Kansas-Missouri District: Delivery Operations – St. Louis, MO

Office of
INSPECTOR
GENERAL
UNITED STATES POSTAL SERVICE

St. Charles Main Post Office

O'Fallon Main Post Office

Southwest Station

Creve Coeur Branch

Clayton Branch

Ballwin Main Post Office

Maryville Gardens Station

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Transmittal Letter

OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

September 18, 2025

MEMORANDUM FOR: JEREMIE SIX
MANAGER, KANSAS-MISSOURI DISTRICT

Joseph E. Wolski

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

SUBJECT: Audit Report – Kansas-Missouri District: Delivery Operations – St. Louis, MO (Report Number 25-100-R25)

This report presents the results of our audits of delivery operations and property conditions in the Kansas-Missouri District in the Central Area.

All recommendations require U.S. Postal Service Office of Inspector General's (OIG) concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. Recommendations 1 and 2 should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendations can be closed.

We appreciate the cooperation and courtesy provided by your staff. If you have any questions or need additional information, please contact Valeta Bradford, 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 over 160 million residential and business addresses across the country. To fulfill this role, the Postal Service is committed to ensuring its delivery platform and services are always a trusted, visible, and valued part of America's social and economic infrastructure. This includes leveraging people, technology, and systems to provide world-class visibility of mail and packages as they move through the Postal Service's integrated system. 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 report presents a summary of the results of a congressionally requested audit of delivery operations in the Kansas-Missouri (KS-MO) District in the Central Area (Project Number 25-100). Specifically, U.S. senators and representatives from MO issued an inquiry on April 1, 2025, requesting us to audit post offices and processing facilities in the St. Louis metro area. We selected seven delivery units to review including the Creve Coeur Branch, Clayton Branch, Maryville Gardens Station, and Southwest Station in St. Louis, MO; O'Fallon Main Post Office (MPO) in O'Fallon, MO; St. Charles MPO in St. Charles, MO; and Ballwin MPO in Ballwin, MO.

We previously issued interim reports[1] to district management for each of the seven delivery units regarding the conditions we identified. We also issued reports on the efficiency of operations at the St. Louis Processing and Distribution Center (P&DC) and the St. Louis Network Distribution Center (NDC) which service these delivery units.[2] We judgmentally selected the seven delivery units based on the number of Customer 360[3] (C360) inquiries related to delivery,[4] Informed Delivery[5] contacts associated with the unit, and stop-the-clock (STC)[6] scans performed away from the delivery point and compared them to the district average. The units were also chosen based on Leg 1 and Leg 3 failures[7] and undelivered routes.

These seven delivery units had 307 city routes and 76 rural routes that served about 444,000 people in several ZIP Codes (see Figure 1). Specifically, of the people living in these ZIP Codes, about 436,000 (98 percent) live in urban communities and 8,000 (2 percent) live in rural areas[8] (see Table 1).

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1   *Creve Coeur Branch: St. Louis, MO: Delivery Operations* (Report Number 25-100-1-R25, dated August 11, 2025); *O'Fallon Main Post Office, O'Fallon, MO: Delivery Operations* (Report Number 25-100-2-R25, dated August 11, 2025); *St. Charles Main Post Office, St. Charles, MO: Delivery Operations* (Report Number 25-100-3-R25, dated August 11, 2025); *Ballwin Main Post Office, Ballwin, MO: Delivery Operations* (Report Number 25-100-4-R25, dated August 11, 2025); *Maryville Gardens Station, St. Louis, MO: Delivery Operations* (Report Number 25-100-5-R25, dated August 11, 2025); *Southwest Station, St. Louis, MO: Delivery Operations* (Report Number 25-100-6-R25, dated August 11, 2025), and *Clayton Branch, St. Louis, MO: Delivery Operations* (Report Number 25-100-7-R25, dated August 11, 2025).
2   *Efficiency of Operations at the St. Louis Processing & Distribution Center: St. Louis, MO* (Report Number 25-097-R25, dated August 11, 2025) and *Efficiency of Operations at the St. Louis Network Distribution Center: Hazelwood, MO* (Report Number 25-098-R25, dated August 11, 2025).
3   A cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.
4   A compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.
5   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.
6   A scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mail piece. Examples of STC scans include "Delivered," "Available for Pickup," and "Delivery Attempted-No Access to Delivery Location."
7   Leg 1 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. Leg 3 failures occur after the mailpiece has been processed at the plant on a final processing operation and is not delivered to the customer on the day it was intended.
8   We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.

Figure 1. ZIP Codes for the Seven Delivery Units Visited
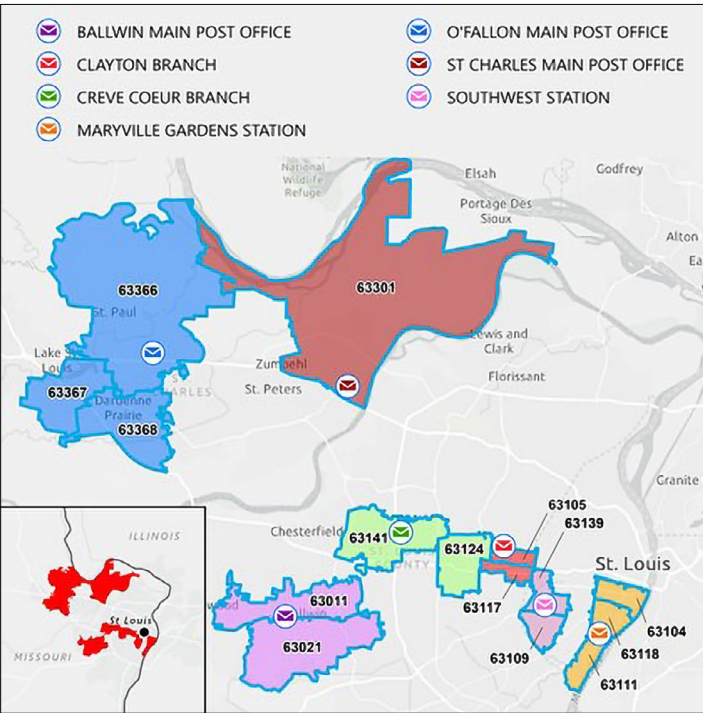

Source: OIG analysis of ZIP Code data.

Table 1. Service Area and Population

Delivery Units	Service Area and ZIP Codes	Population (Rounded)	City Routes	Rural Routes
Creve Coeur Branch, St. Louis, MO	63124 and 63141	34,000	48	0
O'Fallon MPO, O'Fallon, MO	63366, 63367, and 63368	123,000	11	65
St. Charles MPO, St. Charles, MO	63301 and 63302*	51,000	41	7
Ballwin MPO, Ballwin, MO	63011 and 63021	94,000	63	4
Maryville Gardens Station, St. Louis, MO	63104, 63111, and 63118	64,000	56	0
Southwest Station, St. Louis, MO	63109 and 63139	49,000	46	0
Clayton Branch, St. Louis, MO	63105 and 63117	29,000	42	0
Total		**444,000**	**307**	**76**

Source: OIG analysis of Postal Service Address Management System and Census data.
*St. Charles MPO also services Post Office Boxes for ZIP Code 63302.

We conducted a text analysis of C360 inquiries for the entire KS-MO District between March 1 and July 31, 2025. In total, we reviewed and categorized the customer notes for 58,988 inquiries.[9] See Figure 2 for the results.

Figure 2. C360 Inquiry Analysis
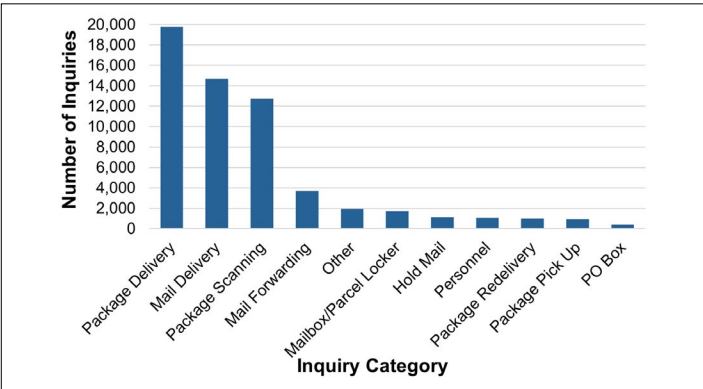
Source: OIG analysis of C360 inquiries.

Package delivery, mail delivery, and package scanning made up the majority of the C360 comments. Specifically:

- Within Package Delivery, the most common subcategories included package delivery delays, inquiries about package transit, and return to sender issues.

- Within Mail Delivery, the most common subcategories were missing mail from Informed Delivery, return to sender issues, and outgoing mail pickup issues.

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9   We analyzed 61,854 inquiries and excluded 2,866 outliers — resulting in 58,988 records with at least 40 characters used to create the model by category.

- Within Package Scanning, the most common subcategories included issues with parcel locker keys, inaccurate delivery scans, and return to sender issues.

We also analyzed the Postal Service's Triangulation Report[10] to determine how the KS-MO District performed for mail and package delivery in relation to all 50 Postal Service districts. The Postal Service provides an opportunity ranking that lists all 50 districts from 1 through 50, where 1 indicates the lowest performing district and 50 is the top performing district. For the period from May 1 through July 31, 2025, the KS-MO District had an average ranking of 4 for mail delivery and 17 for package delivery, placing this district as significantly below average for mail delivery and below average for package delivery. See Table 2 for the results of our analysis.

Table 2. KS-MO District Average Ranking Compared to All 50 Districts

Month	Mail Delivery Opportunity Rank	Package Delivery Opportunity Rank
May	3	18
June	4	17
July	4	15
Average	**4**	**17**

Source: Postal Service Triangulation Report.

We reviewed employee retention data obtained from Workforce[11] for the KS-MO District. From August 1, 2024, through July 31, 2025, the KS-MO District hired a total of 3,183 carriers and clerks. Of those hired during this time, 1,028 (32.3 percent) were no longer employed in the district as of August 10, 2025. Overall, the KS-MO District had a lower employee

retention record when compared to other districts we recently audited (see Table 3). In addition, the district had 1,090 authorized Executive and Administrative Schedule (EAS)[12] positions, of which 1,043 employees (4.3 percent vacancy rate) were on the rolls as of August 12, 2025.

Table 3. District Turnover Information

District Audited	Turnover Percent for Carriers & Clerks	One-Year Hiring Time Period
AZ-NM	22.8	Mar. 2024 – Feb. 2025
KY-WV	26.1	Apr. 2024 – Mar. 2025
NC	21.9	June 2024 – May 2025
KS-MO	32.3	Aug. 2024 – July 2025

Source: Postal Service Workforce.

The district manager stated the district uses the Postal Service's 511 National Initiative, *Improving the Employee Experience – First 90 Days*,[13] to improve the craft employee experience and increase retention of pre-career employees. In addition, senior personnel within the district meet with new hires in efforts to improve employee retention.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations in the KS-MO District of the Central Area.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,[14] 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 visits we observed mail conditions; package scanning procedures; arrow key

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10 The Triangulation Report is designed to provide the health of operations within a delivery unit regarding mail and package delivery. The report includes an analysis of several key performance indicators including C360 inquiries, first and last mile failures, route coverage, employee availability, and scanning integrity.
11 Workforce is a centralized hub that links to staff planning, insights, and analytics.
12 EAS is a salary structure that applies to most managerial and administrative employees.
13 This initiative focuses on stabilizing the workforce by reducing separation rates and improving retention through such efforts as limiting employee workhours, having a scheduled day off, coaching throughout this process, etc.
14 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.

security procedures; carrier separation and transfer 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.

In addition to summarizing our findings at the seven delivery units, we analyzed service performance scores for First-Class Mail, Marketing Mail,[15] Priority Mail,[16] and Ground Advantage[17] products, and reviewed carrier and clerk retention levels within the KS-MO District. We discussed our observations and conclusions, as summarized in Table 4, with management on September 5, 2025, and included

its comments, where appropriate. See Appendix A for additional information about our scope and methodology.

Results Summary

We identified issues related to service performance across the KS-MO District, and issues affecting delivery operations and property conditions at the delivery units audited (see Table 4). Specifically, we found delayed mail and package scanning issues at all seven units, arrow key management deficiencies at six units, property condition issues at five units, and package separation issues at three units.

Table 4. Summary of Issues Identified

Audit Area	Deficiencies Identified - Yes or No						
	Creve Coeur Branch	O'Fallon MPO	St. Charles MPO	Ballwin MPO	Maryville Gardens Station	Southwest Station	Clayton Branch
Delayed Mail	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Package Scanning	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Arrow Keys	Yes	Yes	No	Yes	Yes	Yes	Yes
Carrier Separations and Transfers	No	No	No	No	No	No	No
Property Conditions	Yes	Yes	Yes	No	Yes	No	Yes
Package Separations	N/A*	No	Yes	No	Yes	Yes	N/A*

Source: Interim reports from select units.
* Creve Coeur and Clayton Branches do not fall under the package separation requirements. Only level 22 and above delivery units are required to make package separations.

We analyzed employee data from March 8 through April 18, 2025. All carriers assigned to the units either reported to work or were accounted for by management during this time, indicating no issues with carrier separations and transfers.

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15 A 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 advertisements.
16 An expedited service for shipping mailable matter, subject to certain standards, such as size and weight limits, that includes tracking and delivery in one to four expected business days.
17 A service providing an affordable and reliable way to send packages inside the U.S. Packages under 70 pounds arrive in two to five business days.

Finding #1: Service Performance in the KS-MO District

What We Found

We visited seven delivery units in the KS-MO District on the morning of June 3, 2025, and identified about 89,466 pieces of delayed mail left from the prior day.[18] See Table 5 for the number of pieces of each mail type and the locations found and Figure 3 for examples of delayed mail found at these units. Management at the O'Fallon MPO and Maryville Gardens and Southwest Stations reported delayed mail in the Delivery Condition Visualization

(DCV)[19] system but only reported 12,471 of the 51,660 delayed mail pieces (24 percent) that we identified. Management at the St. Charles and Ballwin MPOs and Creve Coeur and Clayton Branches failed to report any delayed mail in DCV. Only carriers at the Southwest Station completed PS Form 1571, *Undelivered Mail Report*,[20] to document any undelivered mail brought back to the delivery unit. Carriers at the remaining six units did not complete this form.

Table 5. Type of Delayed Mail

Type of Mail	Creve Coeur Branch	O'Fallon MPO	St. Charles MPO	Ballwin MPO	Maryville Gardens Station	Southwest Station	Clayton Branch	Total Count of Delayed Mail
Carrier Cases								
Letters	913	13,485	163	8,659	6,687	10,685	2,529	43,121
Flats	384	9,688	68	1,507	718	2,983	3,061	18,409
Packages	0	60	24	0	0	25	0	109
Other Areas*								
Letters	0	2,588	0	14,850	2,049	1,043	2,930	23,460
Flats	0	639	0	1,948	137	834	742	4,300
Packages	0	1	0	28	11	27	0	67
Totals	**1,297**	**26,461**	**255**	**26,992**	**9,602**	**15,597**	**9,262**	**89,466**

Source: OIG count of delayed mailpieces identified during our visit June 3, 2025.
*Other areas include hot cases (an area designated for final withdrawal of mail as carriers leave the office) at five units, the workroom floor at three units, collection mail area at two, and P.O. Box section and Postage Due area at one.

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18 Count of mail included individual piece counts and estimates based on conversion factors in *Management Instruction PO-610-2007-1*, Piece Count Recording System.
19 A tool used 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.
20 PS Form 1571 lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

Figure 3. Examples of Delayed Packages/Mail

Carrier Case at Southwest Station

Hot Case at Ballwin MPO

Source: OIG photos taken the morning of June 3, 2025.

We analyzed service performance scores in the district for First-Class Mail, Marketing Mail, Priority Mail, and Ground Advantage products mailed within the KS-MO District between January 1 and June 30, 2025, and found that generally these products missed their targets throughout the district. These scores were worse than those identified during our audit of the KS-MO District for the same period last year (January 1 through June 30, 2024).[21] While service targets dropped in 2025, the district still has not improved. Specifically, the KS-MO District performance scores back in 2024 for First-Class Mail and Priority Mail did not meet the targets in the district. In addition, Ground Advantage products and Marketing Mail performance scores were below the target scores in much of the district. See Figure 4 for heat maps showing the performance for each product in the KS-MO District.

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21   Kansas-Missouri District: Delivery Operations (Report Number 24-107-R24, dated September 13, 2024).

Figure 4. Service Performance Heat Maps by 3-Digit ZIP Code in the KS-MO District Between January 1 and June 30, 2025
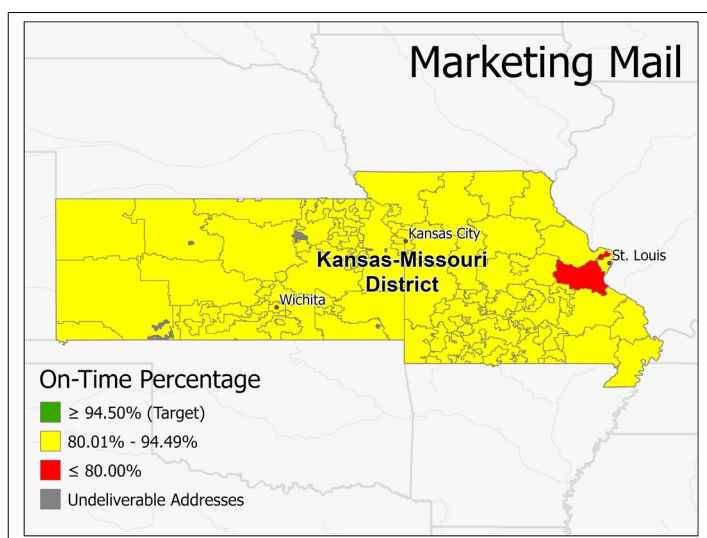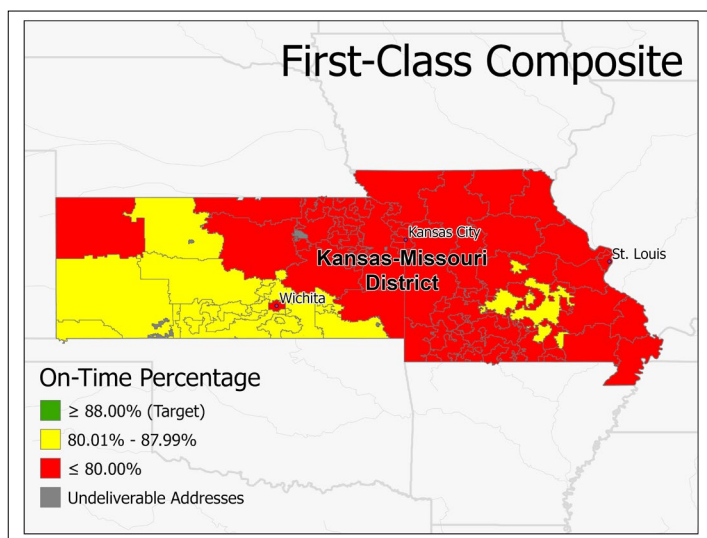
Source: OIG analysis of Postal Service Informed Visibility (IV) and Enterprise Data Warehouse (EDW) data. IV provides comprehensive and integrated capabilities for data-driven real-time service performance measurement and diagnostics of market-dominant products, mail inventory and predictive workloads of all mail to include packages, and end-to-end tracking and reporting for mail. EDW is a repository intended for all data and the central source for information on retail, financial, and operational performance.

We also analyzed service performance scores for the same period for mail being sent from the district to other locations in the nation and mail coming into the district from other locations in the nation. Overall, most inbound and outbound First-Class Mail and Marketing Mail missed the targets in much of the district. In addition, none of the inbound or outbound Priority Mail or Ground Advantage products met the target during this period.

During our 2024 audit, none of the four products met the service performance target for mail coming into or out of the district during the scope period. Although service performance failures for these types of mail could be attributed to a plant or delivery unit outside the district, the failures may negatively affect customer perceptions within the district.

The district manager stated the district currently holds a daily integrated operating plan call with mail processing to identify and discuss service

performance failures. District personnel then communicates the information to impacted facilities.

The district had a significantly below average mail delivery and below average package delivery opportunity ranking in the Triangulation Report. We found 76,995 unreported delayed mail pieces at the seven units we audited. We also reviewed DCV data for the entire district on June 2, 2025, and found that of the 935 units listed in the DCV system for the district, only 50 units (5.3 percent) reported 96,722 total pieces of delayed mail. Based on our observations and analyses, we would expect to see a significant amount of reported delayed mail across the district. Further, inaccurate DCV reporting was an issue when we audited in this district in 2024, in which we found each of the three audited delivery units under-reported delayed mail in DCV, in total reporting 45,009 of 55,767 pieces (81 percent) of the delayed mail found on site.

Why Did It Occur

Delayed mail identified at six units occurred because unit management did not enforce the Redline[22] process, including verifying carriers complete PS Forms 1571 and managers conduct an adequate unit walkthrough to check for delayed mail.

Limited carrier/clerk availability at five units and an increase in manual sortation resulting from route adjustments at two units also contributed to the delayed mail. Effective April 19 and May 17, 2025 respectively, all city routes for the Ballwin MPO and Southwest Station were adjusted due to a decrease in mail volume. These changes caused mail from commercial mailers to not be sorted to the correct route, which increased the mail that had to be sorted manually (see Figure 5). In addition, Southwest Station management did not use the Mail Arrival Quality/Plant Arrival Quality[23] (MAQ/PAQ) tool to communicate these issues to the St. Louis P&DC for correction.

Figure 5. Automation Compatible Letters at the Ballwin MPO

Source: OIG photo taken June 4, 2025.

Overburdened routes[24] at the O'Fallon MPO,[25] a misunderstanding of mail collection and plant processing requirements at the Southwest Station and competing priorities at the Clayton Branch and Maryville Gardens Station also contributed to the delayed mail. In addition, underreported or unreported delayed mail in the DCV system was generally due to management not conducting an afternoon/evening walkthrough of the units or other competing priorities, such as completing operating reports. Further, one unit manager was unfamiliar with delayed mail reporting requirements, and a Southwest Station closing supervisor did not have access to the DCV system.

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22 A standardized framework encompassing manager and carrier responsibilities after carriers return to the delivery unit upon completion of delivery assignments, ensuring that any mail returned from the street is identified with a signed completed PS Form 1571 and that no mail is taken back to the carrier case.

23 The MAQ/PAQ system facilitates communication and resolution of issues with the movement of mail, including collection mail, between postal facilities.

24 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.

25 During the team's visit to the O'Fallon Main Post Office the week of June 2, 2025, unit management stated it was in the process of scheduling route evaluations to determine the optimal route sizes.

What Should Have Happened

Management should have ensured all mail was processed and delivered daily. Postal Service policy[26] states all types of First-Class Mail, Priority Mail, and Priority Mail Express are always committed for delivery on the day of receipt. Policy also states that delivery units must follow the Redline process,[27] which includes carriers completing a PS Form 1571 for any undelivered mail brought back to the delivery unit. Management should have verified that all mail was cleared from the workroom floor[28] and verified carriers completed PS Form 1571 for undelivered mail.[29] Additionally, management should have conducted a thorough walkthrough of the workroom to identify delayed mail and ensure all outgoing mail was dispatched from the facility and delivered.

Management should have also addressed issues regarding the availability of resources to deliver all the mail each day. Postal Service policy[30] states that managers must review all communications that may affect the day's workload, be sure that replacements are available for unscheduled absences,[31] and develop contingency plans for situations that may interfere with normal delivery service.

Postal Service policy[32] also states management should use the MAQ/PAQ system to communicate and resolve issues with mail conditions. Further, managers are required[33] to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in DCV. In addition, management must update DCV if volumes have changed prior to the end of the business day.

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. For example, in our analysis of the C360 inquiries detailed in the Background, we found instances of customers stating mail and packages were not delivered for multiple days in a row. In addition, inaccurate delayed mail reporting provides management at the local, district, area, and headquarters levels with an unreliable status of mail delays and can result in improper actions taken to address issues.

Management Actions

During our audit, district management provided evidence demonstrating management at the seven facilities received training on proper delivery practices and the reporting of delayed mail. It also provided evidence that management at the six units that were not following the Redline process, are now following it. In addition, district management is now monitoring delayed mail reporting at the seven units we visited, which should improve mail visibility, and the closing supervisor now has access to the DCV system.

According to the Manager Post Office Operations who oversees the O'Fallon MPO, the new routes for this unit went into effect on June 28, 2025. He stated these new routes will eliminate all overburdened routes for this unit. Further, district management provided evidence that Southwest Station management was trained on and is using the MAQ/PAQ system to communicate issues with mail processing.

Recommendation # 1

We recommend the **District Manager, Kansas-Missouri District**, train management at all delivery units in the district on the proper procedures for reporting delayed mail.

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26 *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.
27 *Standard Operating Procedures, Redline Policy.*
28 Handbook M-39, *Management of Delivery Services*, June 2019.
29 Handbook M-41, *City Delivery Carriers Duties and Responsibilities*, paragraph 44.4422, June 2019.
30 Handbook M-39, *Management of Delivery Services*, TL-14, Section 111.2, June 2019.
31 *Handbook M-39 Management of Delivery Services*, June 2019.
32 *MAQ/PAQ Discrepancy Process* – Standard Work Instructions.
33 *DCV Learn and Grow,* August 1, 2024.

Recommendation # 2

We recommend the **District Manager, Kansas-Missouri District,** provide adequate staff to the O'Fallon Main Post Office, Ballwin Main Post Office, Maryville Gardens Station, Southwest Station, and Clayton Branch to process and deliver all committed mail daily.

Postal Service Response

The Postal Service agreed with this finding and its associated recommendations.

Regarding recommendation 1, management stated it would hold a virtual training session with all non-bargaining employees in the district to train on the proper handling of delayed mail. The target implementation date is November 30, 2025.

Regarding recommendation 2, management stated it would assess the causes of inadequate staffing at the O'Fallon Main Post Office, Ballwin Main Post Office, Maryville Gardens Station, Southwest Station, and Clayton Branch and take appropriate action as needed. Management also stated it meets daily to identify opportunities to support units requiring additional staffing. The target implementation date is February 28, 2026.

See Appendix B for management's comments in their entirety.

OIG Evaluation

The OIG considers management's comments responsive to recommendations 1 and 2. We will verify corrective actions taken are sufficient to resolve the issues identified in the report.

Finding #2: Package Scanning and Handling

What We Found

We identified package scanning and handling issues at all seven delivery units. In total, employees scanned 2,190 packages from February 1 – April 30, 2025, at the O'Fallon MPO and Clayton Branch instead of at the recipients' delivery point (see Table 6). Further analysis of STC scan data for these packages showed about 92 percent were scanned as "Delivered." This data did not include scans that could properly be made at a delivery unit such as "Delivered – PO Box" and "Customer (Vacation) Hold," but rather represented scans that should routinely be made at the point of delivery.

Table 6. STC Scans at Delivery Unit

STC Scan Type	O'Fallon MPO	Clayton Branch	Total	Percent
Delivered	1,173	835	2,008	91.7%
Delivery Attempted – No Access to Delivery Location	102	3	105	4.8%
No Secure Location Available	31	0	31	1.4%
Receptacle Full / Item Oversized	29	0	29	1.3%
Return to Sender	9	1	10	0.5%
Refused	5	1	6	0.3%
No Authorized Recipient Available	1	0	1	0.0%
Total	**1,350**	**840**	**2,190**	**100%**

Source: OIG analysis of Postal Service's Package Tracking and Reporting (PTR) System data between February and April 2025 for select St. Louis, MO region facilities. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

We also reviewed 1,992 scans occurring away from the delivery unit and over 1,000 feet[34] from the intended delivery point for the O'Fallon and St. Charles MPO from February 1 – April 30, 2025. We removed scans that could have been performed away from the delivery point per the policy, such as "Animal Interference" and "Unsafe Conditions," from our review. Further analysis of the STC scan data for these packages showed over 99 percent were scanned as "Delivered" (see Table 7).

Table 7. STC Scans Over 1,000 Feet Away From the Delivery Point

STC Scan Type	O'Fallon MPO	St. Charles MPO	Total	Percent
Delivered	367	1,620	1,987	99.7%
Delivered to agent for final delivery	2	1	3	0.2%
Delivery Attempted – No Access to Delivery Location	1	1	2	0.1%
Total	**370**	**1,622**	**1,992**	**100%**

Source: OIG analysis of the Postal Service's PTR System data between February and April 2025, for select St. Louis, MO region facilities.

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34 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.

In addition, on the morning of June 3, 2025, before the carriers arrived for the day, we selected a total of 204 packages from carrier cases at the seven delivery units to review and analyze the scanning and tracking history.[35] Of the 204 packages sampled from the carrier cases, 65 (32 percent) had missing or improper scans or improper handling, including:

- Thirty-one packages were scanned "Delivery Attempted - No Access to Delivery Location," between 0.2 and 2.6 miles away from the delivery point. Scans should be made as close to the delivery point as possible. See Figure 6 for an example.

- Fourteen packages were scanned "Delivered," which should only be performed when a package is successfully left at the customer's delivery address.

- Five packages were scanned "Held at Post Office at the Customer's Request," but the customers did not have a hold request on file.

- Five packages were missing a STC scan to let the customer know the reason for non-delivery.

- Four packages were scanned "No Such Number," "Addressee Unknown," and "Delivered,"[36] but carriers should have placed these packages in the unit's "Return to Sender" area.

- Three packages were missing an "Arrival at Unit" scan, which is necessary to provide complete visibility.

- Two packages were scanned "Available for Pickup," but carriers should have held one for customer pick up and the other had an "Available for Pickup – PO Box" scan but was addressed for a street delivery.

- One package was scanned "Forwarded," but should have been sent to the new address on file as the resident had moved on May 2, 2025.

Figure 6. Package Scanned 2.6 Miles Away From the Delivery Point in St. Louis, MO
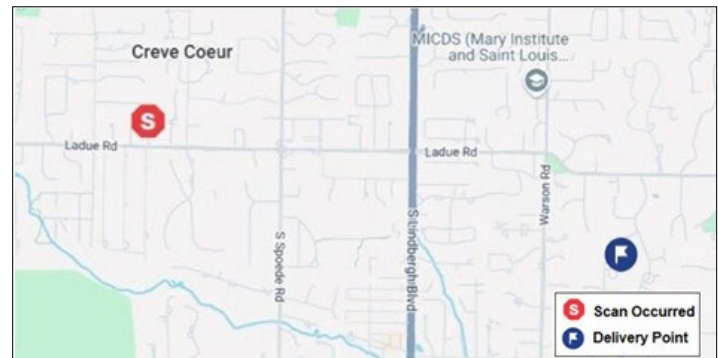
Source: Postal Service Single Package Look Up.

Why Did It Occur

These scanning issues occurred because unit management did not adequately monitor and enforce proper package scanning and handling procedures, were unfamiliar with some of the scanning reports that monitor where scans occurred or had competing priorities. Specifically:

- Creve Coeur Branch management was not following up with carriers on "Delivery Attempted - No Access to Delivery Location" scans. The unit manager monitored package deliveries but did not monitor "delivery attempted" scans to determine where they occurred.

- An O'Fallon MPO carrier was scanning packages at the unit instead of creating a firm sheet.[37] In addition, the postmaster stated she plans to request a review of the geofence for new subdivisions in the facility's delivery area due to the number of packages scanned delivered over 1,000 feet from the delivery point.

- St. Charles MPO management stated carriers sometimes scan packages at an unspecified location on their route for a whole neighborhood to save time instead of scanning each package at the specific address. Further, management did not complete a walkthrough to identify undelivered packages with scanning or handling issues.

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35 No issues were found with carrier case packages at the O'Fallon MPO on the morning of June 3, 2025.

36 A carrier delivered a package on April 21, 2024, and brought it back to the delivery unit because it had been sitting on a customer's door for an extended time. However, he forgot to place it in the "Return to Sender" area.

37 A firm sheet combines deliveries for a single address on one form so a carrier scan just one barcode when delivering multiple packages to a single address.

- The Ballwin MPO postmaster stated the supervisors are monitoring the package tracking tool every night to ensure the packages receive an STC scan but were not familiar with reports that monitor where the scans took place.

- The Marville Gardens Station manager stated she did not review all packages brought back by carriers because she had competing priorities, such as assisting with supervisory duties.

- Southwest Station management stated it monitored the district integrity report and the daily administrative emails identifying scanning issues but did not know about other reports showing where scans were taking place.

- Clayton Branch management was not reviewing scan data of packages in carrier stations because it was not aware that carriers brought back undelivered packages.

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,[38] which includes scanning packages at the time and location of delivery.[39]

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. Package scanning inquiries were the third most common C360 inquiry type in the district, as demonstrated in Figure 2. By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance the customer experience and the Postal Service brand.

Management Actions

During our current audit, district management provided evidence showing managers and supervisors at all seven units were trained on the proper standard operating procedures that govern package scanning and handling, and tracking of scanning performance. District management also verified unit managers were properly monitoring package scanning at all seven units.

Due to district management taking these actions, we are not making a recommendation for tracking and reducing inaccurate scans.

> **Postal Service Response**
> The Postal Service agreed with the finding.

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38 *Delivery Done Right the First Time* stand-up talk, March 2020.
39 *Carrier Delivering the Customer Experience* Stand-up Talk, July 2017.

Finding #3: Arrow Keys

What We Found

Management at the O'Fallon and Ballwin MPOs, Maryville Gardens and Southwest Stations, and Creve Coeur and Clayton Branches did not properly manage and/or safeguard arrow keys. On the morning of June 5, 2025, we reviewed all seven units' arrow key certifications lists in the Retail and Delivery Applications and Reporting (RADAR)[40] system and conducted a physical inventory of keys at the units. The RADAR lists contained a combined 443 keys at these seven units; however, we found discrepancies during our observations at six of the units.[41]

Management could not find 106 of the 443 keys during our observations at the O'Fallon MPO, Maryville Gardens and Southwest Stations, and Creve Coeur and Clayton Branches. We also found 47 keys at five of the seven sites that were not reported in RADAR. The Ballwin MPO, Southwest Station, and O'Fallon MPO did not report lost keys to the U. S. Postal Inspection Service. Further, management at five units did not properly secure arrow keys. Specifically:

- At the Creve Coeur Branch, arrow keys were kept ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮, which was often left open and unattended outside the supervisor's office (see Figure 7).

- At the O'Fallon MPO, carriers were not always signing the daily log to acknowledge their acceptance and return of their assigned keys

- At the Maryville Gardens Station, arrow keys were stored in a room with an open, unsecure door throughout the day.

- At the Southwest Station, an arrow key was found in a ▮▮▮▮▮▮ unsecured ▮▮.

- At the Clayton Branch, arrow keys were kept in an unsecured safe.[42]

Figure 7. Unattended Arrow Keys at Creve Coeur Branch
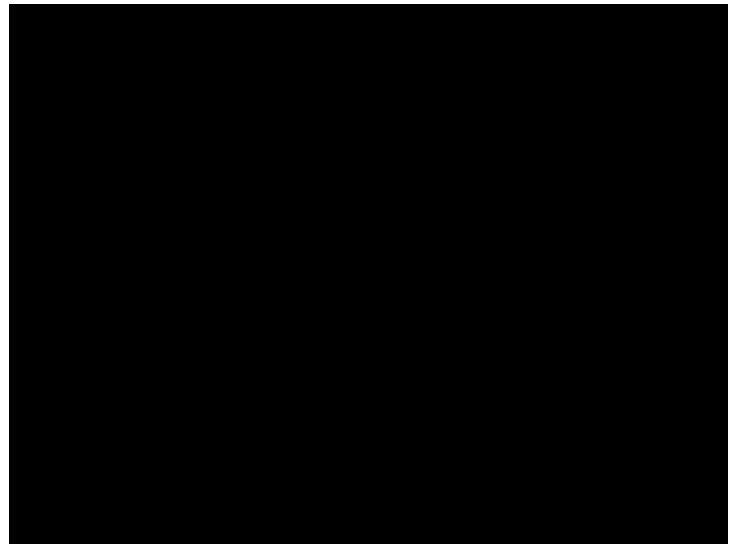
Source: OIG photo taken June 5, 2025.

Why Did It Occur

Management at the six delivery units with arrow key issues did not provide sufficient oversight to properly manage arrow keys, had competing priorities, or were unaware of policy requirements. Specifically:

- O'Fallon MPO and Creve Coeur Branch management certified the arrow key list in RADAR without properly reconciling it to the physical keys on hand. Both units' management overlooked the risk of leaving keys unverified and unattended.

- Ballwin MPO and Southwest Station management were not aware of the current policy to contact the Inspection Service for missing keys.

- Maryville Gardens Station management had ongoing operating challenges at the unit such as dealing with understaffing, unscheduled absences, staff training, and assisting supervisors.

- Southwest Station and Clayton Branch management had competing duties such as delivery operations, answering phone inquiries, and handling vehicle issues.

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40 The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.
41 St. Charles MPO management properly updated the arrow key inventory log and safeguarded the arrow keys.
42 The arrow keys were secured the following day after the broken safe was repaired.

What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,[43] management must keep an accurate inventory of all arrow keys. Any missing arrow keys must be immediately reported to the Inspection Service.[44] Further, damaged keys must be returned to the vendor, and the RADAR inventory log should record the status of the returned keys.[45]

In addition, policy states arrow keys must remain secured until they are individually assigned to personnel. A supervisor or clerk must verify employees are 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.

Management Actions

During our audit, management at all seven facilities provided evidence showing the district was monitoring arrow key procedures and that management received arrow key security training. The units also updated their key logs and properly secured the keys. In addition, district management provided evidence showing the lost keys were reported to the Inspection Service. Further, management at the Clayton Branch found two missing keys originally reported as lost and put back in inventory.

Due to management taking these corrective actions, we are not making a recommendation for these key issues.

Postal Service Response
The Postal Service agreed with the finding.

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43 *Arrow/Modified Arrow Key (MAL) Key Accountability,* Standard Work Instruction, dated May 2024.
44 *Requesting Arrow/MAL Locks and Keys in RADAR CRDO Field Users* guide, dated February 2025.
45 *Arrow Key Guidebook,* Standard Work Instructions, updated August 2023.

Finding #4: Property Conditions

What We Found

We found safety and security issues at the O'Fallon and St. Charles MPOs, Maryville Gardens Station, and Creve Coeur and Clayton Branches. Examples include:

Property Safety:

- Fire extinguishers at four units missed their monthly inspections and one unit missed the annual inspection.

- Fire horns at one unit were blocked by equipment.

- Internal Inspection Service doors at two units were blocked (see Figure 8 for one example).

- Exits were blocked at one unit. Specifically, an emergency exit door was blocked by a gaylord container, and a swinging door exit was blocked by tubs and two pallets of rock salt.

- A handicapped ramp at one unit did not have a railing or automatic door button.

- Three out of eight lights in one unit's dock area did not work.

- An electrical closet at one unit had exposed wires.

- A breakroom outlet at one unit was missing a cover.

Property Security:

- Signs stating "vehicles may be subject to search" at four units were not posted in the employee parking area.

- A safe containing retail floor stamp stock and arrow keys at one unit had a broken lock and was easily accessible. The broken safe was reported in the Field Maintenance Office[46] (FMO) application to be repaired on April 17, 2025.

- Doors at one unit were not secured. Specifically, one exterior door was lying on the floor, and an emergency door did not have an activated alarm and was not locked.
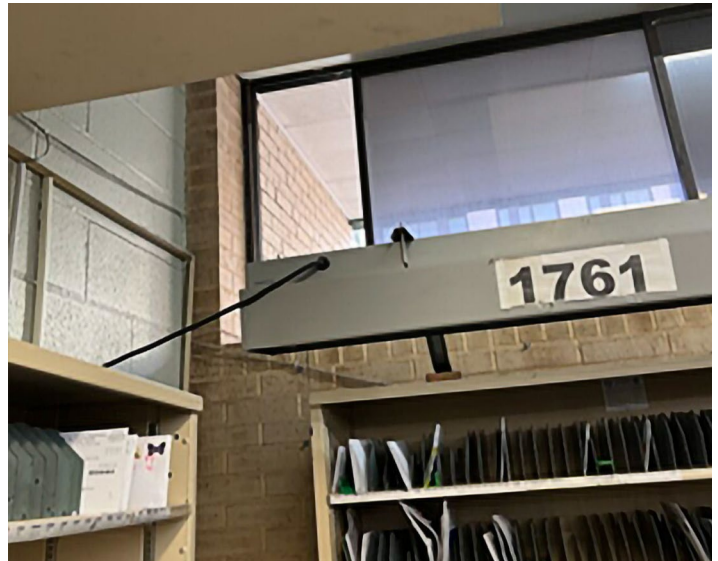
- A workroom floor window at one unit was left open overnight (see Figure 8).

Figure 8. Examples of Safety and Security Issues at the Maryville Gardens Station and Clayton Branch

Blocked Inspection Service Door

Open Window

Source: OIG photos taken June 3, 2025.

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46 FMO is an application used by associate offices that do not have maintenance management capabilities.

Why Did It Occur

Management at these five delivery units did not provide sufficient oversight or take the necessary actions to verify these property condition issues were corrected, had competing priorities, or were unaware of policy requirements. Specifically:

- O'Fallon and St. Charles MPO management did not verify 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 safety and security issues.

- Maryville Gardens Station management was not aware of the missing electrical outlet cover in the breakroom. Management also stated it instructed the custodian to keep the area clear in front of the Inspection Service door; however, during the team's visit the door was blocked. In addition, management was not aware of the requirement to have a railing for the ramp or door operation controls on the customer lobby doors.

- Creve Coeur Branch management reported the non-working dock lights in the RADAR system on April 2, 2025, but did not follow up with maintenance. In addition, unit management stated they were unaware of the requirements to have a "subject to search" sign posted in the employee parking lot.

- A Clayton Branch manager stated she was aware of many of the issues, and prior to our fieldwork, submitted eight repair requests in FMO that were still pending. However, she had not followed up on her requests because she was focusing on delivery operations and other competing duties.

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.[47] In addition, according to Postal Service policy,[48] management must post signage stating that vehicles are subject to search. Further, the Architectural Barriers Act of 1968, 42 U.S.C. 4151-57 requires that buildings or facilities that were designed, built, or altered with federal dollars or leased by federal agencies after August 12, 1968, be accessible.

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; reduce the risk of employee theft; and enhance the customer experience and Postal Service brand.

Management Actions

During our current audit, management addressed all property condition issues identified at the seven units. Due to management taking these corrective actions, we are not making a recommendation for property conditions.

Postal Service Response
The Postal Service agreed with the finding.

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47 Postal Service Handbook EL-801, *Supervisor's Safety Handbook,* July 2020.
48 Postal Service Handbook RE-5, *Building and Site Security Requirements,* September 2009.

Finding #5: Separation of Packages for Dispatch

What We Found

Employees at the St. Charles MPO and Maryville Gardens and Southwest Stations did not properly separate packages destined for the St. Louis P&DC and NDC. Specifically, on June 4, 2025, during each unit's evening operations, we observed Priority Mail and Ground Advantage packages commingled in the same container for dispatch to the processing facilities (see Figure 9 for an example).

Figure 9. Commingled Packages at the St. Charles MPO

Source: OIG photo taken June 4, 2025.

Why Did It Occur

Management at the three units was not aware of the requirement to separate packages for dispatch to the St. Louis P&DC or NDC or did not provide oversight. Specifically:

- The St. Charles MPO's PM supervisor stated she had new carriers who were not aware of separating the packages. Although unit management was aware of the requirement to separate packages, it did not verify carrier compliance.

- Maryville Gardens and Southwest Stations management were not aware of the policy regarding the additional separations. In addition, the Maryville Gardens Station manager stated she previously worked at a level 20 facility where Priority and non-Priority mail were combined.

What Should Have Happened

Management should have provided adequate oversight to ensure that employees properly separated packages. The Postal Service requires all level 22 and above units to separate Priority Mail from non-Priority Mail packages and use a specific placard when dispatching to the processing facility.[49]

Effect on the Postal Service and Its Customers

Proper mail preparation is required for visibility throughout the Postal Service network. When mail is not properly separated for dispatch to the processing facility, in accordance with procedures, there is an increased likelihood that mail will require additional processing steps. Furthermore, this can result in delays and service failures and an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand.

Management Actions

During our current audit, district management provided documentation showing it was verifying employees at the St. Charles MPO and Maryville Gardens and Southwest Stations were properly separating packages for dispatch to the processing plants. Due to management taking this corrective action, we are not making a recommendation for the package separation issue.

> **Postal Service Response**
> The Postal Service agreed with the finding.

49 *Learn and Grow RDC/RSC Updates*, May 2024.

Appendices

Appendix A: Additional Information

We conducted this audit from August through September 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 delivery operations 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 assessed the reliability of IV, EDW, and Workforce 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 were sufficiently reliable for the purposes of this report.

Appendix B: Management's Comments

UNITED STATES POSTAL SERVICE

September 8, 2025

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Kansas-Missouri District: Delivery Operations – St Louis, MO (Report Number 25-100-DRAFT)

Thank you for providing the Postal Service an opportunity to review and comment on the findings contained in the draft audit capping report Kansas-Missouri District: Delivery Operations – St Louis, MO.

Management generally agrees with the findings in the capping report.

Following are our comments on each of the two recommendations.

Recommendation 1: We recommend the **District Manager, Kansas-Missouri District**, train management at all delivery units in the district on the proper procedures for reporting delayed mail.

Management Response/Action Plan: Management agrees with this recommendation. Management will hold a virtual training session with all non-bargaining employees in the Kansas-Missouri district to train on the proper handling of delayed mail.

Target Implementation Date: 11/30/2025

Responsible Official: **District Manager, Kansas-Missouri District**

Recommendation 2: We recommend the **District Manager, Kansas-Missouri District,** provide adequate staff to the O'Fallon Main Post Office, Ballwin Main Post Office, Maryville Gardens Station, Southwest Station, and Clayton Branch to process and deliver all committed mail daily.

Management Response/Action Plan: Management agrees with the recommendation. Management will assess inadequate staffing causes at each of the cited units and apply the appropriate action as needed. Additionally, management meets daily to identify opportunities to support units requiring additional staffing.

Target Implementation Date: 02/28/2026

Responsible Official: **District Manager, Kansas-Missouri District**

E-SIGNED by JEREMIE SIX
on 2025-09-08 15:09:12 EDT

Jeremie Six
District Manager, Kansas-Missouri District

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

Contact us via our Hotline and FOIA forms. Follow us on social networks. Stay informed.

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