

Boystown Station, Omaha, NE: Delivery Operations

AUDIT REPORT

Report Number 25-115-2-R25 | September 19, 2025



Table of Contents

Cover

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

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

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

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

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

Finding #1: Delayed Mail.....	5
-------------------------------	---

Postal Service Response.....	6
------------------------------	---

Finding #2: Arrow Keys	7
------------------------------	---

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

Finding # 3: Property Conditions.....	8
---------------------------------------	---

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

Appendix A: Additional Information	9
---	---

Appendix B: Management's Comments	10
--	----

Contact Information	11
----------------------------------	----

Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

September 19, 2025

MEMORANDUM FOR: LISSE GARRETT
MANAGER, IOWA-NEBRASKA-SOUTH DAKOTA DISTRICT

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

FROM: Sean Balduff
Director, Field Operations, Central & Southern

SUBJECT: Audit Report – Boystown Station, Omaha, NE: Delivery Operations
(Report Number 25-115-2-R25)

This report presents the results of our audit of delivery operations and property conditions at the Boystown Station in Omaha, NE.

We appreciate the cooperation and courtesy provided by your staff. If you have any questions or need additional information, please contact Ramona Gonzalez, 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

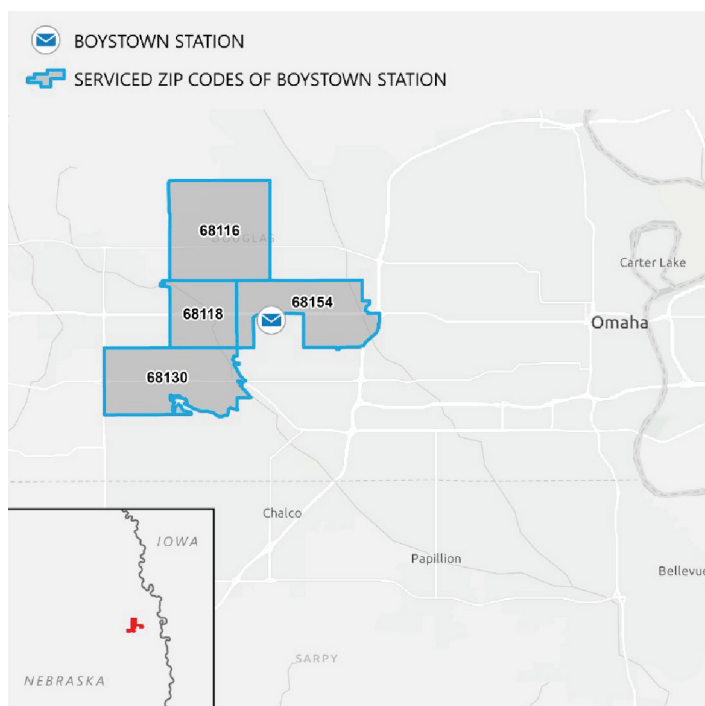
The U.S. Postal Service's mission is to provide timely, reliable, secure, and affordable mail and package delivery to more than 160 million residential and business addresses across the country. The U.S. Postal Service Office of Inspector General (OIG) reviews delivery operations at facilities across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

This interim report presents the results of our self-initiated audit of delivery operations and property conditions at the Boystown Station in Omaha, NE (Project Number 25-115-2). The Boystown Station is in the Iowa-Nebraska-South Dakota District of the Central Area and serves about 87,387 people in ZIP Codes 68116, 68118, 68130 and 68154 which are considered urban communities¹ (see Figure 1).

This delivery unit has 44 rural routes and 14 city routes. From June 14 through July 11, 2025, the delivery unit had four supervisors assigned.² Prior to our site visit, the station manager was detailed to a different facility and one supervisor was detailed to the district office. During the week of our site visit, there was one relief supervisor detailed to the unit since June 2025; and a station manager who started their detail to the unit the day prior to our visit. The Boystown Station falls under the Omaha Post Office for employee availability measurement. As of June 13, 2025,³ the year-to-date employee availability rate for the Omaha Post Office was 93.8 percent, which is over the Postal Service's retail and delivery operations employee availability goal of 93.7 percent for fiscal year 2025. The Boystown Station is one of three

delivery units⁴ the OIG reviewed during the week of July 21, 2025, that are serviced by the Omaha Processing and Distribution Center (P&DC).

Figure 1. ZIP Codes Serviced by the Boystown Station



Source: OIG analysis of ZIP Code data.

We assessed all units serviced by the Omaha P&DC 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 March 1 and May 31, 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 13.

⁴ The other two units were the Benson Station, Omaha, NE (Project Number 25-115-1) and the Fremont Administrative Post Office, Fremont, NE (Project Number 25-115-3).

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 Boystown Station primarily based on the number of C360 inquiries related to delivery, Informed Delivery contacts, and STC scans performed away from the delivery point. The unit was also chosen based on first and last mile failures and undelivered routes. 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 March 1 through May 31, 2025

Delivery Metric	Unit Average per Route	District Average per Route
C360 Delivery Inquiries	8.6	3.3
Informed Delivery Contacts	24.4	8.0
Scans Over 1,000 Feet From the Delivery Point	19.3	16.1

Source: OIG analysis of Postal Service’s C360, Informed Delivery, and Product Tracking and Reporting (PTR) System data extracted June 23, 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 Boystown Station in Omaha, NE.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,¹⁰ 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 July 22–24, 2025, we observed mail conditions, package scanning procedures, arrow key security procedures, carrier separation and transfer procedures, and unit safety and security conditions.

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 25-115.

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 September 5, 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 Boystown Station. We will issue a separate capping report¹¹ 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 Boystown Station. Specifically, we found issues with three 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	

Source: Results of our fieldwork during the week of July 21, 2025.

- We analyzed packages scanned greater than 1,000 feet away from the delivery point between March 1 and May 31, 2025. We determined most of these scans were for a customer whose mailbox was over 1,000 feet away from their door. In

addition, we took a sample of all 24 packages at the carrier cases on the morning of July 22, 2025, and did not identify any issues with package scanning.

- We analyzed employee data from April 19 through May 30, 2025. All carriers assigned to the unit either reported to work or were accounted for by management during this time, indicating no issues with employee separations and transfers.

Finding #1: Delayed Mail

What We Found

On the morning of July 22, 2025, we identified about 9,299 delayed mailpieces¹² at nine carrier cases and the hot case.¹³ Specifically, we identified 9,163 letters and 136 flats. In addition, the mail found in the hot case was dated as far back as July 16, 2025. Management did not report this mail as undelivered in the Delivery Condition Visualization (DCV)¹⁴ system. See Table 3 for the number of pieces for each mail type and Figure 2 for examples of delayed mail found at the hot case. Further, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,¹⁵ to document undelivered mailpieces.

Table 3. Types of Delayed Mail Identified

Type of Mail	Carrier Cases	Hot Case	Total Count of Delayed Mail
Letters	915	8,248	9,163
Flats	136	0	136
Totals	1,051	8,248	9,299

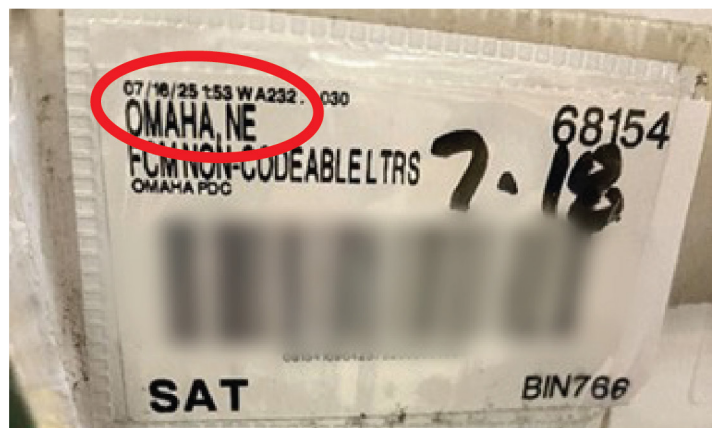
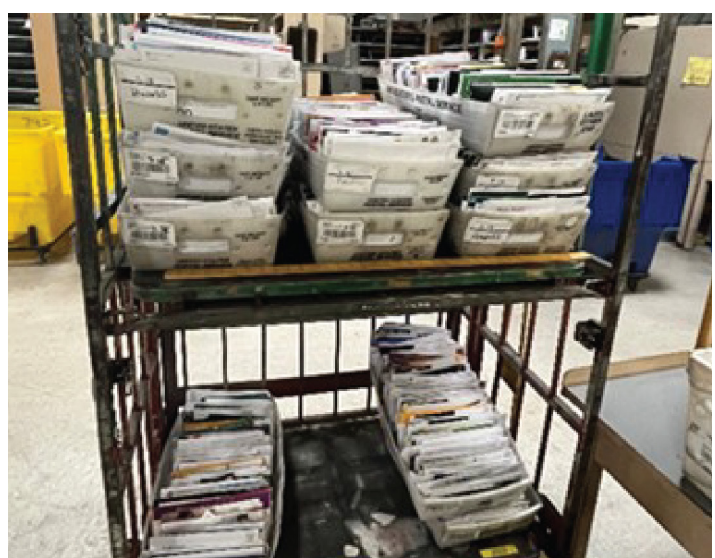
Source: OIG count of delayed mailpieces identified during our visit on July 22, 2025.

Why Did It Occur

These conditions occurred due to a lack of management oversight. Specifically, the unit did not have a station manager for approximately three weeks prior to our visit. During that time, the supervisors overseeing operations stated they did not communicate any issues or request additional personnel from the Manager, Customer Service Operations (MCSO). The unit received an increase in package volume due to a sales promotion from a commercial mailer the week prior to our visit. The supervisors stated they used all their clerks to prioritize the processing of these parcels and did not request assistance from the MCSO. As a result, there was not a dedicated clerk consistently assigned

to sort the mail in the hot case since July 16, 2025. Management also stated that some of the mail at the hot case contained trays of letters and flats received from the plant that were machinable and should have been sorted on automated equipment at the plant. However, management did not report any of this in the Mail Arrival Quality/Plant Arrival Quality (MAQ/PAQ)¹⁶ tool to correct the issue.

Figure 2. Examples of Delayed Mail at the Hot Case



Source: OIG photos taken before carriers arrived on the morning of July 22, 2025.

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

Further, one supervisor stated she did not report any of the delayed mail in DCV because she had not received adequate training. Another supervisor stated he was busy showing the new station manager around the office and forgot to enter the delayed mail into the system.

In addition, the unit did not consistently use PS Forms 1571 to document why mail was not delivered. The new relief PM supervisor stated she was not aware of the form or how to use it.

What Should Have Happened

Management should have ensured that all mail was processed and delivered daily. Postal Service policy¹⁷ states that all types of First-Class Mail, Priority Mail, and Priority Express Mail are always committed for delivery on the day of receipt. Postal Service policy¹⁸ also states management should use the MAQ/PAQ system to communicate and resolve issues with mail conditions. In addition, managers are required¹⁹ to report all mail in the delivery unit after the carriers

have left for their street duties as either delayed or curtailed in DCV and must update DCV if volumes have changed prior to the end of the business day. Further, policy²⁰ 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.

¹⁷ Committed Mail & Color Code Policy for Marketing Mail stand-up talk, February 2019.

¹⁸ MAQ/PAQ Discrepancy Process – Standard Work Instruction.

¹⁹ DCV Learn and Grow, August 1, 2024.

²⁰ Redline Policy, Standard Operating Procedures.

Finding #2: Arrow Keys

What We Found

Unit management did not properly update the arrow key inventory log. On the morning of July 24, 2025, we reviewed the unit arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)²¹ system and conducted a physical inventory of keys at the unit. Unit management reported 63 keys in RADAR as “In-Use.” Based on our physical review of arrow keys at the unit, three of the 71 keys were missing, and an additional seven keys found at the unit were not recorded in RADAR. Unit management had not reported the three keys we identified as missing to the U.S. Postal Inspection Service.

Why Did It Occur

The relief PM supervisor stated she conducted the arrow key certification on July 1, 2025, by verifying keys listed as “In Use” in RADAR were in the accountability cart. However, she did not account for any extra keys at the unit. She also stated that she was not aware of the proper procedures for adjusting keys in RADAR or reporting lost or missing arrow keys.

What Should Have Happened

According to Postal Service policy,²² management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the U.S. Postal Inspection Service.

Effect on the Postal Service and Its Customers

When there is insufficient oversight and supervision of accountable items, such as arrow keys, there is 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.

²¹ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

²² *Arrow/Modified Arrow Lock (MAL) Key Accountability Standard Work Instruction*, dated May, 2024.

Finding # 3: Property Conditions

What We Found

We found property safety issues at the Boystown Station, including:

- Three fire extinguishers were missing monthly inspections and one had not been inspected since October 2022.
- One electrical panel was blocked (see Figure 3).

Figure 3. Blocked Electrical Panel



Source: OIG photo taken July 23, 2025.

Why Did It Occur

Management did not provide sufficient oversight or take the necessary action to verify that property condition issues were identified and corrected. The station manager stated it was her first week detailed to the unit and she was not aware of the safety issues. During our audit, management took corrective action and unblocked the electrical panel.

What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for maintaining facilities, reported safety issues as they arose, and followed up for completion. The Postal Service requires management to maintain a safe environment for employees and customers.²³

Effect on the Postal Service and Its Customers

Management's attention to safety 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.

²³ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July, 2020.

Appendix A: Additional Information

We conducted this audit from July 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 will issue a separate report that provides the Postal Service with the overall findings and recommendations for the Benson Station, Boystown Station, and the Fremont Administrative Post Office, as well as the district.

We assessed the reliability of 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



September 5, 2025

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Boystown Station, Omaha, NE: Delivery Operations
(Report Number 25-115-2-DRAFT)

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

Management generally agrees with the three findings in the report on delayed mail, arrow keys, and property conditions.

Management has begun taking steps to address the three 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*. Additionally, the use of the Mail Arrival Quality/Plant Arrival Quality (MAQ/PAQ) discrepancy process will be reiterated to management. Reviews will be conducted to monitor for 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 one property condition related to safety.

E-SIGNED by LISSE A GARRETT
on 2025-09-07 17:07:49 EDT

Lisse Garrett
District Manager, IA-NE-SD District

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

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