

River Road Station, Eugene, OR: Delivery Operations

AUDIT REPORT

Report Number 26-103-1-R26 | August 18, 2026



Table of Contents

Cover

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

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

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

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

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

Finding #1: Delayed Mail.....	5
-------------------------------	---

Postal Service Response.....	6
------------------------------	---

Finding #2: Package Scanning	7
------------------------------------	---

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

Finding #3: Arrow Keys	9
------------------------------	---

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

Finding #4: Property Conditions.....	10
--------------------------------------	----

Postal Service Response.....	10
------------------------------	----

Finding #5: Unattempted Delivery	11
--	----

Postal Service Response.....	11
------------------------------	----

Appendix A: Additional Information	12
---	----

Appendix B: Management's Comments	13
--	----

Contact Information	14
----------------------------------	----

Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

August 18, 2026

MEMORANDUM FOR: ERIC D. GILBERT
MANAGER, ID-MT-OR DISTRICT

A handwritten signature in black ink, reading "Monica J. Brym", is positioned below the "MEMORANDUM FOR" section.

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

SUBJECT: Audit Report – River Road Station, Eugene, OR: Delivery Operations
(Report Number 26-103-1-R26)

This report presents the results of our audit of delivery operations and property conditions at the River Road Station in Eugene, OR.

We appreciate the cooperation and courtesy provided by your staff. If you have any questions or need additional information, please contact Ricardo Martinez, 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, WestPac Area Retail & Delivery Operations
Director, Retail & Post Office Operations Maintenance
Corporate Audit and Response Management

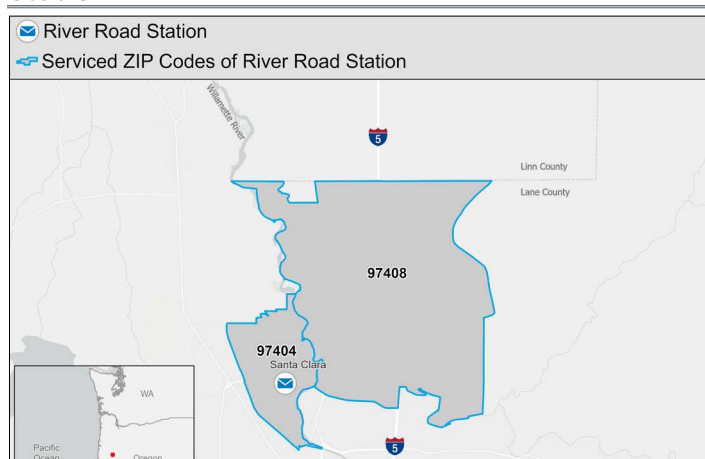
Results

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 River Road Station in Eugene, OR (Project Number 26-103-1). The River Road Station is in the Idaho-Montana-Oregon (ID-MT-OR) District of the WestPac Area and serves about 49,287 people in ZIP Codes 97404 and 97408 which are considered predominantly urban communities (see Figure 1). Specifically, 47,280 (96 percent) live in urban communities and 2,007 (4 percent) live in rural communities.¹

Figure 1. ZIP Codes Serviced by the River Road Station



Source: OIG analysis of ZIP Code data.

This delivery unit has 28 city routes and three rural routes. From May 2 through May 29, 2026, the delivery unit had one manager, and two supervisors from other units.² Neither of these supervisors were working at the River Road Station during our site visit. During our visit, there was one manager, one supervisor from another unit, and two relief supervisors assigned to the unit. The River Road Station falls under the Eugene Post Office for employee availability³ measurement. As of May 31, 2026, the year-to-date employee availability rate for the River Road Station was 91.27 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 River Road Station is one of three delivery units⁴ the OIG reviewed during the week of June 22, 2026, that are serviced by the Eugene Local Processing Center (LPC).

We assessed all units serviced by the Eugene LPC 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 February 1 and April 30, 2026.

We judgmentally selected the River Road Station primarily based on the number of C360 inquiries related to delivery, and Leg 1 and Leg 3 failures. See [Table 1](#) for a comparison of some of these metrics between the unit and the rest of the district.

- ¹ We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.
- ² Assignments based on the Postal Service's Time and Attendance Collection System (TACS). TACS is the system used by the Postal Service to automate the collection of employee time and attendance information.
- ³ The Postal Service calculates employee availability by dividing straight time hours worked by potential straight time hours. Potential straight time hours generally include actual straight time hours worked, sick leave taken, and leave without pay.
- ⁴ The other two units were the Roseburg Post Office, Roseburg, OR (Project Number 26-103-2) and the South Side Station, Eugene, OR (Project Number 26-103-3).
- 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 there is a delay from the time a mailpiece was collected to the initial processing. Leg 3 failures occur after the mailpiece has been processed at the final 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 From February 1 and April 30, 2026

Delivery Metric	Unit	District
C360 Delivery Inquiries (average per route)	4.2	3.7
Leg 1 Failures (percent of sampled pieces)	3.5	2.5
Leg 3 Failures (percent of sampled pieces)	1.3	0.8

Source: OIG analysis of Postal Service's C360, Informed Visibility, and Product Tracking and Reporting (PTR) System data extracted May 28, 2026. Informed Visibility provides service performance measurement and diagnostics of market-dominant products, mail inventory, and predictive workloads of all mail. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the River Road Station in Eugene, OR.

To accomplish our objective, we combined preliminary data analyses with an on-site inspection performed June 23 through June 25, 2026. Prior to the visit, we analyzed staffing levels, mail arrival times, package scanning performance, reported mail delays and arrow key⁹ inventories, Voyager card¹⁰ 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 justifications, and property safety and security conditions. We discussed our observations and conclusions with management on August 3, 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 River Road Station. We will issue a separate capping report¹¹ that provides the Postal Service with the overall findings and recommendations for all three delivery units, as well as the district. The capping report will include actions taken by management to address the issues identified in this interim report. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified issues affecting delivery operations and property conditions at the River Road Station. Specifically, we found issues with five of the areas we reviewed (see Table 2). In addition, we identified issues with unattempted delivery of advertisement mailpieces.

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 June 22, 2026.

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 Postal Service uses credit cards, called Voyager cards, to pay for commercially purchased fuel, oil, and routine maintenance for its vehicles.
11 The capping report project number is 26-103.

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

- Arrow Keys – We observed the procedures for safeguarding arrow keys and did not identify any issues but did identify issues with the management of arrow keys (see [Finding #3](#)).
- Carrier Separations and Transfers – We analyzed employee data from April 18 through May 29, 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 December 1, 2025, through May 28, 2026, and identified five premium fuel purchases. We did not identify any recurring systemic issues.

Finding #1: Delayed Mail

What We Found

On the morning of June 23, 2026, we identified 11,105 delayed mailpieces¹² at 24 out of 31 carrier cases; the hotcase; the missent, missorted, and missequenced mail (3M) case; and in hampers on the workroom floor and in the parking lot. Specifically, we identified 4,836 letters, 5,455 flats, and 814 packages. Management did not accurately report this mail in the Delivery Condition Visualization (DCV)¹³ system.

Management reported only 7,289 delayed mail pieces in the DCV system, which was 66 percent of the delayed mail we identified in the unit. See Table 3 for the number of pieces for each mail type and Figures 2 and 3 for examples of delayed mail found at the hot case and 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	3M Case	Hampers	Total Count of Delayed Mail
Letters	3,805	793	238		4,836
Flats	5,113	259	83		5,455
Packages	34			780	814
Totals	8,952	1,052	321	780	11,105

Source: OIG count of delayed mailpieces identified during our visit on June 23, 2026.

Why Did It Occur

Management did not verify that all mail was delivered timely or properly report any delayed mail because it did not provide sufficient oversight of delivery operations or manage staffing and mail volume fluctuations. On June 22, 2026, three carriers took unscheduled leave, and staffing was already strained because eight carriers were on scheduled leave. Also, management assigned the delivery of those routes to City Carrier Assistants, who brought back undelivered mail because they were unfamiliar with the routes. In addition, management did not adequately plan for the known holiday¹⁵ and resulting schedule to ensure sufficient staffing and processing capacity. This led to higher-than-normal volume that carried over into

Saturday and Sunday and ultimately contributed to heavier mail volume on Monday. Additionally, delayed mail accumulated in the hot case because one of the two clerks responsible for daily processing was out for the week, and management did not provide adequate coverage to keep up with the incoming volume.

Further, supervisors did not enforce the use of the PS Form 1571 to document undelivered mail. Several carriers we interviewed stated that they did not know what a PS Form 1571 was for, leaving management without the necessary documentation to track or respond to delayed mail trends. The PM supervisor stated that he estimated the amount of delayed mail reported in the DCV system.

¹² Count of mail included individual piece counts and OIG estimate based on Postal Service conversion factors in Handbook M-32, *Management Operating Data Systems*, Appendix D.
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 Postal Service delivery operations were closed due to the Juneteenth holiday on June, 19, 2026.

Figure 2. Delayed Mail at the Hot Case



Source: OIG photo taken before carriers arrived on the morning of June 23, 2026.

Figure 3. Examples of Delayed Mail in Carrier Cases



Source: OIG photos taken before carriers arrived on the morning of June 23, 2026.

What Should Have Happened

Management should have followed required procedures to verify that all committed mail was delivered daily. Postal Service policy¹⁶ states that all types of First-Class Mail, Priority Mail, and Priority Mail Express are always committed for delivery on the day of receipt. In addition, managers are required¹⁷ to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in the DCV system. Further, management must update the DCV system if volumes have changed prior to the end of the business day. In addition, policy¹⁸ states that delivery units must follow the redline process, which includes carriers completing a PS Form 1571 for any undelivered mail brought back to the delivery unit.

Effect on the Postal Service and Its Customers

When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. In addition, inaccurate reporting of delayed mail in 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.

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

¹⁷ Informed Visibility Delivery Conditions Visualization, Report Notes, October 8, 2025.

¹⁸ Redline Policy Standard Operating Procedures.

Finding #2: Package Scanning

What We Found

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

We reviewed package scanning data for scans that occurred at the unit and removed any potentially accurate scans performed.¹⁹ In total, employees improperly scanned 479 packages at the delivery unit between March and May 2026 (see Table 4). Further analysis of the STC scan data for these packages showed that 80.4 percent of them were scanned “Delivered.”

Table 4. STC Scans at Delivery Unit

STC Scan Type	Count	Percent
Delivered	385	80.4
No Secure Location Available	75	15.7
Return to Sender	6	1.3
Receptacle Full / Item Oversized	5	1.0
Delivery Attempted – No Access to Delivery Location	4	0.8
No Authorized Recipient Available	3	0.6
Refused	1	0.2
Total	479	100

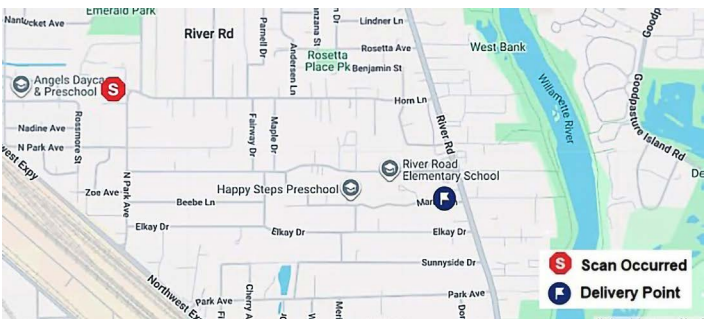
Source: OIG analysis of the Postal Service’s PTR System data.

On the morning of June 23, 2026, before carriers arrived for the day, we judgmentally selected 30 packages from the carrier cases to review and

analyze scanning and tracking history. Of the 30 sampled packages, five (16.7 percent) had improper scans or handling issues, including:

- Three packages were scanned delivered, which should only be performed when a package is successfully left at the customer’s delivery address.
- Two packages were scanned “Delivery Attempted – No Access to Delivery Location.” One was scanned at the unit while the other was scanned 1.2 miles away from the delivery point (see Figure 4). Scans should be made as close to the delivery point as possible.

Figure 4. Scan Away From the Delivery Point in Eugene, OR



Source: Postal Service Single Package Look Up.

Why Did It Occur

These scanning issues occurred because management and carriers were unfamiliar with proper scanning procedures. For example, unit management thought that “Vacation Hold” packages should be scanned as “Delivered.”

¹⁹ This data does not include scans that could properly be made at a delivery unit, such as “Delivered - PO Box” and “Customer (Vacation) Hold.” Additionally, PO Box scans at the unit were only counted when the delivery point was an address away from the unit. This category does not include mail addressed for a PO Box.

What Should Have Happened

Management should have instructed carriers on the proper scanning procedures. The Postal Service's goal is to ensure proper delivery attempts for mailpieces to the correct address,²⁰ which includes scanning packages at the time and location of delivery.²¹

Effect on the Postal Service and Its Customers

Customers rely on accurate scan data to track their packages in real time. When employees do not

scan mailpieces correctly, customers are unable to determine the actual status of their packages. By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance the customer experience and the Postal Service brand.

Postal Service Response

The Postal Service agreed with this finding.

²⁰ *Delivery Done Right the First Time* stand-up talk, March 2020.

²¹ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

Finding #3: Arrow Keys

What We Found

Unit management did not properly update the arrow key inventory log. On the morning of June 24, 2026, we reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)²² system and conducted a physical inventory of keys at the unit. Unit management reported 35 keys in RADAR as "In-Use" or "Damaged." Based on our physical review of arrow keys at the unit, we found 33 modified arrow lock (MAL)²³ keys that were not recorded in RADAR. In addition, we also found that supervisors and carriers were not always signing the daily log to document assigned keys.

Why Did It Occur

Management did not provide sufficient oversight to properly manage the arrow keys and account for the keys daily. Specifically, management did not conduct an accurate and thorough inventory of arrow keys at the unit. The station manager acknowledged that he did not properly verify the inventory during monthly RADAR certifications. Specifically, he assumed the keys were a complete set and therefore did not track the attached modified arrow lock keys.

What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,²⁴ management must keep an accurate inventory of all arrow keys.

In addition, policy states that a supervisor or clerk must supervise employees signing out keys on the inventory log. Upon return, arrow keys should be deposited in a secure location, and a supervisor or clerk must verify that all keys have been returned and accounted for daily.

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.

²² The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

²³ A modified arrow lock key is a type of arrow key.

²⁴ *Standard Work Instruction: U.S. Postal Service Arrow Key Guidebook*, dated March 2025.

Finding #4: Property Conditions

What We Found

We found safety and security issues related to property conditions at River Road Station.

Property Safety

- The workroom floor air conditioning unit was not working.

Property Security

- A retail window drawer containing money and a stack of unopened money orders²⁵ was left inside an open, unattended safe in the unit (see Figure 5).
- Signs stating that vehicles may be subject to search were not posted in the employee parking lot.

Figure 5. Money Drawer for Retail Window In Open, Unattended Safe



Source: OIG photos taken on June 24, 2026.

Why Did It Occur

Management did not take appropriate action to ensure that identified safety and security issues were resolved. The HVAC system had been inspected and the work order closed on May 8, 2026, but unit management did not elevate or follow up

on the continued failure of the workroom floor air conditioner. After the audit team asked about the issue on June 25, 2026, unit management reported the problem in the Electronic Facilities Management System (eFMS).²⁶

Management was aware that the money drawer's locking mechanism was inoperable but did not secure its contents using an alternative method while waiting for repairs to be completed. Also, management overlooked that the "Subject to Search" signage was not posted in the employee parking lot.

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 requires²⁷ management to maintain a safe environment for employees and customers. Postal Service policy also requires management to safeguard money orders and other accountable items.

According to policy,²⁸ 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.

Management Corrective Action:

During our visit, unit management took the damaged money drawer from the safe and secured it in the manager's office as soon as our audit team brought it to their attention.

Postal Service Response

The Postal Service agreed with this finding.

²⁵ Unopened Money Orders are accountable items.

²⁶ eFMS is a USPS management system for administering property related repairs.

²⁷ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.

²⁸ Handbook RE-5, *Building and Site Requirements*, Site Security, 2-2.4 – Site Signage, September 2009.

Finding #5: Unattempted Delivery

What We Found

Unit management did not properly ensure that Marketing Mail²⁹ was delivered to customers. We found approximately two feet of discarded advertisement mailpieces that were scheduled for delivery during June 2026. The mailpieces were in a container designated for recyclable materials being discarded. They were in sequential address order, the order in which a mail carrier delivers mail for a route. When we brought the discarded mail to the attention of the supervisor on duty, the supervisor stated that they were unaware the mail was in the container.

Why Did It Occur

Management stated that they had instructed clerks to ensure that the containers did not contain First-Class Mail but overlooked verifying that deliverable advertising mail was not discarded in Undeliverable Bulk Business Mail (UBBM) containers.

What Should Have Happened

Management should have checked³⁰ the UBBM container for deliverable mail and enforced delivery of all deliverable items.³¹

Effect on the Postal Service and Its Customers

When mail is not delivered, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. Also, there is a risk that the mailer may discontinue using the Postal Service for such mailings, which would result in lost revenue. Additionally, discarding deliverable mail is against the Postal Service's mission to service the American people through providing frequent, reliable, safe and secure delivery of mail, packages and other communications to all Americans.

Postal Service Response

The Postal Service agreed with this finding.

²⁹ Marketing Mail is mail matter not required to be mailed as First-Class Mail or Periodicals, which mailers can use to send specific types of mail such as flyers, circulars, and advertising.

³⁰ *Standard Work Instruction: Backhaul Recycling UMM and Paper.*

³¹ *Standard Work Instruction: Saturation Mailings*, updated December 20, 2022.

Appendix A: Additional Information

We conducted this audit from June through August 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 River Road Station, Roseburg MPO, and Southside 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 was sufficiently reliable for the purposes of this report.

Appendix B: Management's Comments



August 5, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: River Road Station, Eugene, OR: Delivery Operations
(Report Number 26-103-1-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings contained in the draft audit report, *River Road Station, Eugene, OR: Delivery Operations*.

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

Management has begun taking steps to address the five findings.

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

Package Scanning: Management will provide a service talk on proper scanning procedures and conduct reviews to monitor compliance.

Arrow Keys: Management 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 two of the security issues found during the audit and is working to abate the safety issues found during the audit, which requires the submission of workorders for assistance from other resources.

Unattempted Delivery: Management has reiterated the requirement to discard UBBM (Undeliverable Bulk Business Mail). Clerks or supervisors check UBBM before discarding to ensure it does not contain live mail. Reviews will be conducted to monitor for compliance.

E-SIGNED by ERIC D GILBERT
on 2026-08-06 11:41:41 EDT

Eric D. Gilbert
District Manager, ID-MT-OR District

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

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