and classes of mail recovered, the earliest and latest postmarks identified, and whether every recovered piece reached the recipient designated by the sender.
2. Produce all documents or communications<sup>1</sup> within the Postal Service referencing the St. Louis dumping, from the date of discovery to the present, including any document that reached your office or was prepared for your review.
3. Identify the date on which you personally were first informed, in any form, of the St. Louis mail dumping.
4. Provide the date on which the Postal Inspection Service and the Office of Inspector General each opened their files on the St. Louis mail dumping matter, the current status

---

<sup>1</sup> See *infra* Annex II.

- of each investigation, and confirm whether your testimony that this was the “first time” you had heard of it is consistent with the records those offices hold.
5. State, for each Missouri ZIP code, every change made to the published service standard for First-Class Mail since January 1, 2021, including each instance in which the standard was lengthened, and identify how much of the reported improvement in “on time” performance is attributable to improved performance versus relaxed standards.
  6. You reported in your April 23, 2026 letter that you reduced St. Louis processing facilities from four to three and state that you now process some Missouri mail at “locations outside of Missouri.” Report how many pieces of Missouri-origin mail are now processed out of state, any additional transit distance and time this imposes, and whether this consolidation improved the headline metric while lengthening actual delivery for rural addresses.
  7. Identify every regional processing and distribution center, local processing center, or facility consolidation under the Delivering for America plan that affects Missouri mail, and provide the before-and-after service performance for each affected facility.
  8. State the number of Missouri customer complaints, missing-mail searches, and Congressional and consumer-affairs inquiries received in each of the last three fiscal years, and the average time to resolution for each.
  9. Provide Missouri-specific figures for carrier vacancies, non-career employee turnover, overtime hours, and processing-equipment downtime, and explain what portion of the service failures the Postal Service attributes to each.
  10. Identify every open Office of Inspector General or Government Accountability Office recommendation concerning Missouri operations, the date each was issued, and why each remains unimplemented.

## **II. Potential Postal Crimes**

1. Identify whether any employees or contractors have been interviewed, suspended, terminated, or referred for prosecution in connection with the April 2026 St. Louis dumping, and state whether the conduct has been referred to the Department of Justice or a U.S. Attorney’s Office for possible prosecution under 18 U.S.C. § 1703 (delay or destruction of mail by a postal employee), § 1709 (theft of mail by a postal employee), or other criminal provision.
2. State whether and to what extent any of the recovered mail was opened, destroyed, discarded, or rendered undeliverable.

3. Identify every prior instance, at any Missouri facility since January 1, 2021, in which mail was found dumped, hoarded, hidden, or knowingly delayed, and state in each case whether the matter was reported to the Postal Inspection Service, the Inspector General, or law enforcement.
4. State whether you have identified any instances of employees scanning or designating mail or parcels as “delivered,” “processed,” or otherwise on time when the item had not in fact been delivered or processed, and whether any such conduct in Missouri has been investigated.
5. State whether any performance data used to calculate executive or management incentive compensation was inaccurate, incomplete, or manipulated, and whether the Postal Service has evaluated whether such data bears on potential criminal liability.
6. Confirm whether any litigation hold or document-preservation directive was issued upon discovery of the St. Louis dumping, produce a copy of any applicable hold, and state whether any responsive records have been deleted, overwritten, or destroyed since April 29, 2026.
7. State whether any employee who reported the dumping, or who reported chronic mail delay or concealment in Missouri, has experienced any adverse personnel action, and whether any whistleblower complaints on these subjects were received and how each was resolved.

### **III. Executive Compensation and Bonuses**

1. Provide a complete, itemized statement of all compensation paid to you since your appointment as the 76th Postmaster General, including base salary, relocation or signing payments, incentive or performance bonuses, deferred compensation, expense allowances, and every other benefit of monetary value.
2. Produce the complete bonus and incentive-compensation policy that governs your pay and that of every senior executive of the Postal Service, including the precise performance metrics, targets, and scorecards on which each award is based.
3. Provide every record showing how service-performance results in Missouri—and nationally—factored, or failed to factor, into any incentive award paid to you or to any other officer for fiscal years 2024 and 2025.
4. Identify each person and body that set, recommended, or approved your compensation and bonuses, notwithstanding your testimony that you do not control them, together with the documents and minutes of every meeting at which your pay was determined.

5. Provide a schedule of all bonuses and incentive compensation paid to every Postal Service executive responsible for Missouri operations for fiscal years 2020 through 2025, with the performance results that supposedly justified each.
6. Provide a direct and written answer to whether you will decline any further bonus until First-Class Mail in Missouri is delivered on time at least 95 percent of the time for two consecutive quarters? If not, state plainly why not.

#### **IV. Outside Consultants**

1. Confirm whether the Postal Service has retained Alvarez & Marsal, or any other restructuring, turnaround, or management-consulting firm, and produce the engagement letter, statement of work, and any amendments for each such firm.
2. Produce the complete fee structure for any applicable outside firm engagement described in the foregoing question, including hourly rates by staff level, fixed or monthly retainer amounts, any success, completion, incentive, or contingency fees, expense reimbursement terms, and any caps or not-to-exceed figures.
3. State the total amount paid or projected to be paid to Alvarez & Marsal or other firm to date and over the full life of the engagement, and identify the budget line and funding source from which those fees are drawn.
4. State whether any portion of the firm's compensation is tied to the dollar value of cost reductions it identifies or to headcount reductions achieved, and if so, describe that arrangement in full.
5. Produce every report, presentation, memorandum, model, or recommendation prepared by the firm or by Postal Service staff in connection with the engagement.
6. State whether the firm has recommended, or is evaluating, any reduction in delivery days, downgrading of service standards, facility closures or consolidations, or changes to rural delivery, and identify every such recommendation and its projected effect on Missouri and on rural service.
7. State whether the firm has recommended, or is evaluating, any reduction in the postal workforce, including career letter carriers and clerks, through layoffs, attrition, buyouts, or conversion of career to non-career positions, and provide the projected headcount effect by state, including Missouri.
8. Identify what consultation, if any, has occurred with the postal unions regarding the engagement and its recommendations, and state whether any recommendation would require statutory change, regulatory approval, or renegotiation of a collective-bargaining agreement.

## **Annex II: Definitions and Instructions**

The term **“document”** means any written, recorded, graphic, or electronically stored information of every kind and description, whether printed, typed, handwritten, recorded, or produced or reproduced by any process, now or formerly in your possession, custody, or control, and includes the original, every draft, and every non-identical copy (whether different by reason of notation, attachment, or otherwise) of any such material. “Document” includes, without limitation, letters, correspondence, memoranda, notes, messages, emails, text messages, instant messages, chat or messaging-application communications, voicemails, transcripts, reports, studies, analyses, summaries, statistics, spreadsheets, databases and data compilations, presentations, slides, agendas, minutes, calendars, diaries, logs, telephone and call records, contracts, agreements, invoices, ledgers, work papers, drawings, charts, graphs, photographs, audio and video recordings, microfilm, and any other tangible or intangible medium on which information is or has been stored or recorded.

**“Document”** further includes all **electronically stored information (“ESI”)** of any kind, regardless of the media or location on which it is stored, including information residing on servers, hard drives, laptops, mobile devices, removable media, cloud-based or third-party hosted systems, backup or archival systems, and personal accounts or devices, together with all metadata associated with such information (including data reflecting authorship, recipients, dates and times of creation, modification, transmission, receipt, and access).

The term **“communication”** means any transmission, exchange, or transfer of information, facts, ideas, opinions, inquiries, or data of any kind from one person or entity to another, by any means and through any medium, whether oral, written, electronic, or otherwise. “Communication” includes, without limitation, any conversation, discussion, meeting, telephone or video call, letter, memorandum, email, text message, instant or chat message, voicemail, social-media message, or other transmission, as well as any document recording, memorializing, summarizing, or referring to such a transmission. A communication directed to more than one person or entity, and each transmittal or response within a chain or thread, shall be deemed a separate communication.

### **Instruction on production of electronically stored information.**

Electronically stored information shall be produced in a format to be agreed upon in consultation with my staff, including, without limitation, data reflecting the author or custodian, the sender and all recipients (including any “to,” “cc,” and “bcc” fields), the date and time of creation, modification, transmission, receipt, and last access, the file name and path, and any tracked changes, comments, or revision history.

Email must be produced with all attachments intact and with the parent-child relationship between each message and its attachments preserved.

Electronically stored information shall be produced as it is kept in the usual course of business, and you must preserve all responsive information, suspending any automatic deletion, overwriting, or retention policy that might result in the loss or alteration of responsive material.