

# New York 3 District: Delivery Operations

## AUDIT REPORT

Report Number 25-153-R26 | April 21, 2026



Yonkers Main Post Office



White Plains Main Post Office



Mount Vernon Main Post Office



New Rochelle Main Post Office

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# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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April 21, 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 recipient information.

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

**SUBJECT:** Audit Report – New York 3 District: Delivery Operations (Report  
Number 25-153-R26)

This report presents the results of our audits of mail delivery operations in the New York 3 District in the Atlantic Area.

All recommendations require U.S. Postal Service Office of Inspector General's (OIG) concurrence before closure. Consequently, the OIG requests written confirmation when the corrective action is completed. Recommendation 1 should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendation 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, 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 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 at approximately 300 processing facilities and 31,100 post offices, stations, and branches in the nation 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.

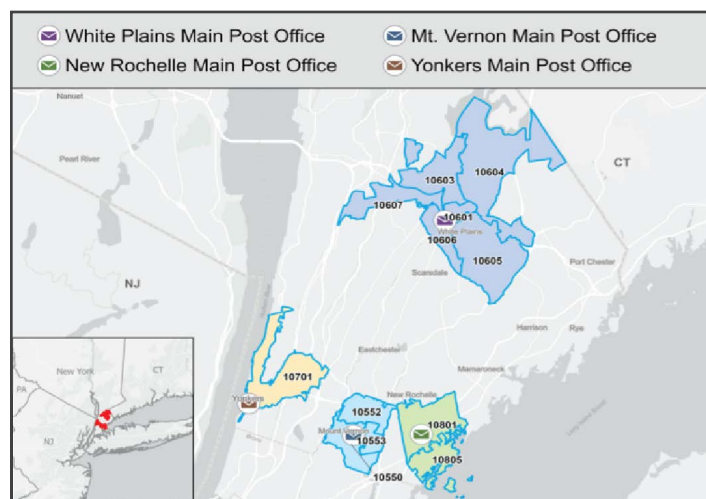
This report presents a summary of the results of our self-initiated audits of delivery operations and property conditions at four delivery units, as well as district-wide delivery operations in the New York 3 District in the Atlantic Area (Project Number 25-153). The delivery units included Yonkers Main Post Office (MPO) in Yonkers, NY; New Rochelle MPO in New Rochelle, NY; Mount Vernon MPO in Mount Vernon, NY; and White Plains MPO in White Plains, NY (see Figure 1).

We previously issued interim reports<sup>1</sup> to district management for each of the four delivery units regarding the conditions we identified. We also

issued a report on the efficiency of operations at the Westchester Processing and Distribution Center (P&DC)<sup>2</sup> that services these delivery units. We judgmentally selected the four delivery units based on the number of Customer 360 (C360)<sup>3</sup> inquiries related to delivery,<sup>4</sup> Informed Delivery<sup>5</sup> contacts associated with the unit, and stop-the-clock (STC)<sup>6</sup> 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<sup>7</sup> and undelivered routes.

These four delivery units had 178 city routes that served about 289,545 people across 12 ZIP Codes (see Figure 1) living in urban communities<sup>8</sup> (see Table 1).

**Figure 1. ZIP Codes for the Four Delivery Units Visited**



Source: OIG analysis of ZIP Code data.

1 The reports were *Yonkers Main Post Office, Yonkers, NY: Delivery Operations* (Report Number 25-153-1-R26, dated February 11, 2026); *New Rochelle Main Post Office, New Rochelle, NY: Delivery Operations* (Report Number 25-153-2-R26, dated February 11, 2026); *Mount Vernon Main Post Office, Mount Vernon, NY: Delivery Operations* (Report Number 25-153-3-R26, dated February 11, 2026); and *White Plains Main Post Office, White Plains, NY: Delivery Operations* (Report Number 25-153-4-R26, dated February 11, 2026).  
2 This report was *Efficiency of Operations at the Westchester Processing & Distribution Center: Westchester, NY* (Report Number 25-152-R26, dated February 11, 2026).  
3 C360 is a cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.  
4 Delivery-related inquiries include 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 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 “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 P&DC 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.

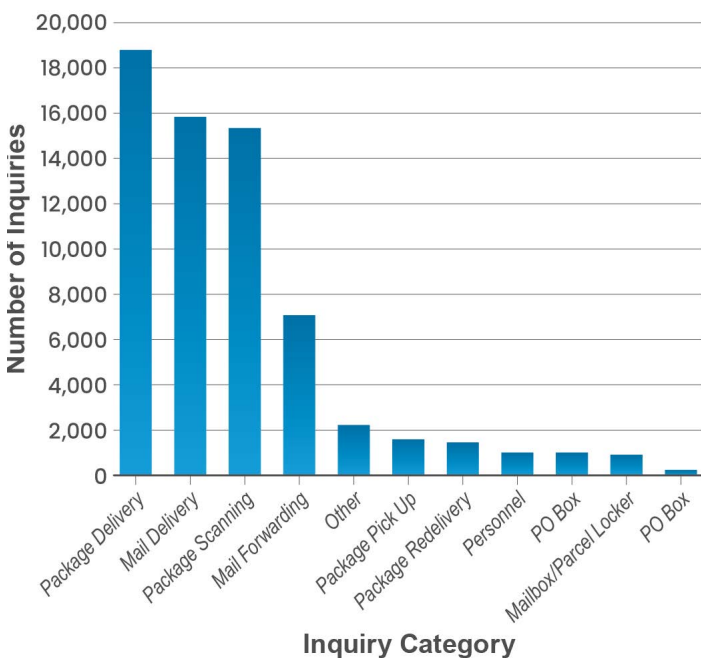
**Table 1. Service Area and Population**

Delivery Units	Service Area and ZIP Codes	Population	City Routes	Rural Routes
Yonkers MPO, Yonkers, NY	10701*	69,146	32	0
New Rochelle MPO, New Rochelle, NY	10801, 10805*	61,342	39	0
Mount Vernon MPO, Mount Vernon, NY	10550, 10552, 10553*	73,753	44	0
White Plains MPO, White Plains, NY	10601, 10603, 10604, 10605, 10606, 10607*	85,304	63	0
<b>Total</b>	<b>12</b>	<b>289,545</b>	<b>178</b>	<b>0</b>

Source: OIG analysis of Postal Service Address Management System and Census data.  
 \*Yonkers, New Rochelle, Mount Vernon, and White Plains MPOs also service Post Office Boxes for ZIP Codes 10702, 10802, 10551, and 10602, respectively.

We conducted a text analysis of C360 inquiries for the entire New York 3 District between September 1, 2025, and January 31, 2026. In total, we reviewed and categorized the customer notes for 65,318 inquiries.<sup>9</sup> 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 delayed or late package delivery, and non-receipt of items.
- Within Mail Delivery, the most common subcategories included missing mail, lack of mail delivery, and missing mail shown in Informed Delivery.
- Within Package Scanning, the most common subcategories included false delivery scans and confirmations, and delayed package tracking updates.

We also analyzed the Postal Service’s Triangulation Report<sup>10</sup> to determine how the New York 3 District performed for mail and package deliveries when compared 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 November 1, 2025, through January 31, 2026, the New York 3 District had a below average opportunity ranking of 17 (34th percentile) for mail delivery and an above average opportunity ranking of 32 (64th percentile) for

<sup>9</sup> We analyzed 68,950 inquiries and excluded 3,632 outliers — resulting in 65,318 records with at least 40 characters used to create the model by category.  
<sup>10</sup> 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.

package delivery. See Table 2 for the results of our analysis.

**Table 2. New York 3 District Average Ranking Compared to All 50 Districts**

Month	Mail Delivery Opportunity Ranking	Package Delivery Opportunity Ranking
November 2025	22	35
December 2025	18	31
January 2026	12	30
Average	17	32

Source: Postal Service Triangulation Report.

We reviewed Postal Service employee retention data for the New York 3 District from January 1, 2025, through December 31, 2025. During this period, the district hired 2,361 new carriers and clerks and retained 985 (41.7 percent) of them. Overall, the New York 3 District had a lower retention rate when compared to other districts we recently audited (see Table 3). In addition, the district had 1,149 authorized Executive and Administrative Schedule (EAS)<sup>11</sup> positions, of which 1,107 employees (3.7 percent vacancy rate) were on the rolls as of February 10, 2026.

New York 3 District management stated that the district holds weekly complement meetings, engages in hiring events/job fairs, uses targeted mailings to recruit employees, and follows the 511 National Initiative (“Improving the Employee Experience – First 90 Days”).<sup>12</sup> Once employees are onboarded, the district stated that it follows the New Employee Experience and Retention Program (NEERP)<sup>13</sup> and the New Employee Mentoring Program (NEMP)<sup>14</sup> to coach

and retain employees. The Postal Service uses these programs to help the district retain employees by acclimating them to their jobs while supporting a work-life balance.

**Table 3. District Retention Information For Carriers and Clerks**

District Audited	Retention Percent	One-Year Hiring Time Period
IA-NE-SD	58.7	Oct. 2024 – Sept. 2025
CA 3	68.0	Oct. 2024 – Sept. 2025
OH 1	52.0	Jan. 2025 – Dec. 2025
New York 3	41.7	Jan. 2025 – Dec. 2025

Source: Postal Service Workforce System.

### Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations in the New York 3 District of the Atlantic Area.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,<sup>15</sup> carrier separations and transfers, Voyager card<sup>16</sup> transactions, property safety and security conditions, and package separations. Specifically, we analyzed key delivery metrics, including the number of carriers and routes, delayed mail volume, mail arrival times, package scanning compliance, and carrier staffing levels. During our site visits, we observed and assessed the operations and procedures within these categories and consulted with unit personnel regarding the issues we identified.

In addition to summarizing our findings at the four delivery units, we analyzed service performance

<sup>11</sup> EAS is a salary structure that applies to most managerial and administrative employees.

<sup>12</sup> This is a Postal Service program that focuses on recruiting and hiring non-career workforce and standardizing onboarding processes within the first 90 days to improve the employee experience.

<sup>13</sup> NEERP, implemented nationally July 1, 2025, was designed to improve communication between new letter carriers and their managers and co-workers. The program provides work experience that gives new letter carriers the ability to learn their jobs at a more moderate pace and continuing education beyond the Carrier Academy and the on-the-job instruction stages.

<sup>14</sup> NEMP, implemented nationally July 1, 2025, provides a formal mentoring relationship and training program between the mentors and mentees. Mentors and mentees meet regularly to discuss and address concerns, provide encouragement and advice, conduct performance-related discussions and evaluations, and identify potential training needs.

<sup>15</sup> An arrow key is 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.

<sup>16</sup> The U.S. Postal Service uses credit cards, called Voyager cards, to pay for commercially purchased fuel, oil, and routine maintenance for its vehicles.

scores for First-Class Mail, Marketing Mail,<sup>17</sup> Priority Mail,<sup>18</sup> and Ground Advantage<sup>19</sup> products, and reviewed carrier and clerk retention levels within the New York 3 District. We discussed our observations and conclusions, as summarized in Table 4, with management on April 2, 2026, and included its comments, where appropriate. See [Appendix A](#) for additional information about our scope and methodology.

## Results Summary

We identified service performance issues across the New York 3 District, and delivery operations and property condition issues at the delivery units audited (see Table 4). Specifically, we found delayed mail at all four units and issues with package scanning and property conditions at three units, arrow keys and carrier separations and transfers at one unit, and Voyager card transactions at one unit. In addition, the Postal Service is not meeting service performance targets for Priority Mail entering and leaving the district and Marketing Mail sent out of the district.

**Table 4. Summary of Issues Identified**

Audit Area	Deficiencies Identified – Yes or No			
	Yonkers MPO	New Rochelle MPO	Mount Vernon MPO	White Plains MPO
Delayed Mail	Yes	Yes	Yes	Yes
Package Scanning	Yes	No	Yes	Yes
Arrow Keys	Yes	No	No	No
Carrier Separations & Transfers	Yes	No	No	No
Voyager Card Transactions	No	No	No	Yes
Property Conditions	Yes	Yes	Yes	No
Package Separations*	No	No	No	No

Source: Interim reports from selected units.

\*We observed package separation procedures on December 10, 2025, and determined that the units were properly separating Priority Mail from non-Priority Mail packages.

<sup>17</sup> Marketing Mail is mail matter not required to be mailed as First-Class Mail or Periodicals that mailers can use to send specific types of mail such as flyers, circulars, and advertisements.

<sup>18</sup> Priority Mail is 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.

<sup>19</sup> Ground Advantage is a service that provides an affordable and reliable way to send packages under 70 pounds inside the U.S. within two to five business days.

# Finding #1: Service Performance in the New York 3 District

## What We Found

We visited four delivery units in the New York 3 District on the morning of December 9, 2025, and identified about 40,879 pieces of delayed mail left from the prior day.<sup>20</sup> See Table 5 for the number of pieces by mail type and location and Figure 3 for examples of delayed mail found at the units. At the time of our visit, Mount Vernon MPO underreported<sup>21</sup>

and Yonkers, New Rochelle, and White Plains MPOs did not report any delayed mail in the Delivery Condition Visualization (DCV) system.<sup>22</sup> In addition, none of the carriers at the four units completed Postal Service (PS) Forms 1571, Undelivered Mail Report,<sup>23</sup> to document undelivered mail brought back to the delivery unit.

**Table 5. Type of Delayed Mail**

Type of Mail	Yonkers MPO	New Rochelle MPO	Mount Vernon MPO	White Plains MPO	Total Count of Delayed Mail
Carrier Cases					
Letters	1,823	1,143	1,680	18,195	22,841
Flats	830	121	710	7,600	9,261
Packages	34	1	1	42	78
Other Areas*					
Letters	1,687	1,211	128	3,475	6,501
Flats	0	236	473	1,489	2,198
Packages	0	0	0	0	0
<b>Totals</b>	<b>4,374</b>	<b>2,712</b>	<b>2,992</b>	<b>30,801</b>	<b>40,879</b>

Source: OIG count of delayed mailpieces identified during our visit December 9, 2025.  
 \*Other areas included the hot cases (an area designated for the final withdrawal of mail by carriers before they leave the office) and the Postal Automated Redirection Systems area (designated for mail identified as undeliverable-as-addressed that will be matched with a change-of-address record).

**Figure 3. Examples of Delayed Mail**



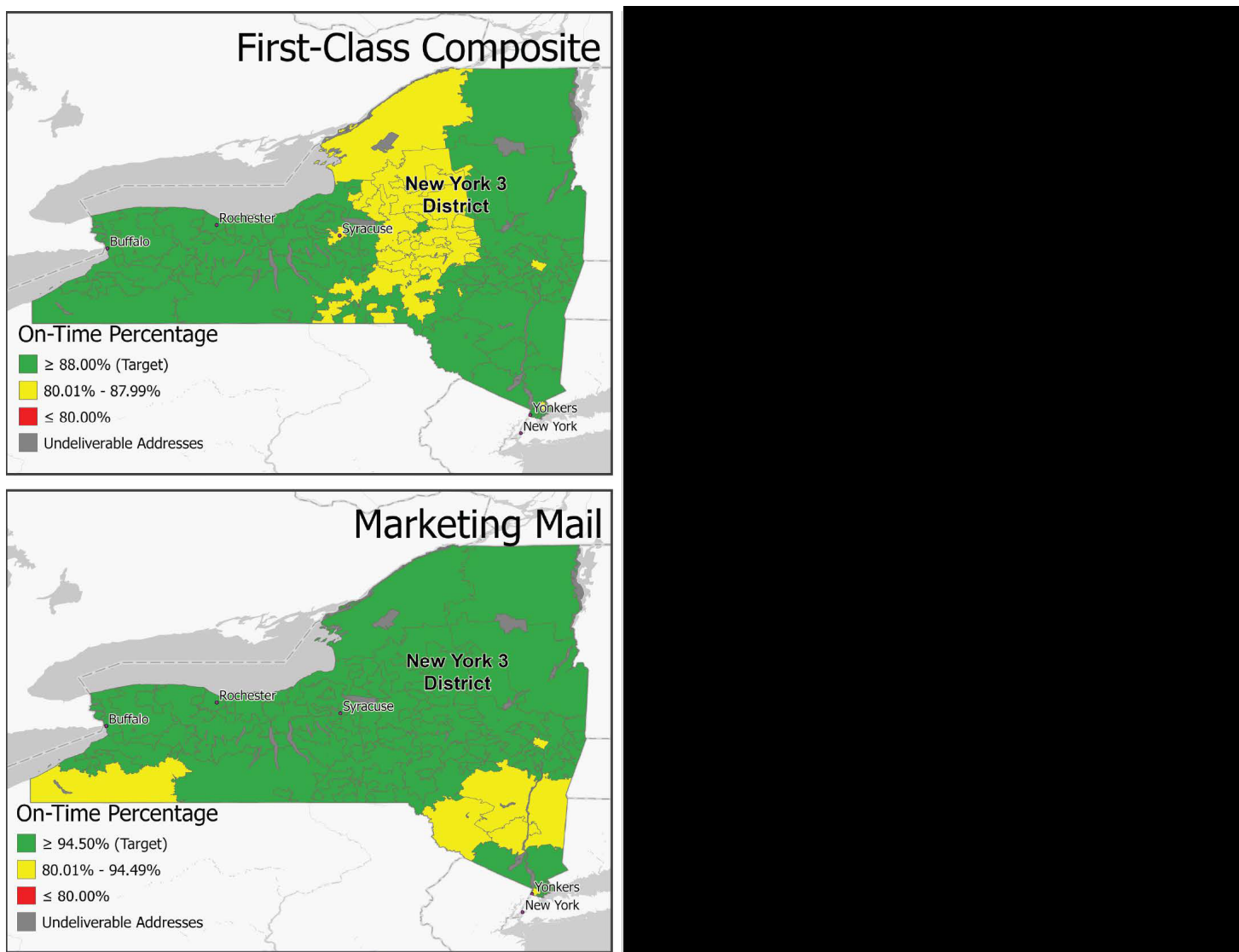
Source: OIG photos taken before carriers arrived on the morning of December 9, 2025.

20 The delayed mail we identified included individual piece counts and estimates based on conversion factors in the Management Instruction PO-610-2007-1, Piece Count Recording System.  
 21 Mount Vernon MPO reported only 575 out of 2,992 delayed mailpieces.  
 22 The DCV system is 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.  
 23 PS Form 1571 lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

We analyzed service performance scores for First-Class Mail, Marketing Mail, Priority Mail, and Ground Advantage products mailed within the New York 3 District between July 1 and December 31, 2025. We found that these products generally met their targets in most of the district. See Figure 4 for heat maps showing the performance for each product in the New York 3 District.

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, we found that more than half of inbound and outbound First-Class Mail and Ground Advantage products and inbound Marketing Mail met established targets throughout the district. However, most inbound and outbound Priority Mail and outbound Marketing Mail did not meet the targets.

**Figure 4. Service Performance Heat Maps by 3-Digit ZIP Code in the New York 3 District Between July 1 and December 31, 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.

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. District management stated that it holds daily Integrated Operations and Planning reviews with plant and logistics personnel to discuss mailflow issues. District management also stated that it monitors Leg 1 and Leg 3 failures and uses various resources and tools, such as Triangulation reports, the DCV system, and C360 inquiries, to monitor performance.

Further, we reviewed the reporting of delayed mail in the entire district for December 8, 2025, and found, of the 842 units listed in the DCV system, 166 units (19.7 percent) reported 172,282 total pieces of delayed mail.

### Why Did It Occur

Management at the four units did not provide sufficient oversight or follow required procedures to check for and report delayed mail. Specifically, management did not follow the redline process,<sup>24</sup> understand what constituted delayed mail, or require carriers to complete PS Forms 1571. White Plains MPO management did not record the delayed mail in the DCV system due to internet connectivity issues and did not provide support that it reported the technical issue.

### What Should Have Happened

Management should have ensured that all mail was processed and delivered daily. Postal Service policy<sup>25</sup> states that 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,<sup>26</sup> 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<sup>27</sup> and that carriers completed PS Forms 1571 for undelivered mail.<sup>28</sup>

Additionally, management should have conducted a thorough walkthrough of the workroom to identify delayed mail and ensure that all outgoing mail was dispatched from the facility and delivered.

Postal Service policy states that managers are required<sup>29</sup> 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 multiple instances of customers reporting mail and package delivery delays. In addition, inaccurate delayed mail reporting provides management at the local, district, area, and headquarter 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 supporting that management at the four facilities received training on proper delivery practices and the reporting of delayed mail. District management also provided evidence that management at the four units are now following the redline process and monitoring the reporting of delayed mail at the units, which should improve mail visibility.

Due to management taking these corrective actions and the results of our district-wide analysis, we are not making a recommendation on these issues.

### Postal Service Response

The Postal Service agreed with the finding. See [Appendix B](#) for management's comments in their entirety.

<sup>24</sup> 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.

<sup>25</sup> *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

<sup>26</sup> *Standard Operating Procedures, Redline Policy*.

<sup>27</sup> Handbook M-39, *Management of Delivery Services*, June 2019.

<sup>28</sup> Handbook M-41, *City Delivery Carriers' Duties and Responsibilities*, paragraph 44.4422, June 2019.

<sup>29</sup> *DCV Learn and Grow*, August 1, 2024.

## Finding #2: Package Scanning and Handling

### What We Found

We identified package scanning and handling issues at the Yonkers, Mount Vernon, and White Plains MPOs. In total, employees scanned 271 packages between August and October 2025 at the Yonkers and Mount Vernon MPOs instead of at the recipients' delivery point (see Table 6). Further analysis of STC scan data for these packages showed about 49 percent were

scanned "Delivery Attempted – No Access to Delivery Location," and about 36 percent were scanned "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 Units**

STC Scan Type	Yonkers MPO	Mount Vernon MPO	Total	Percent
Delivered	78	20	98	36.2
Receptacle Full/Item Oversized	4	0	4	1.5
No Secure Location Available	15	1	16	5.9
Delivery Attempted – No Access to Delivery Location	11	122	133	49.1
Return to Sender	1	0	1	0.4
No Authorized Recipient Available	18	1	19	7.0
<b>Total</b>	<b>127</b>	<b>144</b>	<b>271</b>	<b>100*</b>

Source: OIG analysis of Postal Service's Product Tracking and Reporting (PTR) System data between August and October 2025. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

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

On the morning of December 9, 2025, before carriers arrived for the day, we selected 120 packages from the carrier cases<sup>30</sup> to review and analyze the scanning and tracking history at all four units. Of the 120 packages, 44 (36.7 percent) had improper scans or handling issues at the Yonkers, Mount Vernon, and White Plains MPOs, including:

- Twenty-six packages were scanned "Delivered, In/At Mailbox," which should be performed only when a package is successfully left at the customer's delivery address.
- Ten packages were scanned "Delivery Attempted – No Access to Delivery Location." Scans should be made as close to the delivery point as possible. Specifically, we found:
  - Seven packages were scanned between 0.7 and 6.6 miles from the delivery point (see Figure 5 as an example).
  - One package was scanned earlier and should have been returned to the sender.
  - One package was left on the supervisor's desk two days prior to being scanned as available for pickup.
  - One package was scanned at the unit.
  - Three packages were scanned "Return to Post Office for Address Verification" of which two were scanned between 2.2 and 2.9 miles away from the delivery location.

<sup>30</sup> On the morning of December 9, 2025, we sampled 30 packages found in carrier cases at the New Rochelle MPO and did not identify any issues with package scanning at the unit.

- Two packages were missing an “Arrival-at-Unit” scan, which is necessary to provide complete visibility.
- One package was scanned “No Secure Location Available” one mile from the delivery address.
- One package was missing a 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 to verify authenticity.

stated that she would remove the barcodes from the carrier cases.

### Why Did It Occur

Management at the three units did not adequately monitor and enforce proper package scanning and handling procedures. For example, it did not ensure that temporary carriers were properly trained on how to use scanners or that scanners had proper connectivity to read barcodes. It also was not aware that employee barcodes were posted on carrier cases. In addition, management at the White Plains MPO said that carriers complained about the scanners either freezing or showing the wrong location. However, it did not report these scanner malfunctions to the IT Help Desk.

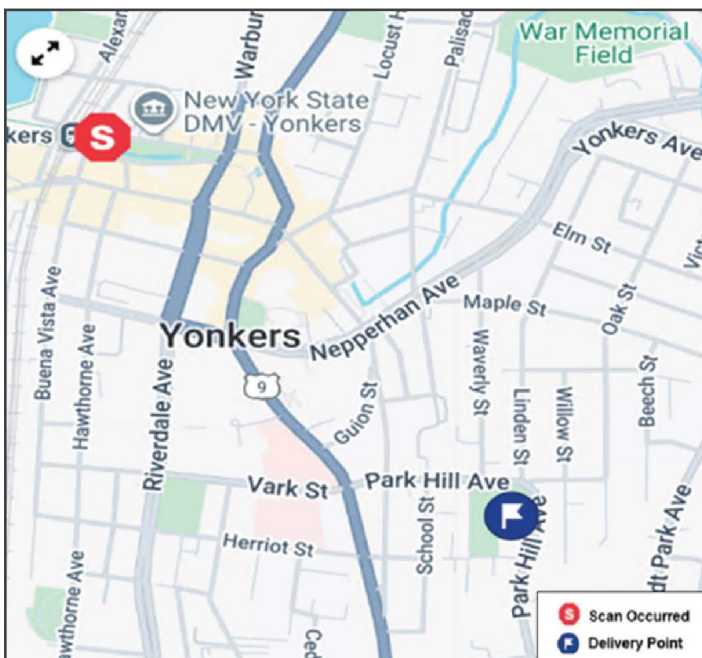
### What Should Have Happened

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,<sup>31</sup> which includes scanning packages at the time and location of delivery.<sup>32</sup> In addition, all personnel are responsible for performing security functions and duties associated with the safeguarding of logon IDs and passwords.<sup>33</sup>

### 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. In addition, the Postal Service risks accidental or intentional unauthorized use of its information technology assets when employee barcodes are not protected. By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance the customer experience and the Postal Service brand.

**Figure 5. Package Scanned 6.6 Miles Away From the Delivery Point in Yonkers, NY**



Source: Postal Service Single Package Look Up.

In addition, employee barcodes were not properly managed at Mount Vernon MPO. Specifically, stickers with carrier login barcodes were posted on several carrier cases, which could allow employees to log into scanners as someone else. After we brought this issue to management’s attention, the postmaster

<sup>31</sup> *Delivery Done Right the First Time* stand-up talk, March 2020.  
<sup>32</sup> *Carrier Delivering the Customer Experience* stand-up talk, July 2017.  
<sup>33</sup> *AS-805 Information Security*, September 2022.

### Management Actions

During this audit, district management provided evidence that managers and supervisors at the Yonkers, Mount Vernon, and White Plains MPOs were trained on the standard operating procedures governing package scanning and handling and tracking scanning performance. District management also provided evidence that unit managers are now properly monitoring package scanning at three units. Lastly, Mount Vernon MPO management removed employee barcodes from the carrier cases.

Due to management taking these corrective actions, we are not making a recommendation for the package scanning and handling issues.

### Postal Service Response

The Postal Service agreed with the finding.

## Finding #3: Arrow Keys

### What We Found

Management at the Yonkers MPO did not properly update the arrow key inventory log. On December 10, 2025, we reviewed all four units' arrow key certifications listed in the Retail and Delivery Applications and Reporting (RADAR)<sup>34</sup> system and conducted a physical inventory of keys at the units. The RADAR system listed a combined 306 keys as "In-Use," "In-Vault," "Damaged," or "Code or Serial Incorrect" at the four units. We found discrepancies at the Yonkers MPO. Specifically, Yonkers MPO management reported 51 keys as "In-Use," "In-Vault," or "Damaged" in the RADAR system. Based on our physical review at the unit, we found that 21 of the 51 keys were missing, and 17 additional keys found were not recorded in the system. In addition, unit management did not record any of the 21 missing keys in the system as "Lost" and did not report these keys to the U.S. Postal Inspection Service.

### Why Did It Occur

Management at the Yonkers MPO did not provide sufficient oversight to properly manage arrow keys and keep an accurate inventory of all the keys. Unit management explained that it assigned an employee to manage and reconcile the arrow key inventory at the unit, but that employee left, and no one was assigned the task after his departure. In addition, the postmaster was not aware of the missing or extra keys because she relied on unit supervisors to complete the inventory and certification. Although the supervisor certified the arrow key list in RADAR, he did not properly reconcile it to the keys on hand.

### What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,<sup>35</sup> management must keep an accurate inventory of all arrow keys. Any missing arrow keys must be immediately reported to the Postal Inspection Service.<sup>36</sup> Further, damaged keys must be returned to the vendor, and

the RADAR inventory log should record the status of the returned keys.<sup>37</sup>

In addition, policy states that arrow keys must remain secured until they are individually assigned to personnel. A supervisor or clerk must verify that 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 that all keys have been returned and accounted for daily.

### Effect on the Postal Service and Its Customers

When there are 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, Yonkers MPO management provided evidence showing that the district was monitoring arrow key procedures and unit management had received arrow key security training. The units also provided evidence showing that management updated its key logs and properly secured the keys. In addition, district management provided evidence showing that the lost keys were reported to the Postal Inspection Service.

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

### Postal Service Response

The Postal Service agreed with the finding.

<sup>34</sup> The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

<sup>35</sup> *Arrow/Modified Arrow Lock (MAL) Key Accountability*, Standard Work Instruction, dated May 2024.

<sup>36</sup> *Requesting Arrow/MAL Locks and Keys in RADAR CRDO Field Users Guide*, dated February 2025.

<sup>37</sup> *Arrow Key Guidebook*, Standard Work Instructions, updated August 2023.

## Finding #4: Carrier Separations and Transfers

### What We Found

We determined that one of the 34 carriers assigned to the Yonkers MPO had not reported to work since her duty entry date of June 28, 2025. In addition, the carrier was not on approved leave, and the removal process had not been initiated.

### Why Did It Occur

Yonkers MPO management acknowledged that it was an oversight to still have the carrier on the employee rolls, and the postmaster stated the removal process would be initiated immediately.

### What Should Have Happened

Postal Service management must process timely separations to properly reflect employee status and to maximize the office's employee complement.<sup>38</sup>

### Effect on the Postal Service and Its Customers

When inactive employees are not removed from the employee rolls, the Postal Service cannot hire replacements.

### Management Actions

During our audit, Yonkers MPO management provided evidence showing that it completed PS Form 2574, *Resignation/Transfer from Postal the Service*, and the supervisor approved the form on January 15, 2026.

Due to management taking these corrective actions, we are not making a recommendation for the carrier separation issue.

### Postal Service Response

The Postal Service agreed with the finding.

<sup>38</sup> RADAR, *On the Roles Not Available*, Report Notes.

# Finding #5: Premium Fuel Voyager Card Transactions

## What We Found

Unit management at the White Plains MPO did not always properly reconcile unauthorized Voyager card premium fuel transactions, which are considered high-risk transactions. We reviewed the Fuel Asset Management System (FAMS) reconciliation exception report for premium fuel transactions from May 31 through November 30, 2025, and identified 12 unauthorized premium fuel transactions valued at \$540. Although these transactions were marked as reconciled by unit management, none of the comments addressed the unauthorized premium fuel transactions. In addition, six of these purchases were made by one carrier.

## Why Did It Occur

Management at the White Plains MPO did not provide sufficient oversight to prevent the purchase of premium fuel. Despite unit management being aware that premium fuel should not be used for Postal Service vehicles, management did not communicate this requirement to carriers and failed to properly annotate the resolution of this issue in the FAMS reconciliation comments. The acting supervisor who incorrectly annotated these comments stated that was the way he was instructed to complete the reconciliation.

## What Should Have Happened

According to Postal Service policy,<sup>39</sup> all high-risk transactions must be fully reconciled with a comment that explains the reason for the transaction.

## Effect on the Postal Service and Its Customers

When premium fuel transactions are not properly reviewed and documented, there is an increased risk that the Postal Service may pay higher prices for questionable and unnecessary purchases. White Plains MPO management paid \$540 for unauthorized premium fuel purchases.<sup>40</sup>

## Management Actions

On January 29, 2026, management at the White Plains MPO received training on the proper procedures for vehicle fuel card purchases.

### Recommendation #1:

We recommend the **District Manager, New York 3 District**, enforce the requirement for the White Plains Main Post Office management to monitor fuel card purchases, including annotating all high-risk fuel transactions with an appropriate comment.

### Postal Service Response

The Postal Service agreed with this finding, recommendation, and monetary impact. Management stated that it would monitor high risk transactions at the White Plains MPO to ensure appropriate comments are entered. The target implementation date is July 31, 2026.

### OIG Evaluation

The OIG considers management's comments responsive to recommendation 1, and corrective actions should resolve the issue identified.

<sup>39</sup> FAMS User Guide, Reconciliation by Exception Process, March 5, 2013.

<sup>40</sup> We consider the \$540 as unsupported, unrecoverable, questioned costs because premium fuel is prohibited and unauthorized per postal policy.

## Finding #6: Property Conditions

### What We Found

We found safety and security issues related to property conditions at the Yonkers, New Rochelle, and Mount Vernon MPOs. Specifically:

#### Property Safety:

- All the fire extinguishers at the three units were missing annual or monthly inspections.
- Two electrical panels in the workroom area were blocked at the Yonkers MPO (see Figure 6).
- Four fire extinguishers and two manual fire alarm pull stations were blocked by mail transport equipment (see Figure 7), and the fire alarms could not be heard or seen when pulled at the Mount Vernon MPO.

#### Property Security:

- No sign was posted when entering the employee parking area stating that vehicles may be subject to search at the Yonkers MPO.
- The postal parking lot gate was not closed or locked during non-operational post office hours at the New Rochelle MPO.
- The main parking lot gate at the Mount Vernon MPO remained open overnight the entire week of our fieldwork visit, and the employee entrance door was not latched, which allowed access to the workroom floor, mail, and equipment.

**Figure 6. Electrical Panels at the Yonkers MPO**

Blocked



Source: OIG photo taken December 10, 2025.

Unblocked



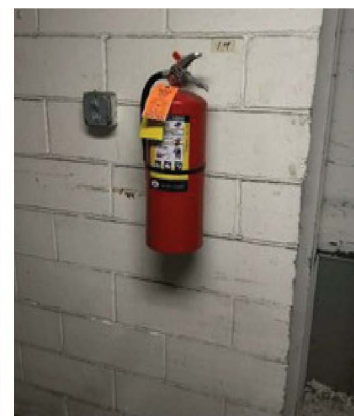
Source: Postal Service photo taken January 5, 2026.

**Figure 7. Fire Extinguisher at the Mount Vernon MPO**

Blocked



Unblocked



Source: (Blocked) OIG photo taken December 9, 2025,  
Source: (Unblocked) Postal Service photo taken January 5, 2026.

### Why Did It Occur

Management at the Yonkers, New Rochelle, and Mount Vernon MPOs did not provide sufficient oversight or take the necessary actions to identify and address property safety and security conditions at the three units.

### 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.<sup>41</sup> According to policy,<sup>42</sup> the Postal Service is required to provide signage that vehicles may be subject to search.

### 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 audit, management addressed all property condition issues identified at the three 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.

<sup>41</sup> Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.

<sup>42</sup> Handbook RE-5, *Building and Site Requirements, Site Security*, 2-2.4 Site Signage, September 2009.

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# Appendix A: Additional Information

We conducted this audit from February through April 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 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



April 6, 2026

LAURA LOZON  
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Capping Report: New York 3 District: Delivery Operations (25-153-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings contained in the draft audit report titled *New York 3 District: Delivery Operations*.

Management generally agrees with the findings and monetary impact in the report.

Following are our comments on the one recommendation:

Recommendation 1: We recommend the District Manager, New York-3 District, enforce the requirement for the White Plains Main Post Office management to monitor fuel card purchases, including annotating all high-risk fuel transactions with an appropriate comment.

Management Response/Action Plan:

Management agrees with this recommendation. Management will monitor high risk transactions at White Plains Main Post Office to ensure appropriate comments are entered.

Target Implementation Date: 07/31/2026

Responsible Official: Manager, New York 3 District

E-SIGNED by ROSELLE L MURRELL  
on 2026-04-06 17:13:58 EDT

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Roselle L. Murrell  
District Manager, New York 3 District

Cc: Vice President, Area Retail and Delivery (Atlantic)  
Corporate Audit & Response Management

# OFFICE OF INSPECTOR GENERAL

UNITED STATES



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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