

Efficiency of Operations at the Baltimore Processing and Distribution Center, Baltimore, MD

AUDIT REPORT

Report Number 26-076-R26 | June 17, 2026



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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

June 17, 2026

MEMORANDUM FOR: KENNETH E. HANSON JR.
CHESAPEAKE DIVISION DIRECTOR,
PROCESSING OPERATIONS

BRIAN J. KELSO
CHESAPEAKE DIVISION DIRECTOR,
LOGISTICS

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

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

SUBJECT: Audit Report – Efficiency of Operations at the Baltimore Processing and
Distribution Center, Baltimore, MD
(Report Number 26-076-R26)

This report presents the results of our audit of the Efficiency of Operations at the Baltimore Processing and Distribution Center.

All recommendations require U.S. Postal Service Office of Inspector General's (OIG) concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. All recommendations should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendations can be closed.

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

Attachment

cc: Postmaster General
Chief Processing and Distribution Officer and Executive Vice President
Chief Logistics and Infrastructure Officer and Executive Vice President
Vice President, Processing and Maintenance Operations
Vice President, Logistics
Vice President, Eastern Regional Processing Operations
Atlantic Regional Director, Logistics
Corporate Audit and Response Management

Results

Background

The U.S. Postal Service needs effective and productive operations to fulfill its mission of providing prompt, reliable, and affordable mail service to the American public. It has a vast transportation network that moves mail and equipment among approximately 308 processing facilities and 31,100 post offices, stations, and branches. The Postal Service is transforming its processing and logistics networks to become more scalable, reliable, visible, efficient, automated, and digitally integrated. This includes modernizing operating plans and aligning the workforce to meet marketplace needs; leveraging emerging technologies to provide world-class visibility and tracking of mail and packages in near real time; and optimizing the surface and air transportation network. The U.S. Postal Service Office of Inspector General (OIG) reviews the efficiency of mail processing operations at facilities across

the country and provides management with timely feedback to further the Postal Service's mission.

This report presents the results of our self-initiated audit of the efficiency of operations at the Baltimore Processing and Distribution Center (P&DC) in Baltimore, MD (Project Number 26-076). We judgmentally selected the Baltimore P&DC based on a review of Leg 1 and Leg 3 failures;¹ workhours; scanning compliance;² and late, canceled, and extra trips. The Baltimore P&DC is in the Chesapeake Division and processes letters, flats, and parcels. The Baltimore P&DC services five 3-digit ZIP Codes in urban and rural communities³ (see Table 1).

As of February 28, 2026, the Baltimore P&DC's employee availability⁴ was 75.73 percent for processing and 82.48 percent for logistics. The Postal Service's Employee Availability goal for fiscal year (FY) 2026 was 89.63 percent for processing and 93.04 percent for logistics.

Table 1. Population Demographics

3-Digit ZIP Code Range	Urban Population	Rural Population	Total Population
212	1,230,146	2,736	1,232,882
215	48,828	47,454	96,282
217	345,845	175,234	521,079
219	53,575	50,175	103,750
267	8,290	44,966	53,256

Source: Postal Service National Distribution Labeling List and 2020 Census Bureau data.

1 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.
2 Scans include load, depart, unload, close, assign, and arrive.
3 We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.
4 Employee availability data compares straight workhours to the workhours that would have been recorded if all employees reported to work as scheduled.

Objective, Scope, and Methodology

Our objective was to evaluate the efficiency of operations at the Baltimore P&DC. To accomplish our objective, we focused on the following audit areas: mail clearance times;⁵ delayed mail; late, canceled, and extra outbound trips; dock scanning; scanner accountability; and security of registry items. We reviewed Surface Visibility Web (SVWeb)⁶ data for late, canceled, and extra trips, as well as scan compliance for the period from March 1, 2025, to February 28, 2026. Further, we identified mail clearance time goals for the Baltimore P&DC and compared them with operations shown in the Run Plan Generator (RPG) report.⁷ During our site visit the week of April 13, 2026, we interviewed P&DC management and observed mail processing and dock operations. We also conducted a limited scope review of several safety and security items during the site observations.

During this time, the OIG also audited four delivery units⁸ serviced by the Baltimore P&DC. We will provide the results of those audits to Postal Service management in separate reports. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified deficiencies that affected the efficiency of operations at the Baltimore P&DC. We also observed safety and security issues (see Table 2).

Table 2. Summary of Results

Audit Area	Issues Identified	
	Yes	No
Clearance Times		X
Delayed Mail	X	
Late, Canceled, and Extra Outbound Trips	X	
Scan Compliance	X	
Scanner Accountability	X	
Security of Registry Items		X
Safety and Security	X	

Source: Results of OIG data reviewed from FYs 2025-2026 and fieldwork conducted from April 13 to 17, 2026.

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

- Clearance Times – we analyzed mail processing schedules and data to verify that the plant was meeting the scheduled clearance times. During our visit, we also observed the timely processing of mail. We did not find any systemic issues.
- Security of registry items – we observed registry cage conditions and interviewed personnel to determine if procedures over the handling and security of registered mail were being followed. We did not find any systemic issues.

⁵ Mail clearance time is the latest time committed mail can clear an operation for proper dispatch or delivery.

⁶ SVWeb is a Postal Service website that provides real-time transportation updates and reports on the movement of trailers in the surface network. The data captured to identify early, on-time, late, or canceled trips is also used to evaluate and improve transportation schedules.

⁷ The Run Plan Generator is an application mail processing facilities use to plan machine utilization based on volume, clearance times, and other criteria.

⁸ The four delivery units were the Hampden Roland Park Station, Baltimore, MD (Project Number 26-077-1); the Loch Raven Branch, Towson, MD (Project Number 26-077-2); the Nottingham Branch, Nottingham, MD (Project Number 26-077-3); and the Raspeburg Station, Baltimore, MD (Project Number 26-077-4).

Finding #1: Delayed Mail

What We Found

We observed delayed letters, flats, and packages at the Baltimore P&DC each day of our visit from April 14 – 16, 2026. The plant reported a total of 10,695 delayed mailpieces in the Mail Condition Visualization (MCV)⁹ system during our visit, which included 10,673 delayed letters in collection operation. However, during these three days we identified additional delayed mail pieces that were not reported in the MCV system. Specifically, we identified 26,129 flats in the manual mail operation and 235 packages in the bio-hazard staging area (see Figure 1 and Figure 2).

Figure 1. Delayed Letters in the Collection Operation



Source: OIG photos taken April 15 and 16, 2026.

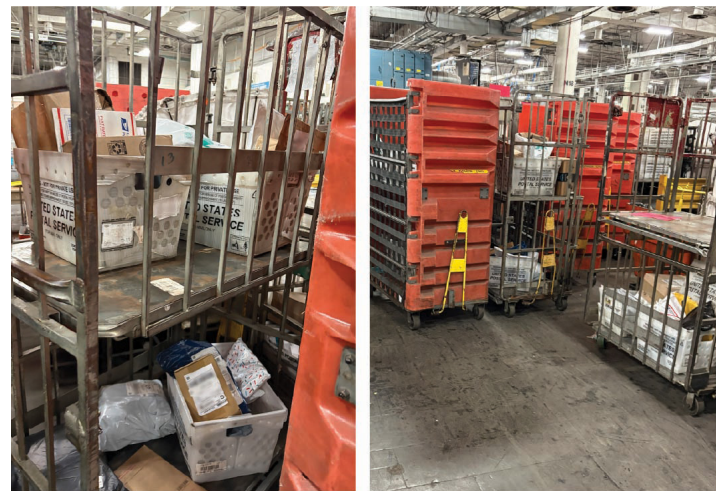
Figure 2. Delayed Flat Mail in the Manual Mail Operation



Source: OIG photos taken April 15 and 16, 2026.

In addition, we identified poor placarding practices at the plant (see Figure 3). Specifically, during our visit, we observed numerous containers without placards throughout the workroom floor. Additionally, management acknowledged that some machinable mail has been sent to manual operations due to poor placarding, resulting in a risk of delaying this mail.

Figure 3. Mail Container Without Placarding



Source: OIG photos taken on April 15, 2026.

Why Did It Occur

Mail arriving late to the facility and a lack of management oversight contributed to the delayed mail at the Baltimore P&DC. The delayed letters in collection mail were caused by mail arriving after the critical entry time¹⁰ for processing that day from the Linthicum Incoming Mail Facility and several delivery units. Plant management reported this mail as delayed in the MCV system and explained that it has ongoing communications with Linthicum management about the late arrivals of collection mail via emails or teleconferences. However, the plant did not use the Mail Arrival Quality/Plant Arrival Quality (MAQ/PAQ) reporting system¹¹ to communicate and resolve issues identified with late arriving mail.

⁹ The MCV system provides near real-time visibility of a facility's on-hand volume, delayed processing volume, delayed dispatch volume, oldest mail date by mail category and processing operation, and stores historical trailer information.

¹⁰ Critical entry times are considered the latest time that products will be received at a destination facility and processed for delivery in time to meet its planned clearance times and required service standards.

¹¹ The Mail Arrival Quality/Plant Arrival Quality system facilitates communication and resolution of issues with the movement of mail, including collection mail, between postal facilities.

The delayed mail in the manual flat operation was due to lack of management oversight of employee attendance. Specifically, management stated that it has issues with employees taking unscheduled leave, which impacts its ability to staff the manual operation. Further, management did not verify whether manual mail was left behind after the operation was completed and reported in the MCV system. In August 2025, plant management assigned one attendance control officer to assist with employee attendance issues, such as tracking employees with Absence Without Leave hours and unscheduled leave for Processing Operations. Two additional attendance control officers were assigned in January 2026.

Additionally, plant employees did not follow proper mail flow procedures and improperly staged packages that were not marked to contain bio-hazard in the bio-hazard staging area instead of in package operations. Finally, plant management did not provide oversight to ensure that all mail containers had a placard at the facility. Management acknowledged that containers of mail arriving from other facilities should have a placard. However, management has not communicated with those facilities about this issue.

What Should Have Happened

Postal Service policy¹² states that management should continually gauge how well it is managing the flow of mail and have managerial control over the workload, personnel, and equipment needed for a well-run operation. Management should use the MAQ/PAQ system to communicate and resolve issues with mail arriving delayed from other processing facilities. Additionally, as part of Postal Service practice, a delayed mail count should be performed and accurately reported in the MCV system daily.¹³ This practice indicates that unprocessed mail due for delivery that day should be reported as delayed mail. Finally, Postal Service policy¹⁴ states that placards should be consistently written and applied to all containers.

Effect on the Postal Service and Its Customers

When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. In addition, inaccurate reporting of delayed mail in the MCV system provides management at the local, district, area, and headquarters levels with an inaccurate status of mail delays and can result in improper actions taken to address issues. Further, when mail containers are not properly labeled, it makes it difficult to determine when the mail should be processed and could result in delayed mail.

Recommendation #1:

We recommend the **Chesapeake Division Director, Processing Operations**, in coordination with the **Chesapeake Division Director, Logistics Operations**, reduce late arriving collection mail from Linthicum Incoming Mail Facility and delivery units to the Baltimore Processing and Distribution Center.

Recommendation #2:

We recommend the **Chesapeake Division Director, Processing Operations**, develop and implement a process to verify that all delayed mail is reported in the Mail Condition Visualization system daily at the Baltimore Processing and Distribution Center.

Recommendation #3:

We recommend the **Chesapeake Division Director, Processing Operations**, address attendance issues at the Baltimore Processing and Distribution Center.

Recommendation #4:

We recommend the **Chesapeake Division Director, Processing Operations**, train supervisors and employees on proper mailflow procedures and verify that these procedures are followed at the Baltimore Processing and Distribution Center.

¹² USPS Plant Manager Handbook, dated July 2024.

¹³ Mail Condition Visualization Manual Line Item Entry Job Aid, updated March 30, 2026.

¹⁴ USPS Plant Manager Handbook, Section 7, dated July 2024.

Recommendation #5:

We recommend the **Chesapeake Division Director, Processing Operations**, develop and implement a process to monitor and verify that proper placarding procedures are followed at the Baltimore Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and recommendations 1 through 5.

Regarding recommendation 1, management stated that logistics management holds meetings with suppliers to address on-time performance and track performance weekly. Management stated that it will monitor for compliance. The target implementation date is August 31, 2026. See [Appendix B](#) for management's comments in their entirety.

Regarding recommendation 2, management stated that stand-up talks will be provided to all processing support employees on proper MCV reporting and the requirement to record all on-hand and delayed volumes accurately in the MCV system, and it will monitor for compliance. The target implementation date is August 31, 2026.

Regarding recommendation 3, management stated that it will provide training to supervisors and attendance control coordinators to assist in addressing irregular attendance issues as well as monitor for compliance. The target implementation date is October 31, 2026.

Regarding recommendation 4, management stated that it will retrain supervisors and employees on proper mailflow procedures and monitor for compliance. The target implementation date is March 31, 2027.

Regarding recommendation 5, management stated that it will conduct reviews to verify that proper placarding procedures are followed. The target implementation date is February 28, 2027.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified.

Finding #2: Late, Canceled, and Extra Outbound Trips

What We Found

From March 1, 2025, through February 28, 2026, there were a total of 46,105 outbound trips from the Baltimore P&DC. Of the total outbound trips, there were 11,730 late trips, 9,647 canceled trips, and 803 extra trips. These trips represent about 48.1 percent of all outbound trips during this time at the Baltimore P&DC (see Table 3).

Table 3. Outbound Transportation Metrics

Transportation Metric	Number	Percent of Total Outbound Trips
Late Trips	11,730	25.4%
Canceled Trips	9,647	20.9%
Extra Trips	803	1.7%

Source: SVWeb.

We did not find any systemic issues with extra trips.

Why Did It Occur

Late and canceled outbound trips were primarily caused by the employee attendance issues identified in [Finding 1](#) and lack of management oversight.

Late outbound trips were largely due to issues with Postal Vehicle Service (PVS) drivers and contractor failures. Specifically, Logistics management stated that there is excessive use of unscheduled leave by PVS drivers. In addition, management stated that a number of PVS drivers could not pass the commercial driver's license test or are on workers' compensation. Management stated that it did not have the resources to track and address driver attendance issues. Logistics management attributed contract failures to issues with on-time arrival of freight auction drivers.¹⁵

Outbound trips were primarily canceled by management, which logistics attributed to low mail volume. However, management does not have accurate scanning data to manage its transportation

needs and establish effective dispatch plans and transportation routes. See [Finding 3](#) for the lack of scan compliance at the Baltimore P&DC.

What Should Have Happened

Postal Service policy¹⁶ states that management is responsible for controlling unscheduled absences; including informing employees of leave regulations and discussing attendance records with individual employees when warranted. According to Postal Service policy,¹⁷ key elements of effective dispatch plans and transportation routes between facilities should be realistic and adhere to processing windows. Finally, Postal Service policy states that scanning allows for the recording of mail volumes, tracking the movement of those volumes across the transportation surface network, and allows the Postal Service to better manage its vehicle assets and provide extensive reporting data for the business.¹⁸

Effect on the Postal Service and Its Customers

When there are late, canceled, and extra trips, there is an increased risk that the mail will not be delivered on time, which can adversely affect Postal Service customers, harm the brand, send mailers to competitors, increase operating costs, and cause the Postal Service to lose revenue.

Recommendation #6:

We recommend the **Chesapeake Division Director, Logistics Operations**, address driver attendance issues to reduce the number of late trips at the Baltimore Processing and Distribution Center.

Recommendation #7:

We recommend the **Chesapeake Division Director, Logistics Operations**, evaluate transportation needs and take actions to reduce the number of canceled trips at the Baltimore Processing and Distribution Center.

¹⁵ The Postal Service implemented freight auction to solicit bids to transport mail on an "as needed" basis with the flexibility to schedule trips without requiring contractual changes.

¹⁶ *Employee and Labor Relations Manual*, Section 511.42, dated March 2024.

¹⁷ *Handbook M-22, Dispatch and Routing Policy*, Section 5.1, dated March 2025.

¹⁸ *Surface Visibility User Scanning SOP*, updated November 18, 2025.

Postal Service Response

The Postal Service agreed with this finding and recommendations 6 and 7.

Regarding recommendation 6, management stated that it will provide training to supervisors on attendance control to assist in addressing irregular attendance issues as well as ensure that supervisors are completing monthly attendance reviews. Management also stated that addressing attendance may not have a direct correlation to the reduction of late trips as other variables may exist. The target implementation date is October 31, 2026.

Regarding recommendation 7, management stated that it will review PVS trips in the Vehicle Information Transportation Analysis and Logistics system to confirm accuracy and eliminate legs that are no longer needed, and will train logistics operations in the proper use of the pivot tool (used by management to reassign trips). The target implementation date is January 31, 2027.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified.

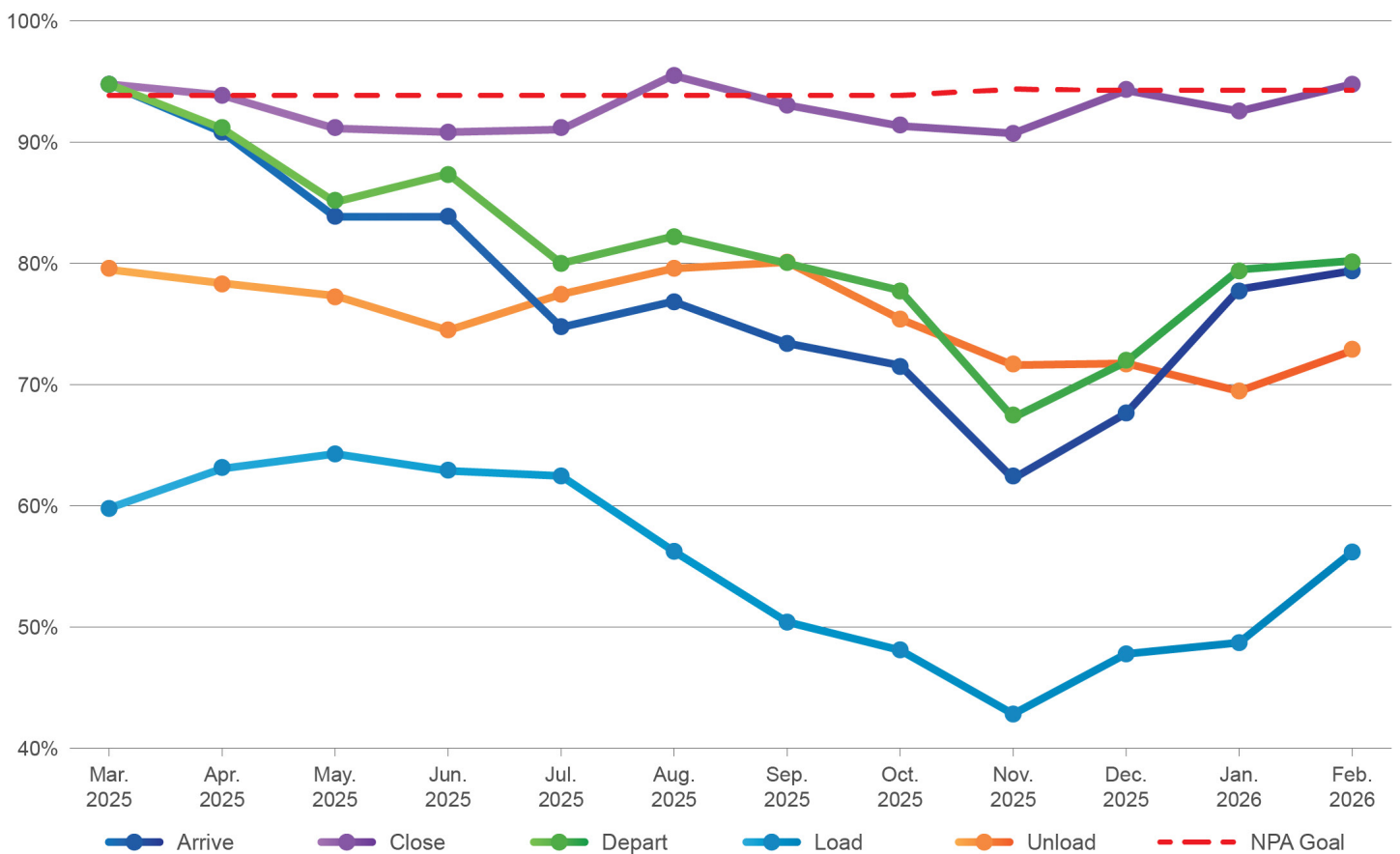
Finding #3: Scan Compliance

What We Found

The Baltimore P&DC did not consistently meet close, load, depart, arrive, and unload scan goals.¹⁹ From March 1, 2025, to February 28, 2026, the average score was 92.69 percent for close scans, 54.96 percent for load scans, 82.26 percent for depart scans, 79.5 percent for arrive scans, and 75.61 percent for unload scans. These were all below the National Performance Assessment goals of 93.69 percent in FY 2025 and 94 percent in FY 2026 (see Figure 4).

During the week of our visit, we observed that scanning was not consistently performed by employees. For example, on the morning of April 15, 2026, we observed that load scans were not performed before mail was dispatched to two of the three delivery units. On the morning of April 16, 2026, we also sampled four containers from a morning collection trip and found that all four did not have an unload scan.

Figure 4. Scanning Compliance at the Baltimore P&DC From March 2025 to February 2026



Source: SVWeb.

¹⁹ Close scans are performed when a container is full and ready for dispatch; load scans are performed when the container is loaded onto the trailer for dispatch; depart scans are performed when a trailer is ready for dispatch; arrive scans are performed when a trailer arrives at a facility; and unload scans are performed when the container is unloaded from a trailer.

Why Did It Occur

Scans were not performed consistently due to a lack of oversight by Processing and Logistics management and a lack of training for new employees. Specifically, Baltimore P&DC management acknowledged that supervisors are not always holding employees accountable for attendance and performance issues and are not always taking disciplinary actions. Plant management also attributed low scan compliance to high turnover rate at the plant. In March 2026, the Baltimore P&DC's non-career²⁰ employee turnover rate was 48.6 percent, almost twice the national average of 24.8 percent. Management attributed the high turnover rates, in part, to challenges with the local employment pool such as drug use and violence impacting employee eligibility. During the week of our visit, we observed employees that were not aware of their scanning responsibilities. For example, one driver insisted he was only responsible for unload scans.

Additionally, management attributed the low scanning compliance to connectivity issues and availability of scanners. Management stated that the facility experienced intermittent connectivity issues with the scanners, which led to instances where employees could not log in to scan mail containers. Plant management is working with facility maintenance and information technology for more access points to resolve network connectivity issues where there are dead spots. Management also stated that the P&DC does not have enough scanners, impacting employee ability to perform all required scans. We identified scanner accountability issues in [Finding 4](#).

What Should Have Happened

Postal Service policies²¹ state that employees are required to perform scans of containers and trailers to ensure 100 percent mail visibility and that management should ensure that employees are scanning containers for all required scans.²²

Effect on the Postal Service and Its Customers

Low scanning compliance could contribute to inaccurate trip utilization data, missent mail, and operational inefficiencies. Management uses scanning data to streamline outbound container operations, enhance dispatch quality, and increase efficient use of transportation containers and trailers. When scans are not made, management may not have the information needed to make accurate operational decisions.

Recommendation #8:

We recommend the **Chesapeake Division Director, Processing Operations** and **Chesapeake Division Director, Logistics**, implement a plan to improve scanning performance and verify that scans are completed in accordance with policy at the Baltimore Processing and Distribution Center.

Recommendation #9:

We recommend the **Chesapeake Division Director, Processing Operations** and **Chesapeake Division Director, Logistics**, provide training on proper scanning procedure at the Baltimore Processing and Distribution Center.

Recommendation #10:

We recommend the **Chesapeake Division Director, Processing Operations**, resolve network connectivity at the Baltimore Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and recommendations 8, 9, and 10.

Regarding recommendation 8, management stated that it will closely monitor scan performance, addressing as necessary to ensure improvement. The target implementation date is May 31, 2027.

²⁰ Most new field employees begin as non-career employees before they become eligible for a career position.

²¹ *Surface Visibility User Scanning SOP*, updated November 18, 2025.

²² *Surface Visibility Program Supervisor Booklet*, updated October 18, 2023.

Regarding recommendation 9, management stated that it will provide refresher training on proper scanning to employees. In a subsequent correspondence, management revised the target implementation date from August 31, 2027 to August 31, 2026.

Regarding recommendation 10, management stated that it will work with the appropriate team to evaluate the cause of network connectivity issues to identify potential solutions and the groups responsible for implementation. The target implementation date is April 30, 2027.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified.

Finding #4: Scanner Accountability

What We Found

We identified 62 out of 144 (43.1 percent) Surface Visibility (SV) scanners²³ and 21 out of 46 (45.7 percent) PVS scanners assigned to the Baltimore P&DC in the Ethos system²⁴ that had not been used since December 24, 2025, or earlier. Management was unable to account for any of these scanners during our visit and confirmed that all 83 were lost. Both processing and logistics have not conducted comprehensive inventory of on-hand scanners.

In addition, management did not have proper controls in place to account for these scanners. For SV scanners, management did not have sufficient controls in place for employees to return scanners at the end of the tour and conduct monthly inventory audits. For PVS scanners, management did not have sufficient sign-in and sign-out procedures, require end of tour scanner returns, implement standard follow-up procedures for missing scanners, or conduct monthly inventory audits.

Why Did It Occur

The scanner accountability issues were primarily caused by a lack of internal controls and management oversight. Specifically, management did not effectively monitor scanner activities to ensure that they were properly returned, safeguarded, and accounted for. Additionally, management responsible for SV and PVS scanners was not fully aware of the required procedures for verifying end of each tour scanner returns, performing standard checks for missing scanners, and conducting monthly audits of physical scanner inventory.

What Should Have Happened

Postal Service policies state that management is responsible for scanner accountability²⁵ and for establishing minimum requirements for maintaining such accountability, including maintaining scanners in secure locations, tracking employee sign-in and sign-out, properly labeling scanners, requiring end of tour scanner returns, implementing standard follow-up procedures for missing scanners, and conducting monthly inventory audits.²⁶ Postal Service policy²⁷ also states that if a scanner becomes lost, site management is responsible for retrieving the scanner from the last signed-in user, or to retrieve it if lost to another site.

Effect on the Postal Service and Its Customers

Lack of controls and oversight of scanner accountability could lead to lost or stolen scanners. We consider the 83 scanners that have not been used for over three months and could not be found as questioned costs²⁸ of \$47,725. We also consider 107 scanners, valued at \$61,525, at risk of being lost or stolen.²⁹ In addition, a lack of scanner accountability could impact scanning compliance. If there are not enough scanners for employees to perform load and unload scans, especially during peak dispatch hours, it could contribute to inaccurate trip utilization data, missent mail, and operational inefficiencies.

Management Action

Following our site visit, plant management initiated a process to return SV scanners at the end of each tour.

Recommendation #11:

We recommend the **Chesapeake Division Director, Processing Operations**, and **Chesapeake Division Director, Logistics**, take measurable actions to retrieve all lost scanners at the Baltimore Processing and Distribution Center.

²³ Scanners enable facilities to scan trays, tubs, and sacks of mail into containers and onto trailers and to track the mail across the surface network via wi-fi.

²⁴ Ethos is a collection of applications that help track deployments, surveys, and other field communications for the deployment of major equipment programs.

²⁵ *Surface Visibility Supervisor Booklet*, dated October 18, 2023.

²⁶ *National Performance Initiative Playbook: SV Scanner Accountability*, August 2025.

²⁷ *Surface Visibility Lost Scanner Recovery Quick Reference Guide*, updated June 2025.

²⁸ A questioned cost is a type of cost that the OIG believes is unnecessary, unreasonable, or an alleged violation of law, regulation, or contract. To calculate the total cost of these missing assets, we multiplied the 83 scanners that had not been used in over three months and not located by the Postal Service's assigned value of \$575 per scanner.

²⁹ To calculate the value of the scanners at risk, we multiplied the 107 scanners by the Postal Service's assigned value of \$575 per scanner.

Recommendation #12:

We recommend the **Chesapeake Division Director, Processing Operations**, and **Chesapeake Division Director, Logistics**, conduct an inventory of scanners and verify that scanner accountability procedures are followed for Surface Visibility and Postal Vehicle Service scanners at the Baltimore Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding, recommendations 11 and 12, and the monetary impact.

Regarding recommendation 11, management stated that it will attempt to retrieve missing scanners and update the inventory to reflect only scanners on hand. The target implementation date is April 30, 2027.

Regarding recommendation 12, management stated that it will reiterate requirements for maintaining scanner accountability and potential impacts for noncompliance. Additionally, management will require scanner check-out and check-in logs to monitor compliance. The target implementation date is April 30, 2027.

OIG Evaluation

The OIG considers management’s comments responsive to the recommendations, and corrective actions should resolve the issues identified.

Finding #5: Safety and Security

What We Found

During our site observations, we observed several safety and security issues. Specifically, we observed the following:

- Thirty-five of 61 trucks and trailers parked at the docks did not have wheel chocks placed next to the tire to prevent them from rolling away (see Figure 5).

Figure 5. Examples of Trucks and Trailers Without Wheel Chocks



Source: OIG photos taken on April 15, 2026.

- Two blocked elevators, one blocked passageway, one blocked electrical panel, and one blocked dock access door (see Figure 6).

Figure 6. Blocked Elevators and Electrical Panel



Source: OIG photos taken on April 13, 2026.

- One dock plate, one door opener (see Figure 7), and two dock lights were inoperable, preventing the use of these three docks.

Figure 7. Inoperable Dock Plate and Door Opener



Source: OIG photos taken on April 13 and 16, 2026.

- A lifting dock-floor-steel-threshold that needed to be re-bolted to the cement floor to prevent trip hazard (see Figure 8).

Figure 8. Steel Decking in Need of Re-bolting



Source: OIG photo taken April 14, 2026.

- An exterior employee access door that was found propped open (see Figure 9).

Figure 9. Employee Access Door Propped Open



Source: OIG photo taken on April 15, 2026.

Why Did It Occur

These issues were caused by lack of management oversight. Specifically, management did not enforce or monitor the use of wheel chocks or verify that doors were secured in their daily yard checks by checking to make sure that doors were closed and secure.

Additionally, employees at Baltimore P&DC did not consistently follow safety and security to keep elevators, passageways, electrical panels, and dock access doors free from obstructions. Further, logistics and processing supervisors did not communicate with facility maintenance to enter work orders in the electronic Facilities Management System³⁰ to repair broken exterior employee access doors, dock doors, dock plates, or dock-floor-steel-thresholds.

What Should Have Happened

The Occupational Safety and Health Administration (OSHA) requires employers to provide a safe and healthy workplace free of recognized hazards.³¹ The Postal Service must preserve the security of the mail and ensure that drivers comply with security policies regarding the transportation of mail in trailers. Additionally, Postal Service policy³² states that drivers must prevent trailers from rolling away from docks by using wheel chocks. Postal Service policy also states that door locks must not be disabled or doors propped open.³³ Further, Postal Service policy states that the entryway must be designed to deny customers and outsiders access to the facility.³⁴

Effect on the Postal Service and Its Customers

When employees do not observe safe working practices and safety rules, there is an increased risk of employee accidents and injuries. Management's attention to maintenance, safety, and security deficiencies can reduce the risk of injuries to employees; reduce related costs, such as workers' compensation claims, lawsuits, and OSHA penalties. Also, when the Postal Service does not preserve and protect the security of the mail in its custody, there is

³⁰ The eFMS program is the official USPS record for real property inventory and the management system for administering all Property related projects including acquisition, design, construction, disposal, repairs, health and safety mitigation, and Property inspections.

³¹ OSH Act of 1970 and Handbook EL-801, *Supervisor's Safety Handbook*, dated July 2020.

³² Handbook EL-803, *Maintenance Employee's Guide to Safety*, Section 1, subsection C, dated July 2020.

³³ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, section 8-16, dated July 2020.

³⁴ Handbook RE-5, *Building and Site Security Requirements*, Section 4-3.1, General Security Standards, dated September 2009.

an increased risk of unauthorized opening, inspection, reading, tampering, delaying, or committing other unauthorized acts.

Management Actions

During the week of our visit, plant management took steps to clear blocked access to doors and equipment, including promptly unblocking the passageway, two elevators, one electrical panel, and doorway. In addition, management submitted work orders to repair the exterior employee door and needed dock repairs (doors, plates, and steel-thresholds).

Recommendation #13:

We recommend the **Chesapeake Division Director, Logistics**, verify that management monitor and enforce the use of wheel chocks on trucks and trailers at the Baltimore Processing and Distribution Center.

Recommendation #14:

We recommend the **Chesapeake Division Director, Processing Operations**, in coordination with the **Chesapeake Division Director, Logistics**, implement a process for the timely communication and reporting of safety and security issues to the Maintenance Manager at the Baltimore Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and recommendations 13 and 14.

Regarding recommendation 13, management stated that it will provide wheel chock safety training to drivers and monitor for compliance. The target implementation date is March 31, 2027.

Regarding recommendation 14, management stated that it will regularly conduct a Gemba³⁵ and review to ensure proper and timely escalation of safety and security concerns. The target implementation date is March 31, 2027.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified.

³⁵ A Japanese term meaning "the real place." A Gemba walk is a lean management practice of assessing the current situation through direct observation and inquiry.

Appendix A: Additional Information

We conducted this audit from March 2026 through June 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. We discussed our observations and conclusions with management on May 28, 2026, and included its comments where appropriate.

In planning and conducting the audit, we obtained an understanding of the mail processing 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 four components were significant to our audit objective:

- Control Environment
- 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 environment, control activities, information and communication, and monitoring that were significant within the context of our objectives. Our recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of MCV, SVWeb, and Ethos 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



June 2, 2026

SUBJECT: Management Response: Efficiency of Operations at the Baltimore Processing and Distribution Center, Baltimore, MD, (Audit 26-076-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings and recommendations contained in the draft audit report, *Efficiency of Operations at the Baltimore Processing and Distribution Center, Baltimore, MD*.

Management generally agrees with the five findings in the report on delayed mail, late, canceled, and extra trips, scan compliance, scanner accountability, and safety and security.

Management agrees with monetary impact.

Following are our comments on each of the fourteen recommendations.

Recommendation 1:

We recommend the Chesapeake Division Director, Processing Operations, in coordination with the Chesapeake Division Director, Logistics Operations, reduce late arriving collection mail from Linthicum Incoming Mail Facility and delivery units to the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Logistics Management **agrees** with this recommendation.

The Logistics Manager holds weekly meetings with suppliers to address on-time performance. Performance is tracked weekly using SV web and HCR supplier score card. Management will monitor for compliance.

Target Implementation Date: 08/31/2026

Responsible Official: Division Directors, Processing and Logistics

Recommendation 2:

We recommend the Chesapeake Division Director, Processing Operations, develop and implement a process to verify that all delayed mail is reported in the Mail Condition Visualization system daily at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation.

Stand-up talks will be given to all Processing support employees on proper Mail Condition Visualization (MCV) reporting and the requirement to record all on-hand and delayed volumes correctly in the MCV system. Additionally, management will monitor for compliance.

Target Implementation Date: 08/31/2026

Responsible Official: Division Director, Processing Operations

Recommendation 3:

We recommend the Chesapeake Division Director, Processing Operations, address attendance issues at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management will provide training to supervisors and attendance control coordinators to assist in addressing irregular attendance issues as well as monitor for compliance.

Target Implementation Date: 10/31/2026

Responsible Official: Division Director, Processing Operations

Recommendation 4:

We recommend the Chesapeake Division Director, Processing Operations, train supervisors and employees on proper mail flow procedures and verify that these procedures are followed at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management will retrain supervisors and employees on proper mail flow procedures and monitor for compliance.

Target Implementation Date: 3/31/2027

Responsible Official: Division Director, Processing Operations

Recommendation 5:

We recommend the Chesapeake Division Director, Processing Operations, develop and implement a process to monitor and verify that proper placarding procedures are followed at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management will conduct reviews to verify proper placarding procedures are followed.

Target Implementation Date: 2/28/2027

Responsible Official: Division Director, Processing Operations

Recommendation 6:

We recommend the Chesapeake Division Director, Logistics Operations, address driver attendance issues to reduce the number of late trips at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management will provide training to supervisors on attendance control to assist in addressing irregular attendance issues as well as ensure that Supervisors are completing monthly attendance reviews. However, as explained, addressing attendance may not have a direct correlation to the reduction of late trips as other variables may exist.

Target Implementation Date: 10/31/2026

Responsible Official: Division Director, Logistics Operations

Recommendation 7:

We recommend the Chesapeake Division Director, Logistics Operations, evaluate transportation needs and take actions to reduce the number of canceled trips at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation.

Management will review PVS trips in VITAL to confirm accuracy and eliminate legs that are no longer needed. Logistics Operations will be trained in the proper use of the PIVOT tool.

Target Implementation Date: 1/31/2027

Responsible Official: Division Director, Logistics Operations

Recommendation 8:

We recommend the Chesapeake Division Director, Processing Operations and Chesapeake Division Director, Logistics, implement a plan to improve scanning performance and verify that scans are completed in accordance with policy at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation.

Management will closely monitor scan performance, addressing as necessary to ensure improvement.

Target Implementation Date: 05/31/2027

Responsible Official: Division Directors, Processing and Logistics

Recommendation 9:

We recommend the Chesapeake Division Director, Processing Operations and Chesapeake Division Director, Logistics, provide training on proper scanning procedure at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation.

Management will provide refresher training on proper scanning for responsible employees.

Target Implementation Date: 08/31/2027

Responsible Official: Division Directors, Processing and Logistics

Recommendation 10:

We recommend the Chesapeake Division Director, Processing Operations, resolve network connectivity at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation.

Management will work with the appropriate team to evaluate the cause of network connectivity issues to try and identify potential solutions and group(s) responsible for implementing.

Target Implementation Date: 04/30/2027

Responsible Official: Division Director, Processing Operations

Recommendation 11:

We recommend the Chesapeake Division Director, Processing Operations, and Chesapeake Division Director, Logistics, take measurable actions to retrieve all lost scanners at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation.

Management will attempt to retrieve missing scanners and update the inventory to reflect only scanners on hand.

Target Implementation Date: 04/30/2027

Responsible Official: Division Directors, Logistics and Processing

Recommendation 12:

We recommend the Chesapeake Division Director, Processing Operations, and Chesapeake Division Director, Logistics, conduct an inventory of scanners and verify that scanner accountability procedures are followed for Surface Visibility and Postal Vehicle Service scanners at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation.

Management will reiterate requirements for maintaining scanner accountability and potential impacts for noncompliance. Scanner check-out and check-in logs will be required to monitor compliance.

Target Implementation Date: 04/30/2027

Responsible Official: Division Directors, Logistics and Processing

Recommendation 13:

We recommend the Chesapeake Division Director, Logistics, verify that management monitor and enforce the use of wheel chocks on trucks and trailers at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management will provide wheel chock safety training to PVS and HCR drivers and monitor for compliance.

Target Implementation Date: 03/31/2027

Responsible Official: Division Director, Logistics

Recommendation 14:

We recommend the Chesapeake Division Director, Processing Operations, in coordination with the Chesapeake Division Director, Logistics, implement a process for the timely communication and reporting of safety and security issues to the Maintenance Manager at the Baltimore Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management will conduct GEMBA's regularly and review to ensure proper and timely escalation of safety and security concerns.

Target Implementation Date: 03/31/2027

Responsible Official: Division Directors, Logistics and Processing

Sincerely,

E-SIGNED by KENNETH E HANSON JR
on 2026-06-02 10:10:56 EDT

Kenneth Hanson Jr.
Chesapeake Division Director, Processing Operations

E-SIGNED by Brian.J Kelso
on 2026-06-02 10:09:00 EDT

Brian J. Kelso
Chesapeake Division Director, Logistics

cc: Corporate Audit & Response Management

OFFICE OF INSPECTOR GENERAL

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