

Milam Dairy Branch, Miami, FL: Delivery Operations

AUDIT REPORT

Report Number 26-066-2-R26 | May 4, 2026



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OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

May 4, 2026

MEMORANDUM FOR: LISSE GARRETT
MANAGER, FLORIDA 3 DISTRICT

A handwritten signature in black ink, reading "Sean Balduff", is centered below the "MEMORANDUM FOR" section.

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

SUBJECT: Audit Report – Milam Dairy Branch, Miami, FL: Delivery Operations
(Report Number 26-066-2-R26)

This report presents the results of our audit of delivery operations and property conditions at the Milam Dairy Branch in Miami, FL.

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

Attachment

cc: Postmaster General
Chief Retail & Delivery Officer & Executive Vice President
Vice President, Delivery Operations
Vice President, Retail & Post Office Operations
Vice President, Southern Area Retail & Delivery Operations
Director, Retail & Post Office Operations Maintenance
Corporate Audit and Response Management

Results

Background

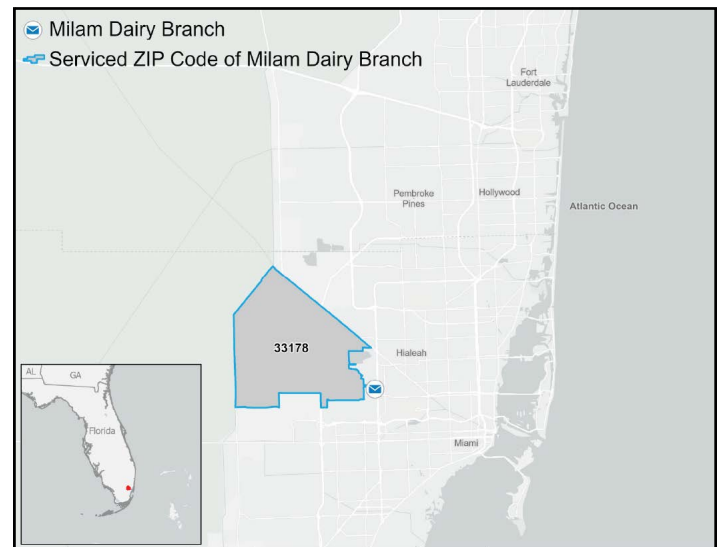
The U.S. Postal Service’s mission is to provide timely, reliable, secure, and affordable mail and package delivery to more than 160 million residential and business addresses across the country. The U.S. Postal Service Office of Inspector General (OIG) reviews delivery operations at facilities across 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 Milam Dairy Branch in Miami, FL (Project Number 26-066-2). The Milam Dairy Branch is in the Florida 3 District of the Southern Area and serves about 64,064 people in ZIP Code 33178, which is considered a predominantly urban area (see Figure 1). Specifically, 63,190 (98.6 percent) live in urban communities and 874 (1.4 percent) live in rural communities.¹

This delivery unit has 35 city routes and one rural route. The unit also has four contract delivery service routes. From December 27, 2025 through January 23, 2026, the delivery unit had three supervisors assigned.² In February 2026, the unit manager was assigned to this unit from a different facility. In addition, the unit had an acting supervisor during our visit. The Milam Dairy Branch falls under the Miami Post Office for employee availability³ measurement. As of January 23, 2026,⁴ the year-to-date employee availability rate for the Miami Post Office was 89.8 percent, which is less than the Postal Service’s retail and delivery operations employee availability goal of 93.9 percent for fiscal year 2026. The Milam Dairy Branch is one of three

delivery units⁵ the OIG reviewed during the week of March 2, 2026, that are serviced by the Royal Palm Processing and Distribution Center (P&DC).

Figure 1. ZIP Codes Serviced by the Milam Dairy Branch



Source: OIG analysis of ZIP Code data.

We assessed all units serviced by the Royal Palm P&DC based on the number of Customer 360 (C360)⁶ delivery-related inquiries,⁷ stop-the-clock (STC)⁸ scans performed away from the delivery point and at the unit, undelivered route information, and Leg 1 and Leg 3 failures⁹ between November 1, 2025, and January 31, 2026.

We judgmentally selected the Milam Dairy Branch primarily based on the number of C360 delivery-related inquiries, STC scans performed at the delivery unit, and Leg 1 and 3 failures. 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 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.
4 January 23, 2026, was the last day of Pay Period 03.
5 The other two units were the Blue Lagoon Branch, Miami, FL (Project Number 26-066-1) and the North Miami Branch, North Miami, FL (Project Number 26-066-3).
6 Customer 360 is a cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.
7 Delivery-related inquiries include a compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.
8 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.”
9 Leg 1 failures occur when a mailpiece is collected and does not receive a processing scan at the origin processing facility on the day that it was intended. Leg 3 failures occur after the mailpiece has been processed at a processing facility on a final processing operation and is not delivered to the customer on the day it was intended.

Table 1. Delivery Metrics Comparison Between November 1, 2025 and January 31, 2026

Delivery Metric	Unit Average	District Average
C360 Delivery Inquiries per Route	12.9	6.2
STC Scans at the Unit per Route	148.4	9.6
Leg 1 Failures	4.5	4.4
Leg 3 Failures	2.1	1.2

Source: OIG analysis of Postal Service's C360, Product Tracking and Reporting (PTR) System, and Informed Visibility data extracted February 3, 2026. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Milam Dairy Branch in Miami, FL.

To accomplish our objective, we combined preliminary data analyses with an on-site inspection performed March 3 through 5, 2026. Prior to the visit, we analyzed staffing levels, mail arrival times, package scanning performance, reported mail delays and arrow key¹⁰ inventories, Voyager card¹¹ 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 April 16, 2026, and included its comments, where appropriate.

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

conditions we identified at the Milam Dairy Branch. We will issue a separate capping report¹² that provides the Postal Service with the overall findings and recommendations for all three delivery units, as well as the district. The capping report will include actions taken by management to address the issues identified in this interim report. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified issues affecting delivery operations and property conditions at the Milam Dairy Branch. Specifically, we found issues with six 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 March 2, 2026.

For carrier separations and transfers, we analyzed employee data from December 13, 2025, through January 23, 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.

¹⁰ 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.
¹¹ The U.S. Postal Service uses credit cards, called Voyager cards, to pay for commercially purchased fuel, oil, and routine maintenance for its vehicles.
¹² The capping report project number is 26-066.

Finding #1: Delayed Mail

What We Found

On the morning of March 3, 2026, we identified 1,027 delayed mailpieces at 13 of the 40 carrier cases. Specifically, we identified 974 letters, 49 flats, and four packages. In addition, management did not report this mail as undelivered in the Delivery Condition Visualization (DCV)¹³ system. See Figure 2 for examples of delayed mail found in carrier cases. Further, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,¹⁴ to document undelivered mailpieces.

Figure 2. Examples of Delayed Mail in Carrier Cases



Source: OIG photos taken before carriers arrived on the morning of March 3, 2026.

Why Did It Occur

The unreported delayed mail we identified was due to a lack of management oversight and not fully enforcing the redline process.¹⁵ Specifically, the closing supervisor did not review all mail returned by

carriers or confirm that PS Forms 1571 were completed for undelivered items. The closing supervisor stated that he was the only closing supervisor on duty that evening and was busy managing the retail window, so he did not see every carrier return. He also overlooked the undelivered mail during his workroom floor review. The unit manager added that typically two supervisors perform closeout duties, but only one was available on March 2, 2026, which prevented a full completion of closeout tasks.

What Should Have Happened

Postal Service policy¹⁶ 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 required¹⁷ to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in DCV. Further, management must update DCV if volumes have changed prior to the end of the business day. In addition, policy¹⁸ 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 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.

¹³ 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.

¹⁴ PS Form 1571, *Undelivered Mail Report*, lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

¹⁵ 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.

¹⁶ *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

¹⁷ *DCV User Guide*, October 2025.

¹⁸ *Redline Policy Standard Operating Procedures*.

Finding #2: Package Scanning

What We Found

Employees scanned packages improperly at the delivery unit and 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.¹⁹ In total, employees improperly scanned 5,937 packages at the delivery unit between November 1, 2025, and January 31, 2026 (see Table 3). Further analysis of the STC scan data for these packages showed that 99 percent of them were scanned “Delivered.”

Table 3. STC Scans at Delivery Unit

STC Scan Type	Count	Percent
Delivered	5,880	99.04
Delivery Attempted - No Access to Delivery Location	38	0.64
Return to Sender	17	0.29
Refused	2	0.03
Total	5,937	100%

Source: OIG analysis of PTR System data

In addition, we identified 11 containers of packages dated March 2, 2026, that were assigned to firm sheets²⁰ (see Figure 3). These firm sheets were scanned at the unit as “Tendered to Authorized Agent” in order for the packages to receive an STC scan instead of waiting until the packages were delivered to the customer.

Why Did It Occur

The station manager stated that they scanned the packages “Delivered” and “Tendered to Agent” at the unit to ensure each package received a stop-the-clock scan on the day it arrived at the unit. Unit management routinely requested Postal Service Transportation to help deliver many of these packages to high volume customers. Unit management believed that the Postal Service truck

drivers did not have the capability to perform an STC scan. In addition, the station manager stated that transportation had been inconsistent and does not always come on the requested day. He further stated that he did not report the transportation-related issues in Mail Arrival Quality/Plant Arrival Quality (MAQ/PAQ)²¹ because he thought the system was used for reporting issues related to scheduled trucks versus the unscheduled trucks.

Figure 3. Examples of Packages Assigned to Firm Sheets



Source: OIG photos taken on March 3, 2026.

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 In addition, delivery units should not scan firm sheets when they are created or before the associated packages have been dispatched.

19 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.

20 A list of packages for delivery to one address documented with a single barcode. Firm sheets are used to link packages sent to one address on a single form.

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

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

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

Postal Service truck drivers should scan Firm Sheets "Delivered" upon unload.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.

Postal Service Response

The Postal Service agreed with this finding.

²⁴ *Firm Sheet Scanning with SV Scanner*, February 3, 2025.

Finding #3: Arrow Keys

What We Found

Unit management did not properly update the arrow key inventory log and safeguard arrow keys. On the morning of March 5, 2026, we reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)²⁵ system and conducted a physical inventory of keys at the unit. We located all 68 arrow keys listed as "In-Use," "In-Vault," or "Damaged" at the unit. However, we found an additional 31 arrow keys that were not recorded in RADAR.

In addition, arrow keys were not always kept secure. Specifically, arrow keys were kept [REDACTED], which was often left open and unattended throughout our visit. Furthermore, unit staff did not verify and document the return of all arrow keys at the end of each day.

Why Did It Occur

The supervisor explained that he was not aware the 28 keys stored in the vault needed to be entered into RADAR because they were not actively in use. He also stated that he forgot to record the other three keys in RADAR due to an oversight.

Furthermore, the manager explained that due to the daily workload of processing the high volume of packages, he relied on an all-hands-on-deck approach, leaving no clerk or supervisors assigned to control and distribute keys as required. The

manager stated that he was newly assigned to the unit and had not addressed deficiencies in the arrow key accountability process prior to our visit. On March 5, 2026, the supervisor took corrective action by recording the 31 additional arrow keys we found into RADAR.

What Should Have Happened

Management should have maintained an accurate arrow key inventory and verified that arrow key security procedures were properly followed. According to Postal Service policy,²⁶ management must keep an accurate inventory of all arrow keys. In addition, policy states that arrow keys must remain secured until they are individually assigned to personnel. A supervisor or clerk must supervise employees 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 all keys have been returned and accounted for daily.

Effect on the Postal Service and Its Customers

Insufficient oversight and supervision of accountable items, such as arrow keys, increases the risk of mail theft. Such incidents could damage the Postal Service's reputation and diminish public trust in the nation's mail system.

Postal Service Response

The Postal Service agreed with this finding.

²⁵ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

²⁶ *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 properly reconcile Voyager card premium fuel transactions. Specifically, we reviewed the Fuel Asset Management System (FAMS) reconciliation exception report for premium fuel transactions, which are considered high-risk transactions, from August 9, 2025, through January 31, 2026, and identified 11 unauthorized premium fuel transactions valued at \$554.67. Although the transaction exceptions were marked as reconciled by unit management, none of the comments addressed the unauthorized premium fuel purchases.

Why Did It Occur

Management did not provide sufficient oversight to prevent the purchase of premium fuel. Although unit management was aware that premium fuel should not be used for Postal Service vehicles, it did not maintain any documentation showing that they communicated this requirement to the carriers

who purchased the premium fuel. Management also did not know how to properly add comments into the FAMS system for premium fuel exceptions. Specifically, the supervisor stated he was not aware that he could add his own comments to the reconciliation, so he chose the most relevant comment that was “visible” on the screen.

What Should Have Happened

According to Postal Service policy,²⁷ 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.

Postal Service Response

The Postal Service agreed with this finding.

²⁷ FAMS User Guide, Reconciliation by Exception Process, March 5, 2013.

Finding #5: Property Conditions

What We Found

We found safety issues related to property conditions at the Milam Dairy Branch, including:

- Two fire extinguishers, the electrical room door, the U.S. Postal Inspection Service door, and an exit door were blocked by containers of mail (see Figure 4).
- Two fire extinguishers were missing a monthly inspection (see Figure 4).
- Two poles in the dock area were loose and leaning from their base (see Figure 5).
- The customer parking lot had a pothole that was 36" x 29" x 5" in size, which was a tripping hazard (see Figure 5).

Why Did It Occur

Management did not provide sufficient oversight and take the necessary actions to verify that property condition issues were corrected because the manager was new to the unit. During his initial unit assessment, he focused on maintenance-related issues such as plumbing fixtures and landscaping needs instead of the safety issues we identified. During our visit, management took corrective action by completing the monthly fire extinguisher inspections and submitted work orders to secure the poles and repair the pothole.

What Should Have Happened

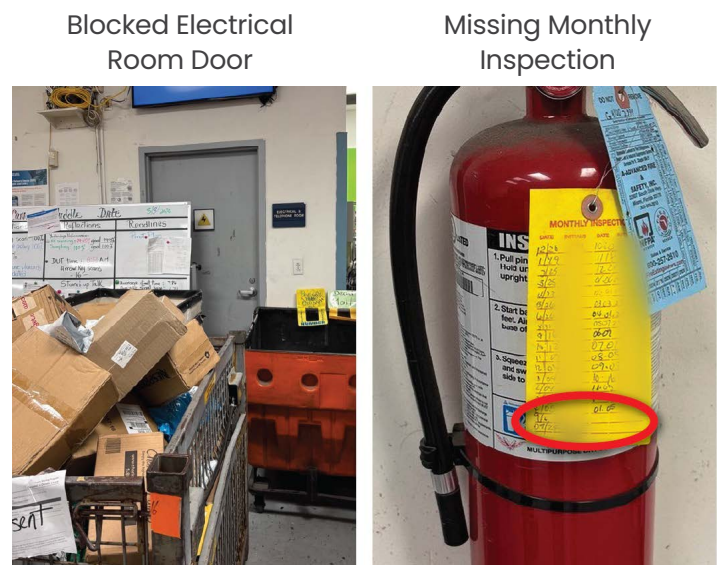
Management should have provided sufficient oversight of personnel responsible for maintaining facilities, reported safety and security issues as they arose, and followed up for completion. The Postal Service requires management to maintain a safe environment for employees and customers.²⁸

Effect on the Postal Service and Its Customers

Management's attention to safety deficiencies can reduce the risk of injuries to employees and customers; reduce related costs, such as workers' compensation claims, lawsuits, and penalties; and enhance the customer experience and Postal Service brand.

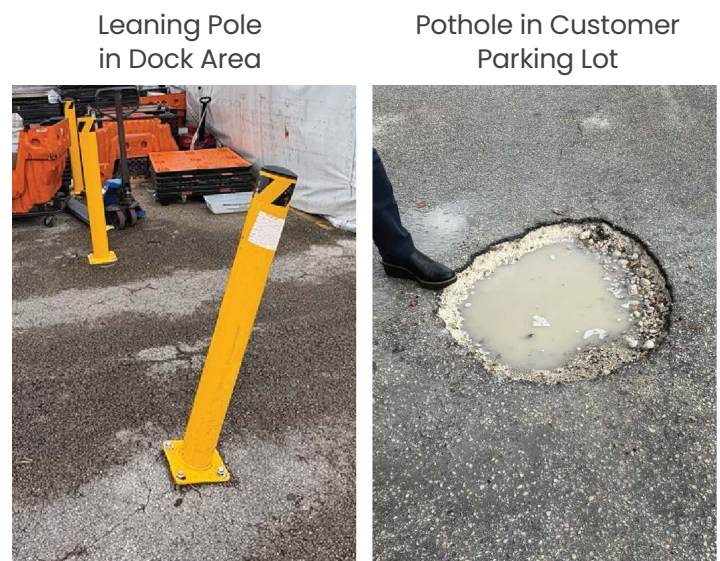
²⁸ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.

Figure 4. Examples of Safety Conditions



Source: OIG photos taken on March 3, 2026.

Figure 5. Examples of Safety Conditions



Source: OIG photos taken on March 3, 2026.

Postal Service Response

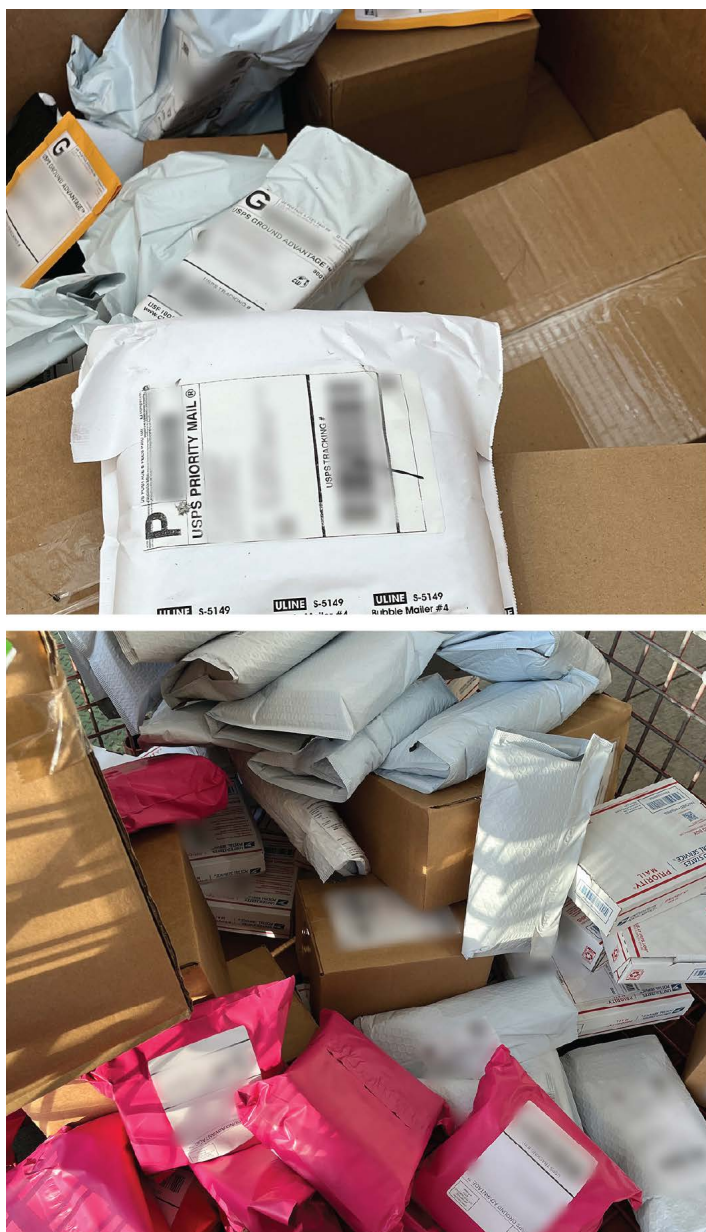
The Postal Service agreed with this finding.

Finding #6: Separation of Packages for Dispatch

What We Found

Employees at the Milam Dairy Branch did not properly separate packages destined for the processing facility. Specifically, on March 4, 2026, during the unit's evening operations, we observed that Ground Advantage²⁹ and Priority Mail³⁰ packages were commingled in the same containers (see Figure 6)

Figure 6. Commingled Packages



Source: OIG photos taken on March 4, 2026.

²⁹ Ground Advantage is a service providing an affordable and reliable way to send parcels inside the U.S. Parcels under 70 pounds arrive in two to five business days.

³⁰ Priority Mail is an expedited service that may contain any mailable matter weighing no more than 70 pounds.

³¹ *Learn and Grow RDC/RSC Updates*, May 2024.

Why Did It Occur

Management did not provide oversight to ensure that employees properly separated packages for dispatch to the Royal Palm P&DC. Management stated that it was the clerk's responsibility to separate the parcels, but the dispatch clerk was on unscheduled leave. The manager further stated that in the absence of a clerk, the PM supervisor should have verified that the packages were sorted correctly. However, the supervisor stated that she was occupied with close out responsibilities, including monitoring carriers as they returned to the unit, verifying package statuses, and responding to an emergency call regarding a carrier vehicle breakdown.

What Should Have Happened

The Postal Service requires all level 22 units and above to separate Priority Mail from non-Priority Mail packages and use a specific placard when dispatching to the processing facility.³¹

Effect on the Postal Service and Its Customers

Proper mail preparation is required for visibility throughout the Postal Service network. When mail is not properly separated for dispatch to the processing facility, in accordance with procedures, there is an increased likelihood that mail will require additional processing steps. Furthermore, this can result in delays and service failures and an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand.

Postal Service Response

The Postal Service agreed with this finding.

Appendix A: Additional Information

We conducted this audit from February through May 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 Milam Dairy Branch, Blue Lagoon Branch, and North Miami Branch, as well as the district.

We assessed the reliability of PTR, DCV, and FAMS 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 20, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Milam Dairy Branch, Miami, FL: Delivery Operations
(Report Number 26-066-2-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings contained in the draft audit report, *Milam Dairy Branch, Miami, FL: Delivery Operations*

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

Management has begun taking steps to address the six 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 will update the inventory log to reflect all arrow keys on hand. Management will also 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).

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

Separation of Packages for Dispatch: Management will provide a service talk to reinforce package separation practices to ensure Priority Mail is not comingled with non-priority mail. Reviews will be conducted to monitor for compliance.

E-SIGNED by LISSE A GARRETT
on 2026-04-24 07:29:40 EDT

Lisse A. Garrett
a/District Manager, Florida 3 District

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

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