

Virginia Beach Main Post Office, Virginia Beach, VA: Delivery Operations

AUDIT REPORT

Report Number 26-044-4-R26 | April 9, 2026



UNITED STATES POST OFFICE
VIRGINIA BEACH, VIRGINIA



Table of Contents

Cover

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

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

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

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

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

Finding #1: Delayed Mail.....	4
-------------------------------	---

Postal Service Response.....	5
------------------------------	---

Finding #2: Package Scanning	6
------------------------------------	---

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

Finding #3: Arrow Keys	8
------------------------------	---

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

Finding #4: Voyager Card Transactions	9
---------------------------------------------	---

Postal Service Response.....	9
------------------------------	---

Finding #5: Property Conditions.....	10
--------------------------------------	----

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

April 9, 2026

MEMORANDUM FOR: ANTHONY A. IMPRONGO
MANAGER, VIRGINIA DISTRICT

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

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

SUBJECT: Audit Report – Virginia Beach Main Post Office, Virginia Beach, VA:
Delivery Operations
(Report Number 26-044-4-R26)

This report presents the results of our audit of delivery operations and property conditions at the Virginia Beach Main Post Office in Virginia Beach, VA.

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

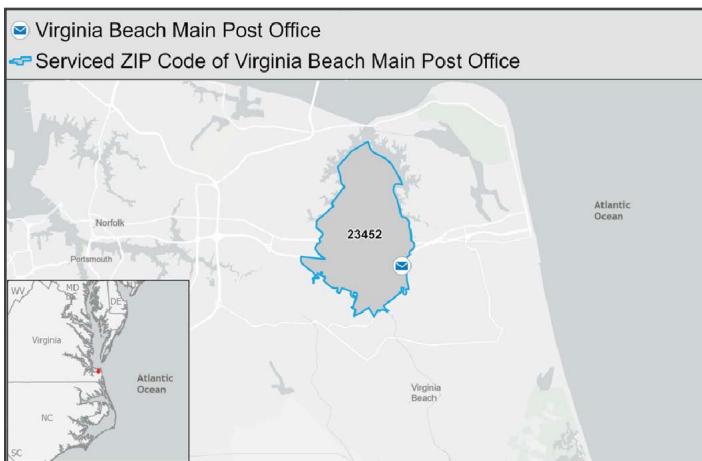
Results

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 Virginia Beach Main Post Office (MPO) in Virginia Beach, VA (Project Number 26-044-4). The Virginia Beach MPO is in the Virginia District of the Atlantic Area and serves about 58,954 people in ZIP Code 23452, which is considered an urban community¹ (see Figure 1). The unit also services ZIP Code 23450 for PO Boxes.

Figure 1. ZIP Codes Serviced by the Virginia Beach MPO



Source: OIG analysis of ZIP Code data.

This delivery unit has 44 city routes. From December 13, 2025, through January 9, 2026, the delivery unit had 13 supervisors assigned.² During our site visit, the management team working at the Virginia Beach MPO consisted of a postmaster, a station manager, two AM supervisors, a PM supervisor, and a customer service support supervisor. Another supervisor was detailed to a different unit, and one employee was acting in a higher-level supervisor detail at this unit. As of January 9, 2026,³ the year-to-date employee availability⁴ rate for the Virginia Beach MPO was 93.0 percent, which is less than the Postal Service’s retail and delivery operations employee availability goal of 93.95 percent for fiscal year 2026. The Virginia Beach MPO is one of three delivery units⁵ the OIG reviewed during the week of February 9, 2026, that are serviced by the Norfolk Local Processing Center (LPC). During the same week, the OIG also reviewed a fourth delivery unit⁶ within the Virginia District that is serviced by the Roanoke Processing and Distribution Center.

We assessed units serviced by the Norfolk LPC and units in the Virginia District 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 October 1 and December 31, 2025.

We judgmentally selected the Virginia Beach MPO primarily based on the number of STC scans performed away from the delivery point. Specifically, the Virginia Beach MPO averaged 15 scans per route performed greater than 1,000 feet from the delivery point, which is above the district average of

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 January 9, 2026 was the last day of Pay Period 2.
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 The other two units were the Norfolk Sorting and Delivery Center, Norfolk, VA (Project Number 26-044-1) and the Suffolk MPO, Suffolk, VA (Project Number 26-044-3).
6 The Lynchburg MPO, Lynchburg, VA (Project Number 26-044-2).
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 processing facility on the day that it was intended. Leg 3 failures occur after the mailpiece has been processed at the processing facility on a final processing operation and is not delivered to the customer on the day it was intended.

7.8 scans per route. We also chose this unit based on Leg 3 failures.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Virginia Beach MPO in Virginia Beach, VA.

To accomplish our objective, we combined preliminary data analyses with an on-site inspection performed February 10–12, 2026. Prior to the visit, we analyzed staffing levels, mail arrival times, package scanning performance, reported mail delays, arrow key¹¹ inventories, Voyager card exceptions, and property safety and security issues. While on-site, we reviewed operational compliance focusing on mail conditions, package scanning procedures, arrow key accountability, carrier separation and transfer documentation, Voyager card exception justification, property safety and security conditions, and package separation procedures. We discussed our observations and conclusions with management on March 24, 2026, and included its comments, where appropriate (see Table 1).

We are issuing this interim report to provide the Postal Service with timely information regarding conditions we identified at the Virginia Beach MPO. We will issue a separate capping report¹² 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 Virginia Beach MPO. Specifically, we found issues with five of the areas we reviewed (see Table 1).

Table 1. 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 February 9, 2026.

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

- Carrier Separations and Transfers – We analyzed employee data from November 29, 2025, through January 9, 2026. 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.
- Arrow Keys – We observed the procedures for safeguarding arrow keys and did not identify any issues but did identify issues with the management of arrow keys (see [Finding #3](#)).
- Package Separations – We observed package separation procedures on February 11, 2026, and determined the unit was properly separating Priority Mail from non-Priority Mail packages.

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 capping report project number is 26-044.

Finding #1: Delayed Mail

What We Found

On the morning of February 10, 2026, we identified 2,497 delayed mailpieces at 36 of 44 carrier cases.¹³ Specifically, we identified 1,801 letters, 677 flats, and 19 packages. See Figure 2 for examples of delayed mail found at carrier cases. In addition, management did not report this mail as undelivered in the Delivery Condition Visualization (DCV)¹⁴ system. Further, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,¹⁵ to document undelivered mailpieces.

Figure 2. Examples of Delayed Mail in Carrier Cases



Source: OIG photos taken before carriers arrived on the morning of February 10, 2026.

Why Did It Occur

These issues occurred because unit management did not provide sufficient oversight to ensure that the mail was delivered timely and verify that delayed mail was properly documented. The unit had a new AM supervisor that had been on the job for three weeks and could not explain why the mail we observed was delayed. In addition, management did not enforce the redline process¹⁶ to prevent carriers from returning to their carrier cases with undelivered mail. The unit had side and rear entrances, and the PM supervisor's seated position on the workroom floor limited his ability to observe carriers entering through both entrances. The unit manager stated that the unit has a process that requires carriers to return from the street using the rear entrance, but that requirement has not been enforced. After we raised this issue, the unit manager held a stand-up talk to remind carriers of the requirement.

In addition, the PM supervisor did not enforce the requirement for carriers to complete PS Forms 1571 when returning from their assigned routes with undelivered mail. Management did not conduct an adequate walkthrough to verify that all mail was cleared from the unit. As a result, management did not report the undelivered mail in the DCV system.

What Should Have Happened

Management should have followed required procedures to ensure that all committed mail was delivered daily. Postal Service policy¹⁷ 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 required¹⁸ 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. Finally, policy¹⁹ states that

¹³ 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.

¹⁴ 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.

¹⁵ PS Form 1571, *Undelivered Mail Report*, lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

¹⁶ The redline process identifies the actions to take when carriers return to the unit with undelivered mail.

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

¹⁸ *DCV User Guide*, October 2025.

¹⁹ *Redline Policy Standard Operating Procedures*.

delivery units must follow the redline process, which includes carriers completing a PS Form 1571 for any undelivered mail brought back to the delivery unit.

Effect on the Postal Service and Its Customers

When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. In addition, inaccurate reporting of delayed mail in DCV provides management at the local, district, area, and headquarters levels with an inaccurate status of mail delays and can result in improper actions taken to address issues.

Postal Service Response

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

Finding #2: Package Scanning

What We Found

Employees scanned packages improperly at the delivery unit and scanned packages away from the intended delivery point.

We reviewed package scanning data for scans that occurred at the unit and removed any potentially accurate scans performed.²⁰ In total, employees improperly scanned 445 packages at the delivery unit between October and December 2025 (see Table 2). Further analysis of the STC scan data for these packages showed that 93.3 percent of them were scanned “Delivered.”

Table 2. STC Scans at Delivery Unit

STC Scan Type	Count	Percent
Delivered	415	93.3
Receptacle Full / Item Oversized	24	5.4
Delivery Attempted – No Access to Delivery Location	6	1.3
Total	445	100

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

We also reviewed 847 scans occurring away from the delivery unit and more than 1,000 feet²¹ from the intended delivery point between October and December 2025 (see Table 3). We removed scans that could have been performed within policy, such as “Animal Interference” and “Unsafe conditions.” Further analysis of the STC scan data for these packages showed that 98.5 percent of them were scanned “Delivered.”

Table 3. STC Scans More Than 1,000 Feet Away From the Delivery Point

STC Scan Type	Count	Percent
Delivered	834	98.5
Delivery Attempted – No Access to Delivery Location	12	1.4
Refused	1	0.1
Total	847	100

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

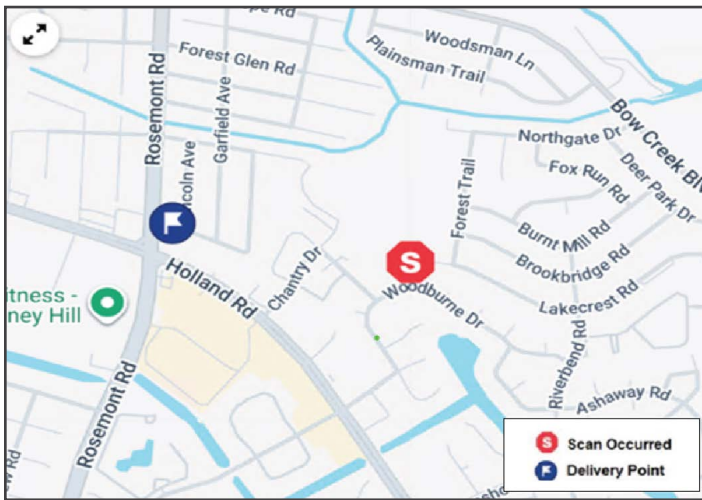
On the morning of February 10, 2026, before carriers arrived for the day, we selected all 19 packages from the carrier cases to review and analyze scanning and tracking history. Of the 19 packages, 10 (52.6 percent) had scan issues, including:

- Five packages were scanned “Delivery Attempted – No Access to Delivery Location” between 0.2 and 1.9 miles away from the delivery point. One package was scanned 1.9 miles away from the delivery point (see Figure 3); however, scans should be made as close to the delivery point as possible.
- Four packages were scanned “Delivered,” which should only be performed when a package is successfully left at the customer’s delivery address.
- One package was scanned “Insufficient Address” 0.5 miles away from the delivery point. Scans should be made as close to the delivery point as possible.

²⁰ 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.

²¹ Packages are expected to be scanned within a designated buffer distance from the delivery point. The OIG evaluates any package that was scanned more than 1,000 feet from the delivery point.

Figure 3. Scan Away From the Delivery Point in Virginia Beach, Virginia



Source: Postal Service Single Package Look Up.

Why Did It Occur

These scanning issues occurred because unit management did not adequately monitor and enforce package scanning procedures. The station manager stated that he monitored scan performance daily; however, he did not enforce compliance. In addition, carriers improperly scanned packages in the unit as “Delivered” before handing them to the Caller Service²² clerk for customer pickup

because unit management instructed them to do so. Also, some carriers stated they used firm sheets²³ for deliveries to businesses but scan them in the office as delivered to save time. Firm sheets expedite the delivery process by eliminating the need to scan each item at the time of delivery.

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,²⁴ which includes scanning packages at the time and location of delivery.²⁵

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.

Postal Service Response

The Postal Service agreed with this finding.

²² A Caller Service provides optional delivery services to customers willing to pay a fee, such as those with large volumes of mail.

²³ A firm sheet combines deliveries for a single address on one form, so a carrier can just scan one barcode. When delivering multiple packages to a single address, a firm sheet should be created.

²⁴ *Delivery Done Right the First Time* stand-up talk, March 2020.

²⁵ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

Finding #3: Arrow Keys

What We Found

Unit management did not properly update the arrow key inventory log to account for two extra keys. On the morning of February 11, 2026, we reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)²⁶ system and conducted a physical inventory of keys at the unit. Unit management reported 44 keys in RADAR as "In-Use," "In Vault," or "Damaged." Based on our physical review of arrow keys at the unit, we determined that all 44 keys found at the unit were recorded in RADAR. However, we found two additional keys at the unit that were not recorded in RADAR.

Why Did It Occur

Management did not provide sufficient oversight of its arrow key inventory. According to the unit manager, the unit had recently received the two keys, and he was not aware that the keys had not been added to the inventory log in RADAR.

What Should Have Happened

Management should have verified that procedures were followed to properly account for arrow keys. According to Postal Service policy,²⁷ management must keep an accurate inventory of all keys and conduct a semiannual physical survey of all keys.

Effect on the Postal Service and Its Customers

When there is insufficient oversight and supervision of accountable items, such as arrow keys, there is increased risk of mail theft. These thefts damage the Postal Service's reputation and diminish public trust in the nation's mail system. Additionally, because arrow keys open mail receptacles, lost or damaged keys can result in undelivered mail.

Management Action

During our visit, unit management took corrective action by adding the two extra keys to the RADAR system inventory list for the unit.

Postal Service Response

The Postal Service agreed with this finding.

²⁶ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

²⁷ *Standard Work Instruction: U.S. Postal Service Arrow Key Guidebook*, dated March 2025.

Finding #4: Voyager Card Transactions

What We Found

Unit management did not always reconcile Voyager card transactions to validate that transactions were legitimate. Specifically, the unit did not reconcile two out of five months of Voyager card transactions.

We reviewed the Fuel Asset Management System (FAMS) for high-risk transactions, from July 26, 2025, through January 22, 2026, and determined that there were 30 transactions valued at \$1,499 that required reconciliation during August and September 2025.

We found that none of the 30 transactions were reconciled by unit management. In addition, two of the 30 transactions, valued at \$80.10, were premium fuel transactions. Reconciliations of Voyager card transactions were completed for October through December 2025.

Why Did It Occur

Management did not provide sufficient oversight to reconcile Voyager card transactions or prevent the purchase of premium fuel. The station manager explained that he assumed his role at the unit in September 2025 and was not aware that the reconciliations had not been completed prior to his

arrival. Our review of FAMS confirmed that he began reconciling October 2025 Voyager card transactions. The manager stated that he did not know who had been responsible for performing the required reconciliations.

What Should Have Happened

According to Postal Service policy,²⁸ at least once per month, the site manager is responsible for ensuring that their driver receipts are reconciled in the FAMS eFleet "Reconciliation Exception Report" module.

In addition, if there is a problem with an individual charge, the site manager has only 60 days from the transaction posting date to dispute the transaction.

Effect on the Postal Service and Its Customers

When Voyager card transactions are not properly reconciled, there is an increased risk that the Postal Service will not identify unauthorized purchases, may not have the ability to dispute transactions, and may pay higher prices for questionable and unnecessary purchases.

Postal Service Response

The Postal Service agreed with this finding.

²⁸ *Voyager Fleet Card Standard Operating Procedure (SOP)*, Section 4.2 Responsibilities, October 2023.

Finding #5: Property Conditions

What We Found

We found safety and security issues related to property conditions at the Virginia Beach MPO.

Property Safety

- Two fire extinguishers were missing annual tags. We could not determine the last inspection date, and unit management did not provide documentation that annual inspections had been performed.
- One fire extinguisher was missing the most recent monthly inspection conducted on February 10 and was last inspected on January 6, 2026; unit management acknowledged that the February inspection had not been performed on this fire extinguisher.

Property Security

- There was no sign posted when entering the employee parking area stating that vehicles may be subject to search.

Why Did It Occur

Management did not provide sufficient oversight to ensure that the fire extinguishers were inspected. According to unit management, it was not aware

that the fire extinguishers had not been inspected. In addition, management was not aware of the requirement to have “vehicles subject to search” signage posted in the employee parking lot.

What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for maintaining facilities. The Postal Service requires management to maintain a safe environment for employees and customers.²⁹ According to policy,³⁰ 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 likelihood of theft and mail tampering; and enhance the customer experience and Postal Service brand. In addition, proper signage in the employee parking lot could reduce the risk of employee theft and associated costs.

Postal Service Response

The Postal Service agreed with this finding.

²⁹ Postal Service Handbook EL-801, *Supervisor’s Safety Handbook*, July 2020.

³⁰ Handbook RE-5, *Building and Site Requirements*, Site Security, 2-2.4 – Site Signage, September 2009.

Appendix A: Additional Information

We conducted this audit from January 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 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 Norfolk Sorting and Delivery Center and Lynchburg, Suffolk, and Virginia Beach MPOs, as well as the district.

We assessed the reliability of DCV, PTR, and Voyager 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



March 27, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Virginia Beach Main Post Office, Virginia Beach, VA:
Delivery Operations (Report Number 26-044-4-DRAFT)

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

Management generally agrees with the five findings related to delayed mail, package scanning, arrow keys, Voyager Card transactions, and property conditions.

Management has begun taking steps to address the five 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.

Arrow Keys: Management updated the inventory log to reflect all arrow keys on hand at the time of the audit. Management will conduct training on proper management and security of arrow keys. Additionally, reviews will be conducted to monitor for compliance.

Voyager Card Transactions: Management will provide a service talk on guidelines for the purchase of unleaded fuel for Postal Service vehicles. In addition, management will reiterate the responsibility of the site manager to ensure driver receipts, and "high-risk" transactions are reconciled within Fuel Asset Management System (FAMS). Additionally, management has reconciled the Voyager Card transactions identified during the audit.

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

E-SIGNED by ANTHONY A IMPRONGO
on 2026-03-27 11:15:29 EDT

Anthony A. Improngo
a/District Manager, Virginia District

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

OFFICE OF INSPECTOR GENERAL

UNITED STATES POSTAL SERVICE



Contact us via our [Hotline](#) and [FOIA](#) forms. Follow us on social networks. Stay informed.

1735 North Lynn Street, Arlington, VA 22209-2020
(703) 248-2100

For media inquiries, please email press@uspsig.gov or call (703) 248-2100