

New Rochelle Main Post Office, New Rochelle, NY: Delivery Operations

AUDIT REPORT

Report Number 25-153-2-R26 | February 11, 2026



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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

February 11, 2026

MEMORANDUM FOR: ROSELLE L. MURRELL
MANAGER, NEW YORK 3 DISTRICT

A handwritten signature in black ink that reads "Monica J. Brym".

FROM: Monica J. Brym
Director, Field Operations, Atlantic & WestPac

SUBJECT: Audit Report – New Rochelle Main Post Office, New Rochelle, NY:
Delivery Operations (Report Number 25-153-2-R26)

This report presents the results of our audit of delivery operations and property conditions at the New Rochelle Main Post Office in New Rochelle, NY.

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, Atlantic Area Retail & Delivery Operations
Director, Retail & Post Office Operations Maintenance
Corporate Audit Response Management

Results

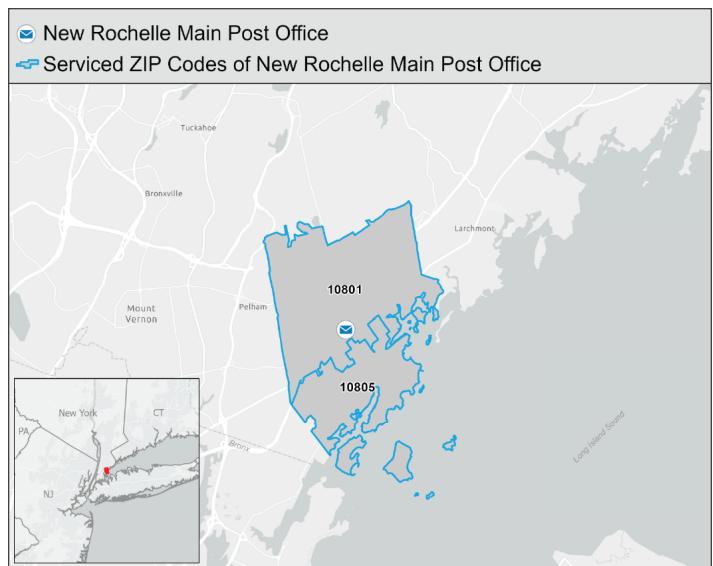
Background

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 New Rochelle Main Post Office (MPO) in New Rochelle, NY (Project Number 25-153-2). The New Rochelle MPO is in the New York 3 District of the Atlantic Area and serves about 61,342 people in ZIP Codes 10801 and 10805, which are considered urban areas¹ (see Figure 1). The unit also services ZIP Code 10802 used for PO Box routes.

This delivery unit has 39 city routes. From October 18 through November 14, 2025, the delivery unit had four supervisors assigned, including one relief supervisor.² In addition to these four supervisors, a supervisor from another branch works as the Sunday supervisor at the New Rochelle MPO. As of October 31, 2025,³ the year-to-date employee availability⁴ rate for the New Rochelle MPO was 87.8 percent, which is under the Postal Service's retail and delivery operations employee availability goal of 93.7 percent for fiscal year 2025.⁵ The New Rochelle MPO is one of four delivery units⁶ the OIG reviewed during the week of December 8, 2025, that are serviced by the Westchester Processing and Distribution Center (P&DC).

Figure 1. ZIP Codes Serviced by the New Rochelle MPO



Source: OIG analysis of ZIP Code data.

We assessed all units serviced by the Westchester P&DC based on the number of Customer 360 (C360)⁷ delivery-related inquiries,⁸ stop-the-clock (STC)⁹ scans performed away from the delivery point and at the unit, undelivered route information, and Leg 1 and Leg 3 failures¹⁰ from June 1 through August 31, 2025.

We judgmentally selected the New Rochelle MPO primarily based on the number of C360 inquiries related to delivery and STC scans performed away from the delivery point. See [Table 1](#) for a comparison of some of these metrics between the unit and the rest of the district.

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

² Assignments based on 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 October 31, 2025 was the last day of Pay Period 23.

⁴ The Postal Service calculates employee availability by dividing straight time hours worked by potential straight time hours. Potential straight time hours generally include actual straight time hours worked, sick leave taken, and leave without pay.

⁵ As of January 8, 2026, the Postal Service has not published the FY 2026 employee availability goals.

⁶ The other three units were the Yonkers MPO, Yonkers, NY (Project Number 25-153-1); the Mount Vernon MPO, Mount Vernon, NY (Project Number 25-153-3); and the White Plains MPO, White Plains, NY (Project Number 25-153-4).

⁷ Customer 360 is a cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.

⁸ Delivery-related inquiries include a compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.

⁹ An STC scan is 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."

¹⁰ 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 P&DC on a final processing operation and is not delivered to the customer on the day it was intended.

Table 1. Delivery Metric Comparison Between June 1 and August 31, 2025

Delivery Metric	Unit Average per Route	District Average per Route
C360 Delivery Inquiries	4.9	3.2
Scans Performed More than 1,000 Feet From Delivery Point	22.6	2.6

Source: OIG analysis of Postal Service's C360, and Product Tracking and Reporting (PTR) System data extracted September 30, 2025. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes. Note: District average per route is based on delivery units with at least 30 carrier routes.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the New Rochelle MPO in New Rochelle, NY.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,¹¹ carrier separations and transfers, Voyager card¹² transactions, 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 December 9–11, 2025, we reviewed mail conditions, package scanning procedures, arrow key security procedures, carrier separation and transfer procedures, Voyager card transactions, property safety and security conditions, and package separation procedures. We also analyzed the scan status of packages at the carrier cases and interviewed unit management and employees. We discussed our observations and conclusions with management on January 23, 2026, and included its comments, where appropriate (see Table 2).

We are issuing this interim report to provide the Postal Service with timely information regarding

conditions we identified at the New Rochelle MPO. We will issue a separate capping report¹³ that provides the Postal Service with the overall findings and recommendations for all four 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 New Rochelle MPO. Specifically, we found issues with two 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
Voyager Card Transactions		X
Property Conditions	X	
Package Separations		X

Source: Results of our fieldwork during the week of December 8, 2025.

For the audit areas where issues were not identified, we performed the following:

- Package Scanning – We analyzed package scanning between August and October 2025. The unit had 474 scanning exceptions between August and October 2025 associated with a new high-rise apartment complex. The exceptions were due to a geolocation issue that had been identified and reported by management to the district. We also

¹¹ Arrow keys are distinctively shaped keys that 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.

¹² The Postal Service uses credit cards, called Voyager cards, to pay for commercially purchased fuel, oil, and routine maintenance for its vehicles.

¹³ The capping report project number is 25-153.

reviewed packages scanning and handling at the unit on the morning of December 9, 2025, before the carriers arrived for the day. We did not identify any systemic issues with package scanning or handling.

- Arrow Keys – We observed the procedures for safeguarding and management of arrow keys and did not identify any issues. We also verified all keys included in the arrow key inventory system of record were located at the unit; however, we identified an additional key not included in this inventory. Unit management promptly added the key to the inventory list; therefore, we are not reporting this as a finding.
- Carrier Separations and Transfers – We analyzed employee data from October 4 through

November 14, 2025. All carriers assigned to the unit either reported to work or were accounted for by management during this time, indicating no issues with employee separations and transfers.

- Voyager Card Transactions – We analyzed Voyager card premium fuel transactions from May 31, 2025, through November 30, 2025, and identified two premium fuel purchases. We did not identify any recurring systemic issues.
- Package Separations – We observed package separation procedures on December 10, 2025, and determined that the unit was properly separating Priority Mail from non-Priority Mail packages.

Finding #1: Delayed Mail

What We Found

On the morning of December 9, 2025, we identified 2,712 delayed mailpieces at 31 carrier cases and the hot case.¹⁴ Specifically, we identified 2,354 letters, 357 flats, and one package.¹⁵ In addition, management did not report this mail as undelivered in the Delivery Condition Visualization (DCV)¹⁶ system. See Table 3 for the number of pieces for each mail type and Figures 2 and 3 for examples of delayed mail found at 39 carrier cases and the hot case. Further, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,¹⁷ to document undelivered mailpieces.

Table 3. Types of Delayed Mail Identified

Type of Mail	Carrier Case	Hot Case	Total Count of Delayed Mail
Letters	1,143	1,211	2,354
Flats	121	236	357
Packages	1	0	1
Totals	1,265	1,447	2,712

Source: OIG count of delayed mailpieces identified during our visit on December 9, 2025.

Why Did It Occur

This issue occurred because management did not follow required procedures to check for and report delayed mail. Unit management did not know what constituted delayed mail and incorrectly believed that undelivered mail brought back by the carriers was not delayed mail and did not need to be reported in the DCV system. In addition, management stated that, to reduce in-office time, it did not require carriers to fill out PS Forms 1571. Management also stated that it did not see the value in following the redline process¹⁸ or conducting a PM walkthrough

to confirm that carrier cases were cleared of mail, because most of their carriers were experienced.

Figure 2. Example of Delayed Mail at a Carrier Case



Source: OIG photo taken before carriers arrived on the morning of December 9, 2025.

Figure 3. Delayed Mail at the Hot Case



Source: OIG photo taken before carriers arrived on the morning of December 9, 2025.

¹⁴ The hot case is a case designated for final withdrawal of mail as carriers leave the office.

¹⁵ 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.

¹⁶ DCV is 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.

¹⁷ PS Form 1571, *Undelivered Mail Report*, lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

¹⁸ The redline process is 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.

What Should Have Happened

Management should have ensured that all committed mail was delivered daily. Postal Service policy¹⁹ states that all types of First-Class Mail, Priority Mail, and Priority Mail Express are always committed for delivery on the day of receipt. In addition, managers are required²⁰ to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in DCV. Further, management must update DCV if volumes have changed prior to the end of the business day. In addition, policy²¹ states that 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. Management

should also have provided sufficient oversight so that all carriers followed the correct procedures.

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

²⁰ DCV User Guide, July 2025.

²¹ Redline Policy Standard Operating Procedures.

Finding #2: Property Conditions

What We Found

We found property safety and security issues at the New Rochelle MPO.

Property Safety

- All 17 fire extinguishers were missing monthly and annual inspections. Monthly inspection tags were dated as far back as March 2025. Fourteen annual inspection tags were dated March 2023, one was dated March 2022, and two had no tag to indicate that an annual inspection had been done.

Property Security

- The [REDACTED] during non-operational post office hours.

Why Did It Occur

Management was not aware of the missing fire extinguisher inspections because it delegated responsibility to the facility custodian to manage this process and did not provide oversight to verify that inspections were conducted as required.

Management also stated that the [REDACTED]; however, it did not take necessary actions to verify that this issue was corrected because it was under the impression that it was unnecessary to [REDACTED]. Management further stated that the postal parking lot gate is too heavy for one person to move.

What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for completing monthly fire extinguisher inspections and scheduling

annual inspections and followed up for completion. Management should have also taken necessary steps to [REDACTED] and ensure that adequate staff are available to open and close the gate as needed.

The Postal Service requires management to maintain a safe environment for employees and customers. According to policy, facility management is responsible for conducting periodic checks of the building and grounds to ensure gates are functioning as designed²² and gates must be lockable.²³

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. In addition, properly securing the employee parking lot could reduce the risk of theft, vandalism, and associated costs.

Management Action Taken

When we brought the issue with the missing fire extinguisher inspections to management's attention during our site visit, the postmaster took prompt action. Unit management completed monthly and annual inspections for the 17 fire extinguishers in December 2025.

Postal Service Response

The Postal Service agreed with this finding.

²² Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.
²³ Postal Service Handbook RE-5, *Building and Site Security Requirements*, September 2009

Appendix A: Additional Information

We conducted this audit from October 2025 through February 2026 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 Control Activities, Information & Communicating, and Monitoring 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 Yonkers, New Rochelle, Mount Vernon, and White Plains MPOs, as well as the district.

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

Appendix B: Management's Comments



January 26, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: New Rochelle Main Post Office, New Rochelle, NY:
Delivery Operations (Report Number 25-153-2-DRAFT)

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

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

Management has begun taking steps to address the two 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.

Property Conditions: Management has abated the safety and security issues found during the audit.

E-SIGNED by ROSELLE L MURRELL
on 2026-01-26 13:43:23 EST

Roselle L. Murrell
District Manager, New York 3 District

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

OFFICE OF INSPECTOR GENERAL UNITED STATES POSTAL SERVICE



This document contains sensitive information that has been redacted for public release. These redactions were coordinated with USPS and agreed to by the OIG.

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