

# Concord Parkway Station, Concord, NC: Delivery Operations

## AUDIT REPORT

Report Number 25-080-3-R25 | June 17, 2025



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# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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June 17, 2025

**MEMORANDUM FOR:** SCOTT MANIER  
MANAGER, NORTH CAROLINA DISTRICT

A handwritten signature in black ink, reading "Joseph E. Wolski", is centered below the memorandum header.

**FROM:** Joseph E. Wolski  
Director, Field Operations, Atlantic & WestPac

**SUBJECT:** Audit Report – Concord Parkway Station, Concord, NC: Delivery  
Operations (Report Number 25-080-3-R25)

This report presents the results of our audit of delivery operations and property conditions at the Concord Parkway Station in Concord, NC.

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

Attachment

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

# Results

## Background

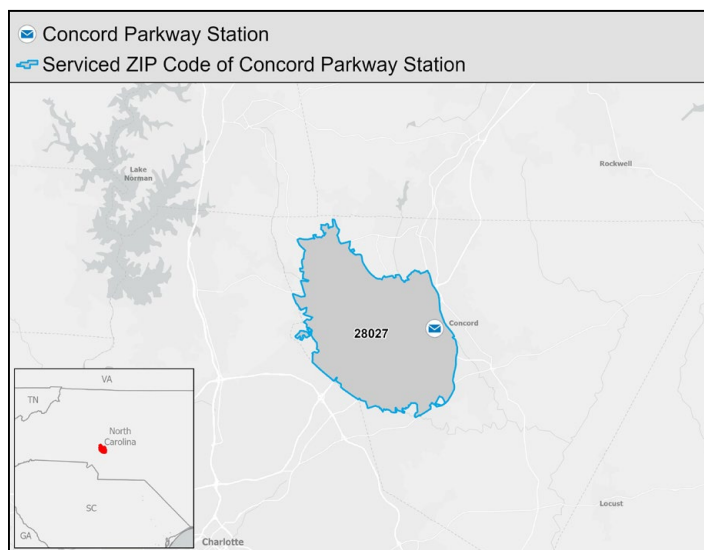
The U.S. Postal Service's mission is to provide timely, reliable, secure, and affordable mail and package delivery to more than 160 million residential and business addresses across the country. The U.S. Postal Service Office of Inspector General (OIG) reviews delivery operations at facilities across the country and provides management with timely feedback in furtherance of this mission.

This interim report presents the results of our self-initiated audit of delivery operations and property conditions at the Concord Parkway Station in Concord, NC (Project Number 25-080-3). The Concord Parkway Station is in the North Carolina District of the Atlantic Area and serves about 75,827 people in ZIP Code 28027 which is considered a predominantly urban area (see Figure 1). Specifically, 73,230 (97 percent) live in urban communities and 2,597 (3 percent) live in rural communities.<sup>1</sup>

This delivery unit has 34 rural routes and nine city routes. From February 22 through March 21, 2025, the delivery unit had three supervisors assigned.<sup>2</sup> There was one employee that was acting in a higher-level supervisor detail at this facility. The acting Postmaster was also acting Postmaster for the Concord Main Post Office and was assigned as the Postmaster for the Mooresville Post Office. The Concord Parkway Station falls under the Concord Main Post Office (MPO) for employee availability measurement. As of March 7, 2025,<sup>3</sup> the employee availability rate for the Concord MPO was 84.1 percent year to date for fiscal year 2025, which is under the Postal Service's retail and delivery operations employee availability goal of 93.7 percent. The Concord Parkway Station is one of three delivery units<sup>4</sup> the OIG reviewed during the week

of April 7, 2025, that are serviced by the Charlotte Regional Processing and Distribution Center (RPDC).

**Figure 1. ZIP Code Serviced by the Concord Parkway Station**



Source: OIG analysis of ZIP Code data.

We assessed all units serviced by the Charlotte RPDC based on the number of Customer 360 (C360)<sup>5</sup> delivery-related inquiries,<sup>6</sup> Informed Delivery<sup>7</sup> contacts, stop-the-clock (STC)<sup>8</sup> scans performed away from the delivery point and at the unit, undelivered route information, and first and last mile failures<sup>9</sup> between December 1, 2024 through February 28, 2025.

We judgmentally selected the Concord Parkway Station primarily based on the number of C360 inquiries related to delivery, and Informed Delivery contacts. The unit was also chosen based on first mile failures. See [Table 1](#) for a comparison of some

<sup>1</sup> We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.

<sup>2</sup> According to the Postal Service's Time and Attendance Collection System (TACS). TACS is the system used by the Postal Service to automate the collection of employee time and attendance information.

<sup>3</sup> The last day of Pay Period 6.

<sup>4</sup> The other two units were the Airport Station, Charlotte, NC (Project Number 25-080-1); and the Concord Main Post Office, Concord, NC (Project Number 25-080-2).

<sup>5</sup> A cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.

<sup>6</sup> A compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.

<sup>7</sup> Informed Delivery is a free and optional notification service that gives residential customers the ability to digitally preview their letter-sized mail and submit inquiries for mailpieces that were expected for delivery but have not arrived.

<sup>8</sup> A scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mailpiece. Examples of STC scans include "Delivered," "Available for Pickup," and "No Access."

<sup>9</sup> First mile failures occur when a mailpiece is collected and does not receive a processing scan at the P&DC on the day that it was intended. Last mile failures occur after the mailpiece has been processed at the P&DC on a final processing operation and is not delivered to the customer on the day it was intended.

of these metrics between the unit and the rest of the district.

Table 1. Delivery Metric Comparison Between December 1, 2024, Through February 28, 2025

Delivery Metric	Unit Average per Route	District Average per Route
C360 Delivery Inquiries	16.1	9.9
Informed Delivery Contacts	62.7	23.7

Source: OIG analysis of Postal Service’s C360 and Informed Delivery data extracted March 17, 2025.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Concord Parkway Station in Concord, NC.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,<sup>10</sup> carrier separations and transfers, and property safety and security conditions. Specifically, we reviewed delivery metrics, including the number of routes and carriers, mail arrival time, amount of reported delayed mail, package scanning, and carrier complement. During our site visit April 8-10, 2025, we observed mail conditions; package scanning procedures; arrow key security procedures; employee separation procedures; and unit safety and security conditions. We also analyzed the scan status of mailpieces at the carrier cases and interviewed unit management and employees. We discussed our observations and conclusions as summarized in Table 2 with management on May 28, 2025, and included its comments, where appropriate.

We are issuing this interim report to provide the Postal Service with timely information regarding conditions we identified at the Concord Parkway Station. We will issue a separate capping report<sup>11</sup> that provides the Postal Service with the overall findings

and recommendations for all three delivery units, as well as the district. The capping report will include actions taken by management to address the issues identified in this interim report. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified issues affecting delivery operations and property conditions at the Concord Parkway Station. Specifically, we found issues with three of the five areas we reviewed (see Table 2). We also found issues related to Unattempted mail delivery and Contract Delivery Service (CDS)<sup>12</sup> badges.

Table 2. Summary of Results

Audit Area	Deficiencies Identified	
	Yes	No
Delayed Mail	X	
Package Scanning		X
Arrow Keys	X	
Carrier Separations and Transfers		X
Property Conditions	X	
Other: Unattempted Mail Delivery	X	
Other: Contract Delivery Service	X	

Source: Results of our fieldwork during the week of April 7, 2025.

We reviewed package scanning data for scans that occurred at the unit between December 2024 and February 2025 and reviewed packages in carrier cases on the morning of April 8, 2025. We only found a nominal number of improper scans.

We also analyzed employee data from February 1 through March 14, 2025. All carriers assigned to the unit either reported to work or were accounted for by management during this time, indicating no issues with carrier separations and transfers.

<sup>10</sup> A distinctively shaped key carriers use to open mail-receiving receptacles, such as street collection boxes and panels of apartment house mailboxes equipped with an arrow lock. Arrow keys are accountable property and are subject to strict controls.  
<sup>11</sup> Project Number 23-080.  
<sup>12</sup> A contractual agreement between the U.S. Postal Service and an individual or company for the delivery and collection of mail.

## Finding #1: Delayed Mail

### What We Found

On the morning of April 8, 2025, we identified 3,629 delayed mailpieces at 25 carrier cases, the Bulk Mail area, and the PO Box area.<sup>13</sup> Specifically, we identified 3,285 letters, 322 flats, and 22 packages. In addition, management only reported 425 of the 3,629 delayed mail pieces in the Delivery Condition Visualization

(DCV)<sup>14</sup> system. See Table 3 for the number of pieces for each mail type and Figure 2 for examples of delayed mail found at carrier cases. Further, not all carriers completed Postal Service (PS) Forms 1571, *Undelivered Mail Report*,<sup>15</sup> to document undelivered mailpieces.

**Table 3. Types of Delayed Mail Identified**

Type of Mail	Carrier Case	Bulk Mail Area	PO Box Area	Total Count of Delayed Mail
Letters	771	2,514		3,285
Flats	140		182	322
Packages	22			22
<b>Totals</b>	<b>933</b>	<b>2,514</b>	<b>182</b>	<b>3,629</b>

Source: OIG count of delayed mailpieces identified during our visit on April 8, 2025.

**Figure 2. Examples of Delayed Mail in the Carrier Cases**

Delayed Mail at Carrier Case



Delayed Mail at PO Box Area



Source: OIG photos taken April 8, 2025.

<sup>13</sup> OIG estimate based on Postal Service conversion factors in Management Instruction PO-610-2007-1, Piece Count Recording System.

<sup>14</sup> 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.

<sup>15</sup> PS Form 1571, *Undelivered Mail Report*, lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.



### Why Did It Occur

Management did not verify that all mail was cleared from the unit because management did not conduct a review of the workroom floor area due to insufficient training. Also, management did not follow the redline process, which includes verifying that all carriers completed PS Forms 1571 documenting the reason why mail could not be delivered. In addition, management did not properly report delayed mail in the DCV system because the PM supervisor did not know what mail to report as delayed when carriers return from their street routes with undelivered mail. He also did not have access to the DCV system.

### What Should Have Happened

Management should have conducted a thorough walkthrough of the workroom floor to verify that all mail was delivered on the day it was committed for delivery. Postal Service policy<sup>16</sup> states that all types of First-Class, Priority, and Priority Express Mail are always committed for delivery on the day of receipt. In addition, managers are required<sup>17</sup> to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in DCV. Further, management must update DCV if volumes have changed prior to the end of the business day. In addition, policy<sup>18</sup> states delivery units must follow the redline process, which includes carriers completing a PS Form 1571 for any undelivered mail brought back to the delivery unit.

### 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.

#### Postal Service Response

The Postal Service agreed with this finding. See [Appendix B](#) for management's comments in their entirety.

<sup>16</sup> *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

<sup>17</sup> *DCV Learn and Grow*, August 1, 2024.

<sup>18</sup> Standard Operating Procedures, Redline Policy.

## Finding #2: Arrow Keys

### What We Found

The arrow key inventory log did not match the physical keys on hand and arrow keys were not sufficiently secure. On the morning of April 9, 2025, we reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)<sup>19</sup> system and conducted a physical inventory of keys at the unit. Unit management reported 41 keys in RADAR as "In-Use". Based on our physical review of arrow keys at the unit, none of the 41 keys listed in RADAR were missing. However, we found two additional keys – one key that was listed as lost and another key that was not listed in their inventory.

In addition, access to the arrow keys was not secure. Specifically, the key to the arrow key case was kept on a [REDACTED] that was sometimes left unattended.

### Why Did It Occur

Management did not provide sufficient oversight to manage arrow keys. Specifically, management certified the arrow key list in RADAR without properly reconciling it to the physical keys on hand.

### What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,<sup>20</sup> management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the U.S. Postal Inspection Service. Further, broken keys must be updated as such on the RADAR inventory log.

In addition, policy states that arrow keys must remain secured until they are individually assigned to personnel. A supervisor or clerk must supervise employees signing out keys on the inventory log. Upon return, arrow keys should be deposited in a secure location and a supervisor or clerk must verify all keys have been returned and accounted for daily.

### Effect on the Postal Service and Its Customers

When there is insufficient oversight and supervision of accountable items, such as arrow keys, there is an increased risk of mail theft. These thefts damage the Postal Service's reputation and diminish public trust in the nation's mail system. Additionally, because arrow keys open mail receptacles, lost or damaged keys can result in undelivered mail.

### Postal Service Response

The Postal Service agreed with this finding.

<sup>19</sup> The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

<sup>20</sup> *Arrow/Modified Arrow Lock (MAL) Key Accountability Standard Work Instruction*, dated May, 2024.



## Finding #3: Property Conditions

### What We Found

We found property safety and security issues at the Concord Parkway Station.

#### Property Safety

- A missing electrical outlet cover near the customer parking area.
- Two cracked electrical cover plates near the dock and admin offices.

#### Property Security

- A camera cover is held on with tape on the dock (see Figure 3).
- A cover is missing on one of the dock lights.

**Figure 3. Camera Cover Held On With Tape**



Source: Taken by OIG on April 9, 2025.

### Why Did It Occur

Management did not provide sufficient oversight or take the necessary actions to verify that property condition issues were corrected. The acting Postmaster thought the issues were already reported.

### What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for maintaining facilities, reported safety and security issues as they arose, and followed up for completion. The Postal Service requires management to maintain a safe environment for employees and customers.<sup>21</sup>

### Effect on the Postal Service and Its Customers

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

### Postal Service Response

The Postal Service agreed with this finding.

<sup>21</sup> Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July, 2020.

## Finding #4: Unattempted Delivery

### What We Found

Management did not properly ensure that Marketing Mail<sup>22</sup> was delivered to customers. We found discarded advertisement mailpieces that were scheduled for delivery during March 2025. The mailpieces were in a hamper and in two containers of undeliverable bulk business mail (UBBM) staged for transport to the plant for recycling. (see Figure 4) The mailpieces were from several carrier routes, and were in sequential address order, the order in which a mail carrier delivers mail for a route.

**Figure 4. Undelivered Advertisement Mail Found in Containers**



Source: OIG photos taken April 9, 2025.

### Why Did It Occur

Management delegated the task to clerks but did not provide sufficient oversight or adequately detailed instructions. Specifically, management instructed clerks to verify the UBBM containers did not contain First-Class Mail but overlooked also instructing them to verify that it did not contain deliverable advertising mail. Management relied on clerks without verifying it was being done properly.

### What Should Have Happened

Management should have checked<sup>23</sup> the UBBM container for deliverable mail and enforced delivery of these items.<sup>24</sup>

### Effect on the Postal Service and Its Customers

When mail is not delivered, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. Also, there is a risk that the mailer may discontinue using the Postal Service for such mailings, which would result in lost revenue. Additionally, discarding deliverable mail is against the Postal Service's mission to service the American people through providing frequent, reliable, safe and secure delivery of mail, packages and other communications to all Americans.

### Management Action Taken

When we brought this to management's attention, they immediately held a standup talk instructing carriers to inform management of undelivered marketing mail and the reasons for the non-delivery. The acting Postmaster also stated that he will instruct the clerks to do a more thorough job of looking for undelivered mail that could have been delivered.

### Postal Service Response

The Postal Service agreed with this finding.

<sup>22</sup> Marketing Mail is mail matter not required to be mailed as First-Class Mail or Periodicals, which mailers can use to send specific types of mail such as flyers, circulars, and advertising.

<sup>23</sup> Standard Work Instruction: *Backhaul Recycling UMM and Paper*.

<sup>24</sup> Standard Work Instruction: *Saturation Mailings*, updated December 20, 2022.

## Finding #5: Contractor Delivery Service

### What We Found

We determined the CDS carrier who has been at the unit for over 15 years did not have a photo identification (ID) barcoded badge. A barcoded ID badge indicates that a background check has been completed and that clearance has been granted to enter the facility and access the mail. The ID barcode is also necessary to log onto a delivery scanner. Instead, the CDS carrier was using the ID barcode of other employees to log into the scanner to deliver the mail.

### Why Did It Occur

Management did not follow policy or provide oversight to verify that the CDS carrier had a valid barcode ID badge. Instead, the AM supervisor facilitated the improper scanner logon by giving the CDS carrier an ID barcode to use. When that stopped working, the CDS carrier started using ID barcodes belonging to other employees to log into the package scanners. During our audit, the acting Postmaster stated he was recently made aware of this issue and provided the background paperwork to the CDS carrier so he can complete the required background check.

### What Should Have Happened

The Postal Service requires<sup>25</sup> that management obtain screening information from highway

transportation suppliers and their contractor personnel to verify their eligibility. Highway transportation suppliers, suppliers' personnel, and subcontractors' personnel who transport mail or who are allowed access to Postal Service operational areas must receive nonsensitive clearances. Pending clearance, a temporary photo ID badge PS Form 5139, *Non-Postal Service Temporary Employee*, must be obtained, which allows access to mail and mail-processing facilities. A barcode for an ID badge PS Form 5140, *Non-Postal Service Contract Employee*, is provided once the contract driver has been granted a nonsensitive clearance.

### Effect on the Postal Service and Its Customers

When CDS carriers do not have an appropriate Postal ID badge, management is unable to determine if the carrier is allowed access to Postal Service operational areas or deliver mail. In addition, CDS carriers using barcodes from another person causes inaccurate package scanning data, which makes it difficult for management to hold these carriers responsible for inaccurate scanning.

### Postal Service Response

The Postal Service agreed with this finding.

<sup>25</sup> Management Instruction PO-530-2009-4, *Screening Highway Transportation Contractor Personnel*, section 122, September 2009.



# Appendix A: Additional Information

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We conducted this audit from April through June 2025 in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

In planning and conducting the audit, we obtained an understanding of the Concord Parkway Station's 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 three components were significant to our audit objective:

- Control Activities
- Information and Communication
- Monitoring

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to all three components that were significant within the context of our objectives. We will issue a separate report that provides the Postal Service with the overall findings and recommendations for the Airport Station, Concord Main Post Office, as well as the district.

We assessed the reliability of DCV data by reviewing existing information, comparing data from other sources, observing operations, and interviewing Postal Service officials knowledgeable about the data. We determined that the data was sufficiently reliable for the purposes of this report.

# Appendix B: Management's Comments



June 2, 2025

VICTORIA SMITH  
ACTING DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Concord Parkway Station, Concord, NC: Delivery Operations (Report Number 25-080-3-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings contained in the draft audit report, *Concord Parkway Station, Concord, NC: Delivery Operations*.

Management generally agrees with the five findings in the report on delayed mail, arrow keys, property conditions, un-attempted mail delivery and contract delivery service.

Management has begun taking steps to address the five findings.

*Delayed Mail:* Management will conduct a service talk on proper handling and recording of delayed mail in DCV. Management will also reiterate the requirement to use PS Form 1571 *Undelivered Mail Report* and follow the *Redline* process. Reviews will be conducted to monitor compliance.

*Arrow Keys:* Management will update the inventory log to reflect all arrow keys on hand and report all missing keys to the US Postal Inspection Service. Management will also conduct training on proper management and security of arrow keys. Additionally, reviews will be conducted to monitor for compliance.

*Property Conditions:* Management has abated two issues and is working to resolve the remaining safety and security issues, which requires the submission of workorders for assistance from other resources.

*Un-attempted Delivery:* Management will reiterate the requirement to discard UBBM (Undeliverable Bulk Business Mail). Clerks or supervisors verify UBBM before discarding to ensure it does not contain live mail. Reviews will be conducted to monitor for compliance.

*Contract Delivery Service:* District management will verify that the one Contract Delivery Service carrier at the Concord Parkway Station gets a valid Postal Service photo identification badge.

E-SIGNED by Robert S Manier  
on 2025-06-02 13:18:23 EDT

\_\_\_\_\_  
Scott Manier  
District Manager, NC District

cc: Vice President, Area Retail & Delivery Operations (Atlantic)  
Corporate Audit Response Management

# OFFICE OF INSPECTOR GENERAL UNITED STATES POSTAL SERVICE



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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