

# Nottingham Branch, Nottingham, MD: Delivery Operations

## AUDIT REPORT

Report Number 26-077-3-R26 | June 17, 2026



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# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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June 17, 2026

**MEMORANDUM FOR:** LORA M. MCLUCAS  
MANAGER, MARYLAND DISTRICT

A handwritten signature in black ink, reading "Monica J. Brym", is centered below the memorandum header.

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

**SUBJECT:** Audit Report – Nottingham Branch, Nottingham, MD: Delivery  
Operations (Report Number 26-077-3-R26)

This report presents the results of our audit of delivery operations and property conditions at the Nottingham Branch in Nottingham, MD.

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

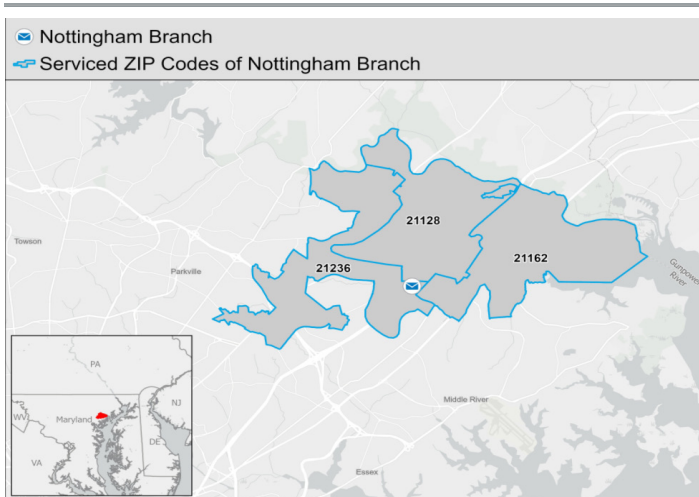
# Results

## 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 Nottingham Branch in Nottingham, MD (Project Number 26-077-3). The Nottingham Branch is in the Maryland District of the Atlantic Area and serves about 62,824 people in ZIP Codes 21236, 21128, and 21162, which are considered urban and rural areas (see Figure 1). Specifically, 62,824 (99.9 percent) live in urban communities and 99 (0.1 percent) live in rural communities.<sup>1</sup>

**Figure 1. ZIP Codes Served by the Nottingham Branch**



Source: OIG analysis of ZIP Code data.

- 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 The other three 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); and the Raspeburg Station, Baltimore, MD (Project Number 26-077-4).
- 5 Customer 360 is a cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.
- 6 Delivery-related inquiries include a compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.
- 7 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.”
- 8 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.

This delivery unit has 34 city routes and 14 rural routes. From February 21 through March 20, 2026, the delivery unit had one manager and three supervisors assigned.<sup>2</sup> However, during our site visit, the management team working at the Nottingham Branch consisted of a manager, three supervisors and a relief supervisor. The Nottingham Branch falls under the Baltimore Post Office for employee availability<sup>3</sup> measurement. As of March 31, 2026, the year-to-date employee availability rate for the Baltimore Post Office was 85.12 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 Nottingham Branch is one of four delivery units<sup>4</sup> the OIG reviewed during the week of April 13, 2026, that are serviced by the Baltimore Processing and Distribution Center (P&DC).

We assessed all units serviced by the Baltimore P&DC based on the number of Customer 360 (C360)<sup>5</sup> delivery-related inquiries,<sup>6</sup> stop-the-clock (STC)<sup>7</sup> scans performed away from the delivery point and at the unit, undelivered route information, and Leg 1 and Leg 3 failures<sup>8</sup> between November 1, 2025, and March 15, 2026.

We judgmentally selected the Nottingham Branch primarily based on the number of C360 inquiries related to delivery and Leg 1 failures. The unit also had undelivered routes. See [Table 1](#) for a comparison of some of these metrics between the unit and the rest of the district.

**Table 1. Delivery Metric Comparison Between November 1, 2025, and March 15, 2026**

Delivery Metric	Unit Average	District Average
C360 Delivery Inquiries per Route (average per route)	5.4	5.2
Leg 1 Failures (percent of sampled pieces)	13.4	10.2

Source: OIG analysis of Postal Service's C360 and Informed Visibility data extracted March 19, 2026. Informed Visibility provides service performance measurement and diagnostics of market-dominant products, mail inventory, and predictive workforce of all mail.

### Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Nottingham Branch in Nottingham, MD.

To accomplish our objective, we combined preliminary data analyses with an on-site inspection performed April 14 - 16, 2026. Prior to the visit, we analyzed staffing levels, mail arrival times, package scanning performance, reported mail delays and arrow key<sup>9</sup> 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, and property safety and security conditions. We discussed our observations and conclusions with management on May 28, 2026, and included its comments, where appropriate.

<sup>9</sup> 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.  
<sup>10</sup> The capping report project number is 26-077.

We are issuing this interim report to provide the Postal Service with timely information regarding conditions we identified at the Nottingham Branch. We will issue a separate capping report<sup>10</sup> 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 Nottingham Branch. Specifically, we found issues with three of the areas we reviewed (see Table 2).

**Table 2. Summary of Results**

Audit Area	Deficiencies Identified	
	Yes	No
Delayed Mail	X	
Package Scanning		X
Arrow Keys	X	
Carrier Separations and Transfers		X
Voyager Card Transactions		X
Property Conditions	X	

Source: Results of our fieldwork during the week of April 13, 2026.

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

- **Package Scanning** - We analyzed package scanning between December 1, 2025, and February 28, 2026, and sampled 30 packages on the morning of April 14, 2026. We did not identify any systemic issues with package scanning.

- Carrier Separations and Transfers - We analyzed employee data from February 7 through March 20, 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.
- Voyager Card Transactions - We analyzed Voyager card premium fuel transactions from October 6, 2025, through April 2, 2026, and identified two premium fuel purchases. We did not identify any recurring systemic issues.
- 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 #2](#)).

# Finding #1: Delayed Mail

## What We Found

On the morning of April 14, 2026, we identified 908 delayed mailpieces at 10 out of 48 carrier cases and at the hot case.<sup>11</sup> Specifically, we identified 810 letters, 17 flats, and 81 packages.<sup>12</sup> Management did not accurately report this mail as undelivered in the Delivery Condition Visualization (DCV)<sup>13</sup> system.

Specifically, the unit did not report any delayed letters or flats, and over-reported packages. See Table 3 for the number of pieces for each mail type and Figure 2 for examples of delayed mail found at carrier cases. Further, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,<sup>14</sup> to document undelivered mailpieces.

**Table 3. Types of Delayed Mail Identified**

Type of Mail	Carrier Cases	Hot Case	Total Count of Delayed Mail
Letters	322	488	810
Flats	17	0	17
Packages	81	0	81
<b>Totals</b>	<b>420</b>	<b>488</b>	<b>908</b>

Source: OIG count of delayed mailpieces identified during our visit on April 14, 2026.

**Figure 2. Examples of Delayed Mail in Carrier Cases**



Source: OIG photos taken before carriers arrived on the morning of April 14, 2026.

<sup>11</sup> The hot case is a case designated for final withdrawal of mail as carriers leave the office.  
<sup>12</sup> Count of mail included individual piece counts and OIG estimate based on Postal Service conversion factors in Handbook M-32, *Management Operating Data Systems*, September 2022, Appendix D.  
<sup>13</sup> 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.  
<sup>14</sup> PS Form 1571, *Undelivered Mail Report*, lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

## Why Did It Occur

Management did not verify that all mail was cleared from the unit because the PM supervisor did not conduct a thorough walkthrough to confirm that carrier cases were cleared of mail. In addition, the PM supervisor did not enforce the requirement for carriers to complete PS Forms 1571, documenting the reason why the mail could not be delivered. The station manager attributed the 81 delayed packages to one overburdened route.<sup>15</sup> Management did not accurately report delayed mail in the DCV system because it was unaware of all the delayed mail in the building.

## What Should Have Happened

Management should have ensured that all mail was delivered daily. Specifically, management should have conducted an adequate walkthrough of the workroom to verify that all mail was delivered and ensured that the reason for undelivered mail brought back from the street was properly documented on PS Forms 1571. Postal Service policy<sup>16</sup> 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. In addition, Postal Service policy<sup>17</sup> states that all types of First-Class Mail, Priority Mail, and Priority Mail Express are always committed for delivery on the day of receipt.

Also, managers are required<sup>18</sup> to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in DCV. Further, management must update the DCV system if volumes have changed prior to the end of the business day.

## Effect on the Postal Service and Its Customers

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

### Postal Service Response

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

<sup>15</sup> In accordance with Handbook EL-902, *Agreement between the United States Postal Service and the National Rural Letter Carriers' Association*, rural routes are considered overburdened when: (1) The standard hours for the route are outside the Table of Evaluated Hours; or (2) The regular rural carrier who is assigned to the route does not, or is not expected to, meet the requirement to stay within the annual guarantee for the route.

<sup>16</sup> *Redline Policy Standard Operating Procedures*.

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

<sup>18</sup> *Informed Visibility Delivery Condition Visualization*, Report Notes, October 8, 2025.

## Finding #2: Arrow Keys

### What We Found

Unit management did not properly update the arrow key inventory log. On the morning of April 15, 2026, we reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)<sup>19</sup> system and conducted a physical inventory of keys at the unit. Unit management reported 60 keys in RADAR as "In-Use," "Damaged," or "In-Vault." Based on our physical review of arrow keys at the unit, we identified an additional four keys at the unit that were not recorded in RADAR. In addition, unit management recorded three keys in RADAR as "Lost."

### Why Did It Occur

Management did not provide sufficient oversight to keep an accurate inventory and verify that the extra keys were added to RADAR. The station manager was not aware of the extra keys because she relied on unit supervisors to complete the inventory and certification and she did not verify that they completed this work properly. The station manager explained that the supervisor who certified the arrow key list in RADAR did so without properly reconciling it to the physical keys on hand.

### What Should Have Happened

Management should have verified that arrow key procedures were properly followed. According to Postal Service policy,<sup>20</sup> management must keep an accurate inventory of all arrow keys. Further, new keys must be updated on the RADAR inventory log.

### 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 Corrective Action:

During our visit, unit management added the four extra keys to RADAR while the audit team was on-site.

### Postal Service Response

The Postal Service agreed with this finding.

<sup>19</sup> The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

<sup>20</sup> *Standard Work Instruction: U.S. Postal Service Arrow Key Guidebook*, dated March 2025.

## Finding #3: Property Conditions

### What We Found

We found safety and security issues related to property conditions at the Nottingham Branch.

#### Property Safety

- Two of 10 fire extinguishers were missing monthly inspections. Both fire extinguishers were last inspected in December 2025 and February 2026, respectively.
- Three blocked Inspection Service doors on the workroom floor (see Figure 3).

**Figure 3. Blocked Inspection Service Doors**

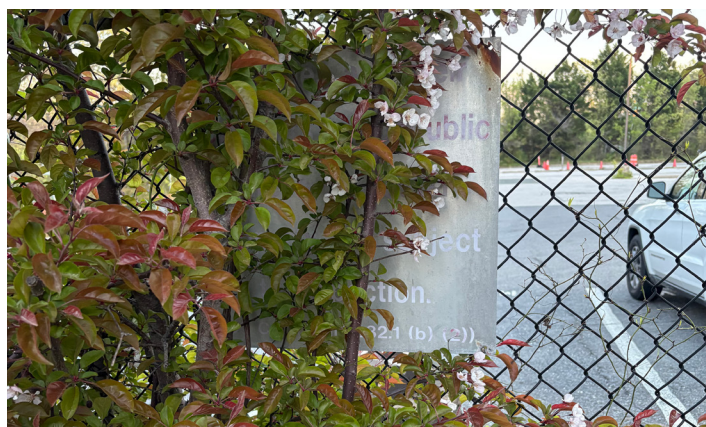


Source: OIG photo taken on April 14, 2026.

#### Property Security

- Faded and blocked view of “subject to search” signage posted when entering the employee parking lot (see Figure 4).
- Damaged parking lot fence with overgrown trees growing through the fence (see Figure 5). During our site visit, there was a security incident with police response where an individual accessed and robbed a postal vehicle by climbing over this damaged fence.

**Figure 4. Faded and Blocked Signage View**



Source: OIG photo taken on April 14, 2026.

**Figure 5. Damaged Fence and Overgrown Trees**



Source: OIG photo taken on April 14, 2026.

### Why Did It Occur

Management did not provide sufficient oversight or take the necessary actions to verify that issues with property conditions were corrected. Management acknowledged that it was not aware that the two fire extinguishers had not received monthly inspections and that the Inspection Service doors on the workroom floor were blocked. In addition, management was not aware of the faded and blocked view of the “subject to search” signage. Also, management was not aware of the damaged fence in the parking lot overgrown with trees until the security incident.

### What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for maintaining facilities, reported safety and security issues as they arose, and followed up for completion. The Postal Service requires management to maintain a safe environment for employees and customers.<sup>21</sup>

According to policy,<sup>22</sup> the Postal Service is required to provide proper 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 customers' experience and Postal Service brand. In addition, proper signage in the employee parking lot could reduce the risk of employee theft and associated costs.

### Management Corrective Action:

During our visit, unit management conducted the monthly inspection for the two fire extinguishers while the audit team was on-site.

#### Postal Service Response

The Postal Service agreed with this finding.

<sup>21</sup> Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.

<sup>22</sup> 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 March 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.

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 Loch Raven Branch, Hampden Roland Park Station, and Raspeburg Station, as well as the district.

We assessed the reliability of PTR and DCV 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 1, 2026

LAURA LOZON  
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Nottingham Branch, Nottingham, MD: Delivery Operations  
(Report Number 26-077-3-DRAFT)

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

Management generally agrees with the three findings related to delayed mail, arrow keys, and property conditions.

Management has begun taking steps to address the three findings.

*Delayed Mail:* Management will conduct a service talk on proper handling and recording of delayed mail in DCV. Management will also reiterate the requirement to use PS Form 1571 *Undelivered Mail Report* and follow the *Redline process*. Reviews will be conducted to monitor for compliance.

*Arrow Keys:* Management will update the inventory log to reflect all arrow keys on hand and report all missing keys to the US Postal Inspection Service. Management will also conduct training on proper management and security of arrow keys. Additionally, reviews will be conducted to monitor for compliance.

*Property Conditions:* Management has abated three safety and security issues and is working to abate the other security issue found during the audit, which requires the submission of workorders for assistance from other resources.

E-SIGNED by Lora Mclucas  
on 2026-06-01 09:57:28 EDT

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Lora M. McLucas  
District Manager, Maryland District

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

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UNITED STATES POSTAL SERVICE



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