

Raspeburg Station, Baltimore, MD: Delivery Operations

AUDIT REPORT

Report Number 26-077-4-R26 | June 17, 2026



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OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

June 17, 2026

MEMORANDUM FOR: LORA M. MCLUCAS
MANAGER, MARYLAND DISTRICT

A handwritten signature in black ink, reading "Monica J. Brym", is positioned below the recipient information.

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

SUBJECT: Audit Report – Raspeburg Station, Baltimore MD: Delivery Operations
(Report Number 26-077-4-R26)

This report presents the results of our audit of delivery operations and property conditions at the Raspeburg Station in Baltimore, 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

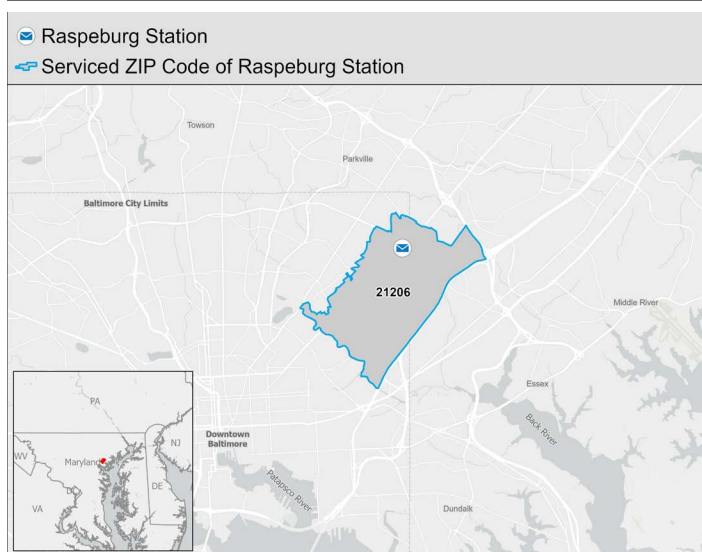
Results

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 Raspeburg Station in Baltimore, MD (Project Number 26-077-4). The Raspeburg Station is in the Maryland District of the Atlantic Area and serves about 49,309 people in ZIP Code 21206, which is considered an urban community (see Figure 1).¹

Figure 1. ZIP Codes Served by the Raspeburg Station



Source: OIG analysis of ZIP Code data.

This delivery unit has 29 city routes. From February 21 through March 20, 2026, the delivery unit had three supervisors assigned.² There were two supervisors and one manager working at the unit during our visit. The Raspeburg Station falls under the Baltimore Post Office for employee availability³ 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. Raspeburg Station is one of four delivery units⁴ 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)⁵ delivery-related inquiries,⁶ stop-the-clock (STC)⁷ scans performed away from the delivery point and at the unit, undelivered route information, and Leg 1 and Leg 3 failures⁸ between November 1, 2025, and March 15, 2026.

We judgmentally selected the Raspeburg Station primarily based on the number of C360 inquiries related to delivery and Leg 1 and Leg 3 failures. This 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.

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 Nottingham Branch, Nottingham, MD (Project Number 26-077-3).
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.

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)	11.4	5.2
Leg 1 Failures (percent of sampled pieces)	13.6	10.2
Leg 3 Failures (percent of sampled pieces)	2.4	1.7

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

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Raspeburg Station in Baltimore, 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 key⁹ 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.

We are issuing this interim report to provide the Postal Service with timely information regarding conditions we identified at the Raspeburg Station. We will issue a separate capping report¹⁰ 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

⁹ 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.
¹⁰ The capping report project number is 26-077.

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 Raspeburg Station. Specifically, we found issues with four 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 seven packages found 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.
- 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 2,215 delayed mailpieces¹¹ at 24 out of 29 carrier cases and at the hot case.¹² Specifically, we identified 1,803 letters and 412 flats. Management did not report this mail as undelivered in the Delivery Condition Visualization (DCV)¹³ system. See Table 3 for the number of pieces for each mail type and Figure 2 for an example of delayed mail found at carrier cases. Further, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,¹⁴ to document undelivered mailpieces.

Table 3. Types of Delayed Mail Identified

Type of Mail	Carrier Cases	Hot Case	Total Count of Delayed Mail
Letters	1,394	409	1,803
Flats	378	34	412
Totals	1,772	443	2,215

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

Why Did It Occur

Management did not provide sufficient oversight of delayed mail to verify that all mail was cleared from the unit. Specifically, the station manager did not enforce the requirement for carriers to complete PS Forms 1571, documenting the reason why the mail could not be delivered. Also, management did not report delayed mail in the DCV system because it did not consider it delayed. Management stated that enforcement of delayed mail procedures had not been consistently applied over time.

Figure 2. Delayed Mail



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

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 Form 1571. Postal Service policy¹⁵ 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 required¹⁶ to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in the DCV system. Further, management must update the DCV system if volumes have changed prior to the end of the business day.

¹¹ 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.

¹² The hot case is a case designated for final withdrawal of mail as carriers leave the office.

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

¹⁶ *Informed Visibility Delivery Condition Visualization*, Report Notes, October 8, 2025.

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.

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, the audit team reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)¹⁷ system and conducted a physical inventory of keys at the unit. Unit management reported 51 keys in RADAR as "In-Use" or "Damaged." Based on our physical review of arrow keys at the unit, nine of the 51 keys were missing, and an additional 41 keys found at the unit were not recorded in RADAR. In addition, unit management recorded two keys in RADAR as "Lost" or "Stolen." However, unit management had not reported the stolen key, nor the nine keys we identified as missing, to the U.S. Postal Inspection Service. Also, three of the keys labeled as "In-Use" in RADAR were identified by management to be damaged. Finally, the four digit character code combination for 19 keys found at the unit were incorrectly listed in RADAR.

Why Did It Occur

Management did not provide sufficient oversight to properly manage the arrow keys. Specifically, management did not conduct an accurate and thorough inventory of arrow keys to account for all keys at the unit. The station manager stated that during monthly RADAR certifications, he relied on

route assignments and memory to identify which keys correspond to each route and did not conduct a physical verification of the keys as listed in RADAR. Also, the station manager stated that 34 of the 41 extra keys were not included in RADAR because the manager was keeping the keys as spares for other units.

What Should Have Happened

Management should have conducted a thorough inventory and verified that arrow keys were properly recorded. According to Postal Service policy,¹⁸ management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the U.S. Postal Inspection Service. Further, broken keys must be updated as such 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.

Postal Service Response

The Postal Service agreed with this finding.

¹⁷ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

¹⁸ *Standard Work Instruction: U.S. Postal Service Arrow Key Guidebook*, dated March 2025.

Finding #3: 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 October 6, 2025, through April 2, 2026, and identified 10 unauthorized premium fuel transactions valued at \$579.65. Although the transaction exceptions were marked as reconciled by unit management, none of the comments addressed the unauthorized premium fuel purchases. Additionally, six of the 10 premium fuel transactions were from one carrier.

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, management

did not communicate this requirement to carriers or properly annotate in the FAMS reconciliation comments that the matter was addressed. According to management, this issue was overlooked because the manager focused on reviewing total transaction costs rather than the reasons the transactions were flagged as high-risk.

What Should Have Happened

According to Postal Service policy,¹⁹ 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.

¹⁹ FAMS User Guide, Reconciliation by Exception Process, March 5, 2013.

Finding #4: Property Conditions

What We Found

We found one property security issue at the Raspeburg Station. There was no sign posted in the employee parking lot stating that vehicles may be subject to search.

Why Did It Occur

Management did not provide sufficient oversight to verify required signage was posted in the employee parking lot. According to management, the issue occurred because the manager believed the appropriate sign was already posted, however, it was an "Authorized Vehicles Only" sign.

What Should Have Happened

According to policy,²⁰ the Postal Service is required to provide signage that vehicles may be subject to search.

Effect on the Postal Service and Its Customers

Management's attention to safety and security deficiencies can reduce the risk of injuries to employees and customers; reduce related costs, such as workers' compensation claims, lawsuits, and penalties; reduce the likelihood of theft and mail tampering; and enhance the customer experience and Postal Service brand. In addition, proper signage in the employee parking lot could reduce the risk of employee theft and associated costs.

Postal Service Response

The Postal Service agreed with this finding.

²⁰ 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 Hampden Roland Park Station, Loch Raven Branch, and Nottingham Branch, as well as the district.

We assessed the reliability of 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



June 1, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Raspeburg Station, Baltimore, MD: Delivery Operations
(Report Number 26-077-4-DRAFT)

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

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

Management has begun taking steps to address the four 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.

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 security issue found during the audit.

E-SIGNED by Lora Mclucas
on 2026-06-01 09:57:34 EDT

Lora M. McLucas
District Manager, Maryland District

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

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