

O'Fallon Main Post Office, O'Fallon, MO: Delivery Operations

AUDIT REPORT

Report Number 25-100-2-R25 | August 11, 2025



Table of Contents

Cover

Transmittal Letter	1
---------------------------------	---

Results	2
----------------------	---

Background	2
------------------	---

Objective, Scope, and Methodology	3
---	---

Results Summary	3
-----------------------	---

Finding #1: Delayed Mail.....	4
-------------------------------	---

Postal Service Response.....	5
------------------------------	---

Finding #2: Package Scanning	6
------------------------------------	---

Postal Service Response.....	7
------------------------------	---

Finding #3: Arrow Keys	8
------------------------------	---

Postal Service Response.....	8
------------------------------	---

Finding # 4: Property Conditions	9
--	---

Postal Service Response.....	9
------------------------------	---

Appendix A: Additional Information	10
---	----

Appendix B: Management's Comments	11
--	----

Contact Information	12
----------------------------------	----

Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

August 11, 2025

MEMORANDUM FOR: JEREMIE SIX
MANAGER, KANSAS-MISSOURI 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 – O'Fallon Main Post Office, O'Fallon, MO: Delivery
Operations (Report Number 25-100-2-R25)

This report presents the results of our audit of delivery operations and property conditions at the O'Fallon Main Post Office, O'Fallon, MO.

We appreciate the cooperation and courtesy 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, Central Area Retail & Delivery Operations
Director, Retail & Post Office Operations Maintenance
Corporate Audit and Response Management

Results

Background

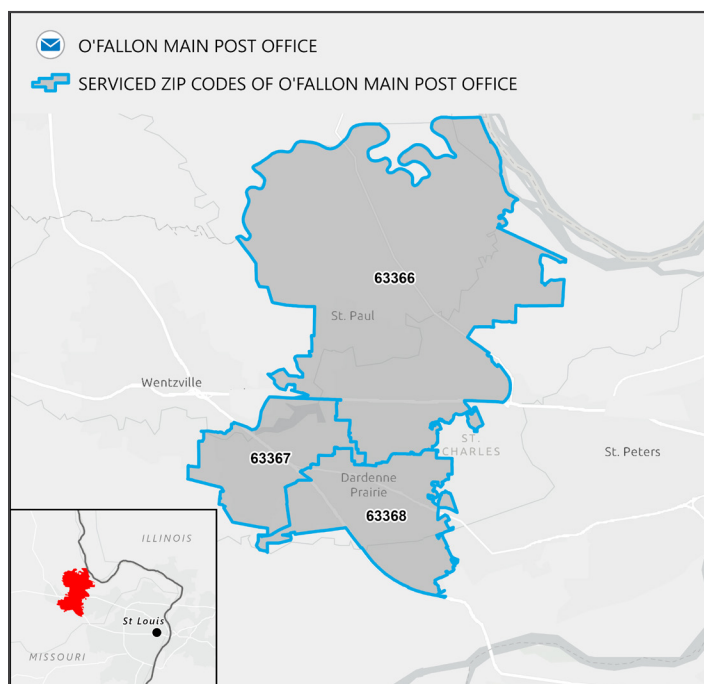
The U.S. Postal Service's mission is to provide timely, reliable, secure, and affordable mail and package delivery to more than 160 million residential and business addresses across the country. The U.S. Postal Service Office of Inspector General (OIG) reviews delivery operations at facilities across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

This interim report presents the results of our audit of delivery operations and property conditions at the O'Fallon Main Post Office (MPO) in O'Fallon, MO (Project 25-100-2). We selected the St. Louis area based on a congressional inquiry issued April 1, 2025, from U.S. senators and representatives from Missouri to conduct an audit of post offices and distribution centers in the St. Louis metro area. The O'Fallon MPO is in the Kansas-Missouri (KS-MO) District of the Central Area and serves about 122,121 people in ZIP Codes 63366, 63367, and 63368 which are considered predominantly urban areas (see Figure 1). Specifically, 117,632 (96 percent) live in urban communities and 4,529 (four percent) live in rural communities.¹

This delivery unit has 65 rural routes and 11 city routes. From March 22 through April 18, 2025, the delivery unit had three supervisors assigned.² During our site visit, the management team consisted of the postmaster, one acting supervisor, and four permanent supervisors, one of which was detailed to a different facility. As of May 2, 2025,³ the employee availability rate for the O'Fallon MPO was 93.3 percent year to date, which is under the Postal Service's retail and delivery operations employee availability goal of

93.7 percent for fiscal year 2025. The O'Fallon MPO is one of seven delivery units⁴ the OIG reviewed during the week of June 2, 2025, that are serviced by the St. Louis Processing and Distribution Center (P&DC) and Network Distribution Center (NDC).

Figure 1. ZIP Codes Serviced by the O'Fallon MPO



Source: OIG analysis of ZIP Code data.

We assessed all units serviced by the St. Louis P&DC and NDC based on the number of Customer 360 (C360)⁵ delivery-related inquiries,⁶ Informed Delivery⁷ contacts, stop-the-clock (STC)⁸ scans performed away from the delivery point and at the unit, undelivered route information, and first and last mile failures⁹ between February 1 and April 30, 2025.

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

² 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.

³ The last day of Pay Period 10.

⁴ The other six units are Creve Coeur Branch, St. Louis, MO (Project Number 25-100-1), St. Charles MPO, St. Charles, MO (Project Number 25-100-3), Ballwin MPO, Ballwin, MO (Project Number 25-100-4), Maryville Gardens Station, St. Louis, MO (Project Number 25-100-5), Southwest Station, St. Louis, MO (Project Number 25-100-6) and Clayton Branch, St. Louis, MO (Project Number 25-100-7).

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

⁶ A compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.

⁷ 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.

⁸ 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."

⁹ 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.

We judgmentally selected the O’Fallon MPO primarily based on the number of C360s related to delivery, Informed Delivery contacts, and STC scans performed at the delivery unit. See Table 1 for a comparison of some of these metrics between the unit and the rest of the district.

Table 1. Delivery Metric Comparison Between February 1 and April 30, 2025

Delivery Metric	Unit Average per Route	District Average per Route
C360 Delivery Inquiries	7.4	5.0
Informed Delivery Contacts	52.5	38.7
STC Scans Performed at the Delivery Unit	17.8	10.4

Source: OIG analysis of Postal Service’s C360, Informed Delivery, and Product Tracking and Reporting (PTR) System data extracted May 8, 2025. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the O’Fallon MPO in O’Fallon, MO.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,¹⁰ carrier separations and transfers, property safety and security conditions, and package separations. 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 June 3–5, 2025, we observed mail conditions; package scanning procedures; arrow key security procedures; carrier separation procedures; package 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

¹⁰ 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.
¹¹ Project Number 25-100.

and conclusions as summarized in Table 2 with management on July 18, 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 O’Fallon MPO. We will issue a separate capping report¹¹ that provides the Postal Service with the overall findings and recommendations for all seven 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 O’Fallon MPO. Specifically, we found issues with four of the areas we reviewed (see Table 2).

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	
Package Separations		X

Source: Results of our fieldwork during the week of June 2, 2025.

We analyzed employee data from March 8 through April 18, 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.

We observed package separation procedures June 4, 2025, and determined the unit was properly separating Priority Mail from non-Priority Mail packages.

Finding #1: Delayed Mail

What We Found

On the morning of June 3, 2025, we identified 26,461 delayed mailpieces¹² at 47 carrier cases and the hot case (see Figure 2).¹³ Specifically, we identified 16,073 letters, 10,327 flats, and 61 packages. See Table 3 for the number of pieces for each mail type. In addition, management did not accurately report this mail as undelivered in the Delivery Condition Visualization (DCV)¹⁴ system. While it reported 9,705 delayed mailpieces, this only represented 37 percent of the delayed mail we identified at the unit. Further, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,¹⁵ to document undelivered mailpieces.

Figure 2. Examples of Delayed Mail in the Carrier Cases



Source: OIG photos taken June 3, 2025.

Table 3. Types of Delayed Mail Identified

Type of Mail	Carrier Cases	Hot Case	Total Count of Delayed Mail
Letters	13,485	2,588	16,073
Flats	9,688	639	10,327
Packages	60	1	61
Totals	23,233	3,228	26,461

Source: OIG count of delayed mailpieces identified during our visit June 3, 2025.

Why Did It Occur

These conditions occurred because routes were overburdened, employee availability was strained, and supervisors did not follow or enforce required procedures. Thirty of the 65 rural routes were overburdened.¹⁶ Management stated that it was in the process of scheduling route evaluations to determine the optimal route sizes. Management added that employee availability was strained, and the unit was experiencing recruitment challenges. At the time of our fieldwork, six carriers were on leave, one city carrier was on light/restricted duty assignments,¹⁷ and the unit was short one supervisor. Regarding the enforcement of required procedures, the PM supervisor did not require carriers to fill out PS Form 1571 because the postmaster wanted carriers to spend their time delivering the mail. In addition, she did not identify all delayed mail because she did not conduct an adequate walkthrough of the workroom floor to look for undelivered mail.

What Should Have Happened

Management should have ensured that all mail was processed and delivered daily. Postal Service policy¹⁸ states that all types of First-Class Mail, Priority Mail, and Priority Mail Express are always committed for

¹² Count of mail included individual piece counts and OIG estimate based on Postal Service conversion factors in Management Instruction PO-610-2007-1, *Piece Count Recording System*, and Handbook M-32, *Management Operating Data Systems*, Appendix D.

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

¹⁴ 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.

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

¹⁶ In accordance with Handbook EL-902, *Agreement between the United States Postal Service and the National Rural Letter Carriers' Association*, rural routes are considered overburdened when: (1) The standard hours for the route are outside the Table of Evaluated Hours; or (2) The regular rural carrier who is assigned to the route does not, or is not expected to, meet the requirement to stay within the annual guarantee for the route.

¹⁷ In accordance with Handbook EL-505, *Injury Compensation*, Feb 2017, light duty for city carriers is defined as an assignment (temporary or permanent) of an employee partially disabled from a non-job-related injury or illness.

¹⁸ *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

delivery on the day of receipt. Management must also review all communications that may affect the day's workload and be sure that replacements are available for unscheduled absences.¹⁹ Also, management should have followed the Redline process and verified that all mail was cleared from the workroom floor.²⁰ Additionally, management should have conducted a thorough walkthrough of the workroom to identify delayed mail.

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.

¹⁹ Handbook M-39, *Management of Delivery Services*, June 2019.

²⁰ Standard Operating Procedures, Redline Policy.

Finding #2: Package Scanning

What We Found

Employees scanned packages improperly at the delivery unit, scanned packages away from the intended delivery point, and handled packages incorrectly at the unit.

We reviewed package scanning data for scans that occurred at the unit and removed any potentially accurate scans performed.²¹ In total, employees improperly scanned 1,350 packages at the delivery unit between February and April 2025 (see Table 4). Further analysis of the STC²² scan data for these packages showed that 86.9 percent of them were scanned delivered.

Table 4. STC Scans at Delivery Unit

STC Scan Type	Count	Percent
Delivered	1,173	86.9
Delivery Attempted – No Access to Delivery Location	102	7.6
No Secure Location Available	31	2.3
Receptacle Full / Item Oversized	29	2.2
Return to Sender	9	0.7
Refused	5	0.4
No Authorized Recipient	1	0.1
Total	1,350	100*

Source: OIG analysis of the Postal Service’s PTR System data.
* Does not equal 100 due to rounding.

We also reviewed 370 scans occurring away from the delivery unit and over 1,000 feet²³ from the intended delivery point between February and April 2025 (see Table 5). We removed scans that could have been performed within policy, such as “Animal

Interference” and “Unsafe Conditions.” Further analysis of the STC scan data for these packages showed that 99.2 percent were scanned delivered.

Table 5. STC Scans Over 1,000 Feet From the Delivery Point

STC Scan Type	Count	Percent
Delivered	367	99.2
Delivered to agent for final delivery	2	0.5
Delivery Attempted – No Access to Delivery Location	1	0.3
Total	370	100

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

Most of the delivered scans over 1,000 feet from the delivery point occurred in new subdivisions. We tested 30 packages while at the unit and did not find any significant issues.

Why Did It Occur

The inaccurate scans at the delivery unit occurred because unit management did not adequately monitor and enforce proper package scanning procedures. For example, management was unaware that most of the delivered scans at the unit were due to a carrier scanning packages at the unit instead of creating a firm sheet²⁴ for the packages. Regarding the packages scanned delivered over 1,000 feet from the delivery point, the postmaster stated that she plans to request a review of the geofence²⁵ for new subdivisions in her delivery area. The review should determine whether the delivery point is a cluster box or a home.

21 This data does not include scans that could properly be made at a delivery unit, such as “Delivered – PO Box” and “Customer (Vacation) Hold.” Additionally, PO Box scans at the unit were only counted when the delivery point was an address away from the unit. This category does not include mail addressed to a PO Box.
22 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.”
23 Packages are expected to be scanned within a designated buffer distance from the delivery point. The OIG evaluates any package that was scanned more than 1,000 feet from the delivery point.
24 A firm sheet combines deliveries for a single address on one form so a carrier can scan just one barcode when delivering multiple packages to a single address.
25 It is a system based on the concept of virtual geographic zones. This assists supervisors in monitoring delivery operations.

What Should Have Happened

Management should have monitored scan performance daily and enforced compliance. The Postal Service's goal is to ensure proper delivery attempts for mailpieces to the correct address,²⁶ which includes scanning packages at the time and location of delivery.²⁷

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, customers are unable to determine the actual status of their packages. By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance the customer experience and the Postal Service brand.

Postal Service Response

The Postal Service agreed with this finding.

²⁶ *Delivery Done Right the First Time* stand-up talk, March 2020.

²⁷ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

Finding #3: Arrow Keys

What We Found

Unit management did not properly update the arrow key inventory log and safeguard arrow keys. On the morning of June 5, 2025, we reviewed the unit's key certification list in the Retail and Delivery Applications and Reports (RADAR)²⁸ system and conducted a physical inventory of keys at the unit. Unit management reported 112 keys in RADAR including "In-Use" or "Damaged." Based on our physical review of arrow keys at the unit, 33 of the 112 keys were missing. Management was aware of only one missing key, which it had reported as lost to the U.S. Postal Inspection Service. Of the remaining 32 lost keys, 30 were listed in RADAR as "Damaged" and two were listed in RADAR as "In-Use." We also found one additional key at the unit that was not recorded in RADAR.

In addition, arrow keys were not always kept secure. Specifically, arrow keys were kept in an arrow key cart [REDACTED]. The cart was open and unattended throughout our visit. We also found an arrow key at a [REDACTED] on Tuesday morning when we were counting delayed mail. Further, we found that carriers were not always signing the daily log to acknowledge their acceptance and return of their assigned keys.

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. Also, the PM supervisor did not verify that all keys had been returned the day prior to our visit. In addition, management overlooked the risk of leaving the keys unattended.

What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,²⁹ management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the Postal Inspection Service. Further, broken keys must be updated 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.

²⁸ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

²⁹ Arrow/Modified Arrow Lock (MAL) Key Accountability Standard Work Instruction, May 2024.

Finding # 4: Property Conditions

What We Found

We found property safety and security issues at the O'Fallon MPO.

Property Safety:

- Exposed wires in the electrical closet.
- All fire extinguishers missed their monthly inspections, with the last inspection completed April 4, 2025.
- One fire extinguisher not mounted, resting on the floor in front of the electrical closet.
- Emergency exit door blocked by a gaylord container.
- Swinging doors exit blocked by tubs and two pallets of rock salt. (See Figure 3).

Figure 3. Blocked Exit Door



Source: OIG photo taken June 4, 2025.

Property Security:

- No signs were posted in the employee parking lot stating that vehicles may be subject to search.

Why Did It Occur

Management did not provide sufficient oversight and take the necessary actions to verify that property condition issues were corrected because other duties, such as addressing customer inquiries, getting the mail out for delivery each day, and ensuring carriers returned on time every day, took priority over addressing maintenance issues.

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.³⁰

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.

³⁰ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.

Appendix A: Additional Information

We conducted this audit from May through August 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 O'Fallon MPO 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 Creve Coeur Branch, O'Fallon MPO, St. Charles MPO, Ballwin MPO, Maryville Gardens Station, Southwest Station, and Clayton Branch, as well as the district.

We assessed the reliability of PTR and DCV 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 were sufficiently reliable for the purposes of this report.

Appendix B: Management's Comments



July 18, 2025

VICTORIA SMITH
ACTING DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: O'Fallon Main Post Office, O'Fallon, MO: Delivery
Operations (Report Number 25-100-2-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings contained in the draft audit report, *O'Fallon Main Post Office, O'Fallon, MO: Delivery Operations*.

Management generally agrees with the findings related to delayed mail, package scanning, arrow keys, and property conditions.

Management has begun taking steps to address the four 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 for compliance.

Package Scanning: Management will provide a service talk on proper scanning procedures and conduct reviews 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 the safety and security issues identified in the audit.

E-SIGNED by JEREMIE SIX
on 2025-07-18 17:19:36 EDT

Jeremie Six
District Manager, KS-MO District

cc: Vice President, Area Retail & Delivery Operations (Central)
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.

Contact us via our [Hotline](#) and [FOIA](#) forms. Follow us on social networks. Stay informed.

1735 North Lynn Street, Arlington, VA 22209-2020
(703) 248-2100

For media inquiries, please email press@uspsoig.gov or call (703) 248-2100