

Mount Vernon Main Post Office, Mount Vernon, NY: Delivery Operations

AUDIT REPORT

Report Number 25-153-3-R26 | February 11, 2026



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: Package Scanning	7
------------------------------------	---

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

Finding #3: Property Conditions	9
---------------------------------------	---

Postal Service Response.....	10
------------------------------	----

Appendix A: Additional Information	11
---	----

Appendix B: Management's Comments	12
--	----

Contact Information	13
----------------------------------	----

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, reading "Monica J. Brym", is positioned below the memorandum header.

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

SUBJECT: Audit Report – Mount Vernon Main Post Office, Mount Vernon, NY:
Delivery Operations (Report Number 25-153-3-R26)

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

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

Attachment

cc: Postmaster General

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

Results

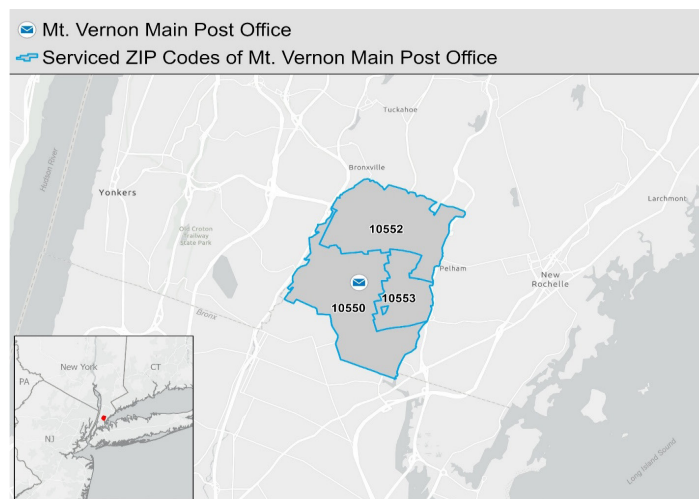
Background

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

This interim report presents the results of our self-initiated audit of delivery operations and property conditions at the Mount Vernon Main Post Office (MPO) in Mount Vernon, NY (Project Number 25-153-3). The Mount Vernon MPO is in the New York 3 District of the Atlantic Area and serves about 73,753 people in ZIP Codes 10550, 10552, and 10553, which are considered urban areas¹ (see Figure 1). The unit also services ZIP Code 10551 for PO Box routes.

This delivery unit has 44 city routes. From October 18 through November 14, 2025, the delivery unit had three supervisors assigned.² In addition, the unit had an acting supervisor during the week of our site visit. As of October 31, 2025,³ the year-to-date employee availability⁴ rate for the Mount Vernon MPO was 95.15 percent, which is more than the Postal Service's retail and delivery operations employee availability goal of 93.7 percent for fiscal year 2025.⁵ The Mount Vernon 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 Mount Vernon 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 between June 1 through August 31, 2025.

We judgmentally selected the Mount Vernon MPO primarily based on the number of C360 inquiries related to delivery and STC scans performed at the delivery unit. We also chose this unit based on Leg 1 and Leg 3 failures and undelivered routes. 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 New Rochelle MPO, New Rochelle, NY (Project Number 25-153-2); 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	5.3	3.2
STC Scans Performed at the Delivery Unit	4.0	2.7

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 Mount Vernon MPO in Mount Vernon, 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 Mount Vernon 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 Mount Vernon MPO. 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
Voyager Card Transactions		X
Property Conditions	X	
Package Separations		X

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

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.

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

- Arrow Keys – We observed the procedures for safeguarding arrow keys and did not identify any issues.
- Carrier Separations and Transfers – We analyzed employee data from October 18 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 three 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 2,992 delayed mailpieces at 32 carrier cases. Specifically, we identified 1,808 letters, 1,183 flats and 1 package.¹⁴ However, management reported only 575 delayed mailpieces in the Delivery Condition Visualization (DCV)¹⁵ system, which was 19 percent of

the delayed mail we identified at the unit. See Table 3 for the number of pieces for each mail type and Figure 2 for an example of delayed mail found at carrier cases. Further, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,¹⁶ to document undelivered mailpieces.

Table 3. Types of Delayed Mail Identified

Type of Mail	Carrier Case	Hot Case	Total Count of Delayed Mail
Letters	1,680	128	1,808
Flats	710	473	1,183
Packages	1	0	1
Totals	2,391	601	2,992

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

Figure 2. Example of Delayed Mail in Carrier Case



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

Why Did It Occur

The delayed mail we identified was due to a lack of management oversight. Unit management did not effectively enforce the redline process¹⁷ by conducting an adequate walkthrough to check that carrier cases were clear of mail and verifying that the carriers completed PS Form 1571, documenting the reason why mail could not be delivered. The PM supervisor stated she had not been trained in how to properly conduct the redline process. In addition, the postmaster stated that she stays on duty until the last carrier returns, because Mount Vernon is a three-floor facility with three different employee entrances requiring management to balance competing operational and administrative responsibilities. As a result, some oversight activities were not completed as intended, including reporting all delayed mail in the DCV system, because management was not fully aware of all delayed mail within the building.

¹⁴ Count of mail included individual piece counts and OIG estimate based on Postal Service conversion factors in Handbook M-32, *Management Operating Data Systems*, Appendix D.
¹⁵ 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.
¹⁶ PS Form 1571, *Undelivered Mail Report*, lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.
¹⁷ 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 taken appropriate steps to confirm that all mail was delivered daily. Specifically, management should have conducted an adequate walkthrough of the workroom to verify that all mail was delivered, and the reason for undelivered mail brought back from the street is properly documented on PS Form 1571. Postal Service policy¹⁸ 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 required¹⁹ to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in the DCV system. Further, management must update the DCV system if volumes have changed prior to the end of the business day. Finally, policy²⁰ 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.

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 the DCV system 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.

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

¹⁹ *DCV User Guide*, July 2025.

²⁰ *Redline Policy Standard Operating Procedures*.

Finding #2: Package Scanning

What We Found

Employees scanned packages improperly and handled packages incorrectly at the delivery unit. We also found issues with employee barcode management.

We reviewed package scanning data for scans that occurred at the unit and removed any potentially accurate scans performed.²¹ In total, employees improperly scanned 144 packages at the delivery unit between August and October 2025 (see Table 4). Further analysis of the STC scan data for these packages showed that 84.7 percent of them were scanned “Delivery Attempted – No Access to Delivery Location.” In addition, 13.8 percent of them were scanned “Delivered.”

Table 4. STC Scans at Delivery Unit

STC Scan Type	Count	Percent
Delivery Attempted – No Access to Delivery Location	122	84.7
Delivered	20	13.8
No Authorized Recipient	1	.69
No Secure Location Available	1	.69
Total	144	*100

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

* Total percentage does not equal 100 percent due to rounding.

We also found issues with scanning and handling of packages in the unit. On the morning of December 9, 2025, before carriers arrived for the day, we judgmentally selected 30 packages from the carrier cases to review and analyze scanning and tracking history. Of the 30 sampled packages, five (16.7 percent) had improper scans or handling issues, including:

- One package was scanned, “Delivered,” which should only be performed when a package is successfully left at the customer’s delivery address.
- One package was scanned “Delivery Attempted – No Access to Delivery Location,” however, the package was left at the supervisor desk for two days prior to being scanned as available for pickup at a post office box.
- One package was missing an “Arrival-at-Unit” scan, which is necessary to provide complete visibility.
- One package was missing an STC scan on the expected day of delivery to let the customer know the status of the package.
- One package was missing an STC scan but had a manual data input as “Insufficient Address,” which is necessary when the address is incorrect. All packages should be scanned in order to verify authenticity.

Finally, employee barcodes were not properly managed at the facility. Specifically, stickers with carrier login bar codes were on several carrier cases, which could allow employees to login as someone else.

Why Did It Occur

These issues occurred because unit management did not adequately monitor and enforce proper package scanning and handling procedures. The postmaster stated that she was aware that some packages were not receiving the required STC scans by temporary carriers because the carriers were still learning. In addition, for the package missing a scan, the postmaster explained that employees sometimes experienced scanner connectivity issues in the unit’s basement and some packages had unreadable barcodes that prevented successful scans.

21 This data does not include scans that could properly be made at a delivery unit, such as “Delivered - PO Box” and “Customer (Vacation) Hold.” Additionally, PO Box scans at the unit were only counted when the delivery point was an address away from the unit. This category does not include mail addressed for a PO Box.

Finally, unit management stated that it was not aware of the employee barcodes on the carrier cases. After we brought this issue to management's attention, the postmaster stated that she would remove the employee barcodes from the carrier cases.

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,²² which includes scanning packages at the time and location of delivery.²³ Packages that were returned to the office should have remained in undelivered status and received the appropriate delivery or exception scan on the expected day of delivery, with a final "Delivered" scan, completed only when delivery was actually made at the delivery point. In addition, the facility head must control and issue temporary badges to authorized personnel who arrive without their assigned badge during normal duty hours.²⁴

Effect on the Postal Service and Its Customers

Customers rely on accurate scan data to track their packages in real time. When employees do not scan mailpieces correctly, customers are unable to determine the actual status of their packages. By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance the customer experience and the Postal Service brand. Additionally, employee barcodes on carrier cases increases the risk that the wrong carrier may be held responsible for another carrier's errors and compromises the integrity of operational data. Further, unauthorized access may hinder the ability for management to identify training needs or carrier performance issues.

Postal Service Response

The Postal Service agreed with this finding.

²² *Delivery Done Right the First Time* stand-up talk, March 2020.

²³ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

²⁴ AS-805, *Information Security*, September 2022.

Finding #3: Property Conditions

What We Found

We found safety and security issues related to property conditions at the Mount Vernon MPO.

Property Safety

- Monthly inspections had not been performed on all the fire extinguishers since January 2025. One fire extinguisher had its last monthly inspection in 2023, and another was in 2018.
- Access to four fire extinguishers and two manual fire alarm pull stations were blocked by mail transport equipment (MTE), (see Figure 3).
- The manual fire alarm pull stations did not provide audible or visual alarms when activated.

Property Security

- The postal parking lot main rolling-gate remained open overnight the entire week of our fieldwork visit.
- [REDACTED] and allowed access to the workroom floor, mail, and Postal Service equipment.

Why Did It Occur

Management did not provide sufficient oversight to ensure that the fire extinguishers were inspected and fire safety equipment was accessible. According to the postmaster, she was aware of the fire extinguishers not being inspected, however, she was on extended leave during this period and the maintenance employee responsible for conducting the inspections retired in February. Upon her return, she had not addressed the inspections because of competing duties. In addition, the postmaster was not aware that the [REDACTED]. Further, she stated that the postal parking lot gate was too heavy for her or a supervisor to close alone.

Figure 3. Basement Boiler Room Fire Extinguisher blocked by MTE



Source: OIG photo taken the morning of December 9, 2025.

The postmaster was aware of the fire alarm issues and had submitted a request for the fire alarm system to be repaired in August 2023. In February 2024, a supplier indicated that a complete system upgrade was necessary. Following our fieldwork, the OIG elevated the fire alarm system issue to the district manager, who facilitated the alarm repair (see Management Actions, below).

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. Management should have also taken necessary steps to ensure 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.²⁵

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.

Management Actions

Management provided video evidence that the audible and visual issue with the manual fire alarm pull stations at the unit was corrected on January 2, 2026.

Postal Service Response

The Postal Service agreed with this finding.

²⁵ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.

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 Mount Vernon MPO internal control structure to help determine the nature, timing, and extent of our audit procedures. We reviewed the management controls for overseeing the program and mitigating associated risks. Additionally, we assessed the internal control components and underlying principles, and we determined that the following three components were significant to our audit objective:

- Control Activities
- Information and Communication
- Monitoring

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to control activities, information and communication, 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, DCV, and the TACS 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: Mount Vernon Main Post Office, Mount Vernon, NY:
Delivery Operations (Report Number 25-153-3-DRAFT)

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

Management generally agrees with the three findings in the report on delayed mail, package scanning, 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*. Reviews will be conducted to monitor for compliance.

Package Scanning: Management will provide a service talk on proper scanning procedures. and conduct reviews to monitor compliance.

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

E-SIGNED by ROSELLE L. MURRELL
on 2026-01-26 13:43:35 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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