

Maryland District: Delivery Operations in the Baltimore Area

AUDIT REPORT

Report Number 26-077-R27 | October 1, 2026



**Loch Raven
Branch**



**Raspeburg
Station**



**Hampden Roland
Park Station**



**Nottingham
Branch**



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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

October 1, 2026

MEMORANDUM FOR: LORA M. MCLUCAS
MANAGER, MARYLAND DISTRICT

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

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

SUBJECT: Audit Report – Maryland District: Delivery Operations in the Baltimore Area (Report Number 26-077-R27)

This report presents the results of our audits of mail delivery operations in the Maryland District in the Atlantic Area.

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 Valeta Bradford, Audit Manager, or me at 703-248-2100.

Attachment

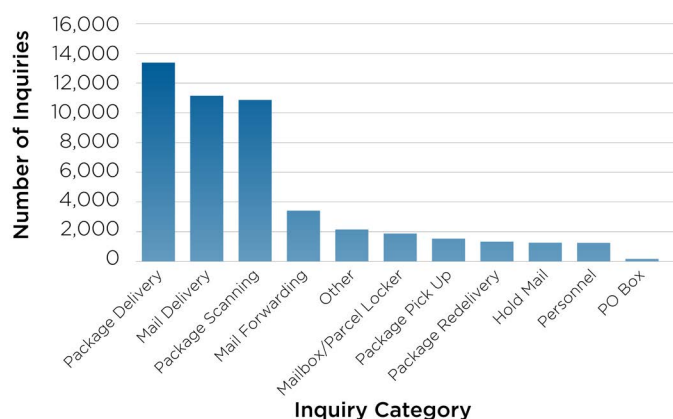
cc: Postmaster General
Chief Retail & Delivery Officer & Executive Vice President
Vice President, Delivery Operations
Vice President, Retail & Post Office Operations
Vice President, Atlantic Area Retail & Delivery Operations
Director, Retail & Post Office Operations Maintenance
Corporate Audit and Response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

Table 1. Service Area and Population

Delivery Units	Service Area and ZIP Codes	Population	City Routes	Rural Routes
Hampden Roland Park Station	21210, 21211	31,941	29	0
Loch Raven Branch	21204, 21252, 21286	47,721	46	0
Nottingham Branch	21236, 21128, 21162	62,923	34	14
Raspeburg Station	21206	49,309	29	0
Total	9	191,894	138	14

Source: OIG analysis of Postal Service National Labeling List and Census data.

We conducted a text analysis of C360 inquiries for the entire Maryland District between February 1 and June 30, 2026. In total, we reviewed and categorized the customer notes for 49,392 inquiries.⁷ See Figure 2 for the results.

Figure 2. C360 Inquiry Analysis

Source: OIG analysis of C360 inquiries.

Package delivery, mail delivery, and package scanning issues made up the majority of the C360 comments. Specifically:

- Within Package Delivery, the most common subcategories included delivery, delayed

packages in transit, and missing/undelivered package issues.

- Within Mail Delivery, the most common subcategories included lack of delivery, missing mail, and missing mail from Informed Delivery⁸ issues.
- Within Package Scanning, the most common subcategories included tracking status and package location, missing/incorrect delivery scan, and false delivery scan issues.

We also analyzed the Postal Service's Triangulation Report⁹ to determine how the Maryland District performed for mail and package delivery in relation to all 50 Postal Service districts. The Postal Service provides an opportunity ranking that lists all 50 districts from 1 through 50, where 1 indicates the lowest performing district and 50 is the top performing district. For the period April 1 through June 30, 2026, the Maryland District had an average opportunity ranking of 23 (46th percentile) for mail delivery and an above average opportunity ranking of 33 (66th percentile) for package delivery when compared to the other districts. See [Table 2](#) for the results of our analysis.

⁷ We analyzed 52,050 inquiries and excluded 2,658 outliers — resulting in 49,392 records with at least 40 characters used to create the model by category.

⁸ Informed Delivery is a free and optional notification service that gives residential customers the ability to digitally preview their letter-sized mail and submit inquiries for mailpieces that were expected for delivery but have not arrived.

⁹ The Triangulation Report is designed to provide the health of operations within a delivery unit regarding mail and package delivery. The report includes an analysis of several key performance indicators including C360 inquiries, Leg 1 and Leg 3 failures, route coverage, employee availability, and scanning integrity.

Table 2. Maryland District Average Ranking Compared to All 50 Districts

Month	Mail Delivery Opportunity Rank	Package Delivery Opportunity Rank
April 2026	25	30
May 2026	23	34
June 2026	22	35
Average	23	33

Source: Postal Service Triangulation Report.

We reviewed employee retention data obtained from Workforce¹⁰ for the Maryland District from July 1, 2025, through June 30, 2026. During this period, the district hired 2,276 new carriers and clerks and retained 1,041 (45.7 percent) of them. Overall, the Maryland District had a lower than average employee retention record when compared to some other districts we recently audited (see Table 3). In addition, the district had 681 authorized Executive and Administrative Schedule (EAS)¹¹ positions, of which 649 employees (4.7 percent vacancy rate) were on the rolls as of August 6, 2026.

Table 3. District Retention Information for Carriers and Clerks

District Audited	Retention Percent	One-Year Hiring Time Period
LA	51.8	Mar. 2025 – Feb. 2026
VA	43.9	Apr. 2025 – Mar. 2026
FL 3	60.9	May 2025 – April 2026
MD	45.7	July 2025 – June 2026

Source: Postal Service Workforce System.

Maryland District management stated that the district holds meetings regularly to discuss employee complement and participates in various hiring events/job fairs to recruit potential employees. In addition, the district follows the 511 National Initiative (“Improving the Employee Experience – First 90 Days”).¹² New employees are educated on what the job entails and evaluated at 30/60/90-day intervals to discuss work satisfaction and other work-related issues. Once employees are onboarded, district management stated that it follows the New Employee Experience and Retention Program (NEERP)¹³ and the New Employee Mentoring Program (NEMP)¹⁴ to coach and retain employees. The Postal Service uses these programs to help the district retain employees by acclimating them to their jobs while supporting a work-life balance. The human resources manager stated that management also conducts exit interviews to determine the reason an employee is leaving. The manager stated that most city carrier assistants¹⁵ leave due to unstructured, odd work hour schedules.

¹⁰ Workforce is a centralized hub that links to staff planning, insights, and analytics.

¹¹ EAS is a salary structure that applies to most managerial and administrative employees.

¹² This is a Postal Service program that focuses on recruiting and hiring non-career workforce and standardizing onboarding processes within the first 90 days to improve the employee experience.

¹³ NEERP, implemented nationally July 1, 2025, was designed to improve communication between new letter carriers and their managers and co-workers. The program provides work experience that gives new letter carriers the ability to learn their jobs at a more moderate pace and continuing education beyond the Carrier Academy and the on-the-job instruction stages.

¹⁴ NEMP, implemented nationally July 1, 2025, provides a formal mentoring relationship and training program between the mentors and mentees. Mentors and mentees meet regularly to discuss and address concerns, provide encouragement and advice, conduct performance-related discussions and evaluations, and identify potential training needs.

¹⁵ City carrier assistants are temporary workers that the Postal Service hires to supplement its regular workforce.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations in the Maryland District of the Atlantic Area.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,¹⁶ carrier separations and transfers, Voyager card¹⁷ transactions, property safety and security conditions, and package separations. Specifically, we reviewed delivery metrics that included the number of routes and carriers, mail arrival times, reported delayed mail volumes, STC scan data, and carrier complement records. During our site visits, we observed and assessed the operations and procedures within these categories and consulted with unit personnel regarding the issues we identified.

In addition to summarizing our findings at the four delivery units, we analyzed service performance scores for First-Class Mail, Marketing Mail,¹⁸ Priority Mail,¹⁹ and Ground Advantage²⁰ products, and reviewed carrier and clerk retention levels within the

Maryland District. We discussed our observations and conclusions, as summarized in Table 4, with management on September 10, 2026, and included its comments, where appropriate. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified service performance issues across the Maryland District and delivery operations and property condition issues at the delivery units audited (see Table 4). Specifically, we found delayed mail, arrow key, and property condition issues at all four units. In addition, we found package scanning issues at two units, and Voyager card transaction issues at one unit. Further, the Postal Service generally met its service performance targets for Priority Mail and Ground Advantage products but not for First Class Mail and Marketing Mail within the district. Our findings and recommendations provide opportunities for the Postal Service to remedy systemic issues and improve field operations, ultimately improving service to the customer.

Table 4. Summary of Issues Identified

Audit Area	Deficiencies Identified - Yes or No			
	Hampden Roland Park Station	Loch Raven Branch	Nottingham Branch	Raspeburg Station
Delayed Mail	Yes	Yes	Yes	Yes
Package Scanning	Yes	Yes	No	No
Arrow Keys	Yes	Yes	Yes	Yes
Voyager Card Transactions	No	No	No	Yes
Property Conditions	Yes	Yes	Yes	Yes
Carrier Separations & Transfers	No	No	No	No

Source: Interim reports from select units.

¹⁶ An arrow key is a distinctively shaped key 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.

¹⁷ The U.S. Postal Service uses credit cards, called Voyager cards, to pay for commercially purchased fuel, oil, and routine maintenance for its vehicles.

¹⁸ Marketing Mail is mail matter not required to be mailed as First-Class Mail or Periodicals that mailers can use to send specific types of mail such as flyers, circulars, and advertisements.

¹⁹ Priority Mail is an expedited service for shipping mailable matter, subject to certain standards, such as size and weight limits, that includes tracking and delivery expected in one to four business days.

²⁰ Ground Advantage is a service that provides an affordable and reliable way to send packages under 70 pounds inside the U.S. within two to five business days.

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

- Carrier Separations and Transfers – We analyzed employee data from July 1, 2025, to June 30, 2026. All carriers assigned to the units either reported to work or were accounted for by management during this time, indicating no issues with carrier separations and transfers.

Finding #1: Service Performance in the Maryland District

What We Found

We visited four delivery units in the Maryland District on the morning of April 14, 2026, and identified 9,595 pieces of delayed mail left from the prior day.²¹ See Table 5 for the number of pieces by mail type and location and [Figure 3](#) for examples of delayed mail found in the carrier cases. Management at

all four units did not accurately report this mail as undelivered in the Delivery Condition Visualization (DCV) system.²² In addition, management at the Loch Raven Branch, Nottingham Branch, and Raspeburg Station did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,²³ to document undelivered mail brought back to the delivery unit.

Table 5. Types of Delayed Mail

Types of Mail	Hampden Roland Park Station	Loch Raven Branch	Nottingham Branch	Raspeburg Station	Total Count of Delayed Mail
Carrier Cases:					
Letters	279	1,052	322	1,394	3,047
Flats	16	1,385	17	378	1,796
Packages	0	6	81	0	87
Other Areas:					
Hot Cases	0	1,028	488	443	1,959
Hold Mail Overflow	0	994	0	0	994
3M Mail ²⁴	1,712	0	0	0	1,712
Totals	2,007	4,465	908	2,215	9,595

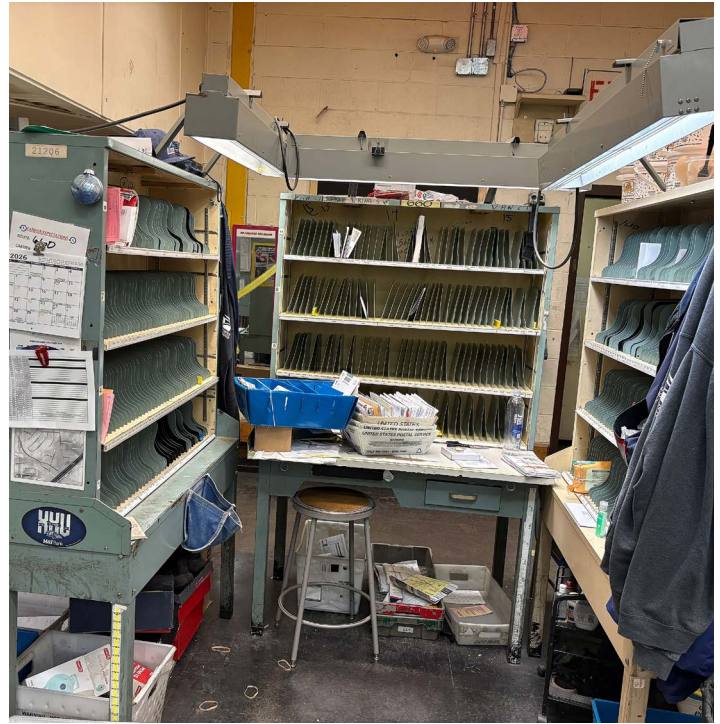
Source: OIG count of delayed mailpieces identified during our visit April 14, 2026.

²¹ The delayed mail we identified included individual piece counts and estimates based on conversion factors in the Management Instruction PO-610-2007-1, *Piece Count Recording System*.

²² The DCV system is a tool used 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.

²³ PS Form 1571 lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

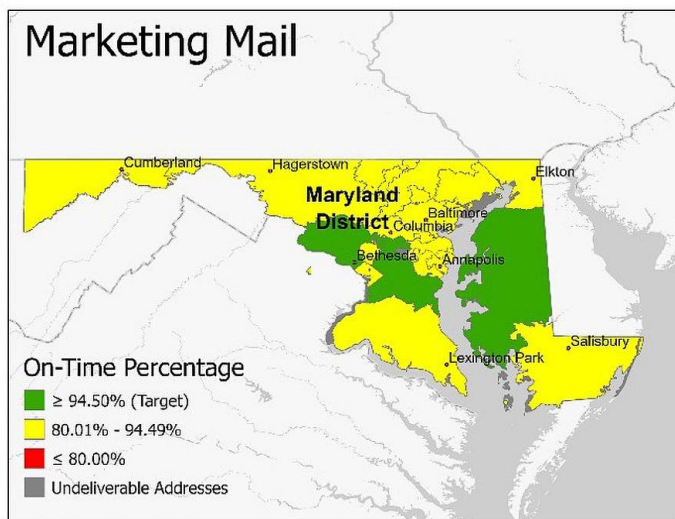
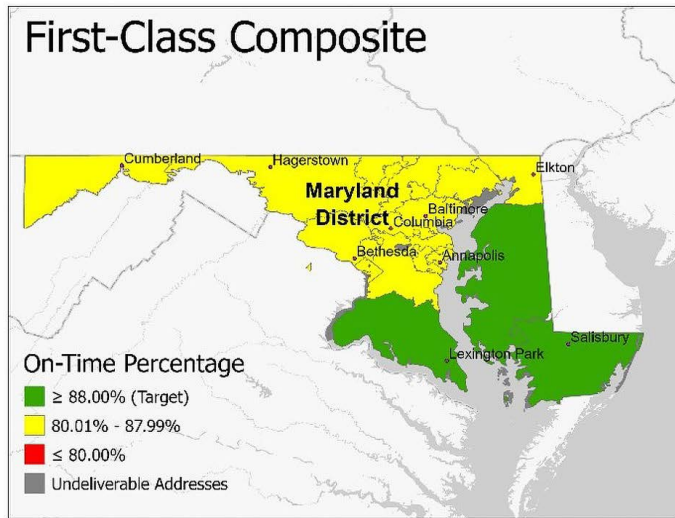
²⁴ 3M Mail is missent, missorted, or missequenced mail. These are letters or flats that ended up on a mail carrier's route by mistake. They might belong to a different street, a different section of the route, or an entirely different post office.

Figure 3. Examples of Delayed Mail**Loch Raven Branch
Hot Case****Raspeburg Station
Carrier Case**

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

We analyzed service performance scores for First-Class Mail, Marketing Mail, Priority Mail, and Ground Advantage products mailed within the Maryland District between January 1, and June 30, 2026. We found that Priority Mail and Ground Advantage products met the targets for most of the district; however, First-Class Mail and Marketing Mail fell below the targets for much of the district. See [Figure 4](#) for heat maps showing the performance of each product in the Maryland District.

Figure 4. Service Performance Heat Maps by 3-Digit ZIP Code in the Maryland District Between January 1 and June 30, 2026



Source: OIG analysis of Postal Service Informed Visibility (IV) and Enterprise Data Warehouse (EDW) data. IV provides comprehensive and integrated capabilities for data-driven real-time service performance measurement and diagnostics of market-dominant products, mail inventory, and predictive workloads of all mail to include packages and end-to-end tracking and reporting for mail. EDW is a repository intended for all data and the central source for information on retail, financial, and operational performance.

We also analyzed service performance scores for the same period for mail being sent from the district to other locations (outbound) in the nation and mail coming into the district from other locations (inbound) in the nation. Overall, we found that inbound and outbound First-Class Mail, Marketing Mail, Priority Mail, and Ground Advantage products did not meet established targets in much of the district.

Although service performance failures for these types of mail could be attributed to a plant or delivery unit outside the district, the failures may negatively affect customer perceptions within the district. District management stated that it holds daily Integrated Operations and Planning meetings with plant and logistics personnel to discuss mailflow issues and weekly meetings with headquarters and area personnel to remedy service issues. Management also stated that it uses various resources and tools

to identify and monitor service performance and operational deficiencies. These include Package Backlog reports, Leg 1 and Leg 3 data, Triangulation reports, the DCV system, Power BI²⁵ data visualization dashboards, internal reviews, Mail Arrival Quality/ Plant Arrival Quality (MAQ/PAQ),²⁶ and C360 inquiries.

Further, we reviewed the reporting of delayed mail in the entire district for April 13, 2026, and found, of the 262 units listed in the DCV system, 39 units (15 percent) reported 26,935 total pieces of delayed mail that day.

Why Did It Occur

Management did not follow established procedures and did not provide sufficient oversight to verify that all mail was cleared from the unit and report any delayed mail. Management did not enforce or use the redline process²⁷ consistently or conduct thorough walkthroughs to confirm that carrier cases were cleared of mail. Specifically:

- The Hampden Roland Park Station PM supervisor stated that the route with the most delayed mail was assigned to a newer city carrier assistant who was unfamiliar with the route, and the supervisor did not check this mail when the carrier returned to the unit.
- The Loch Raven Branch supervisor's desk did not have a clear line of sight for observing returning mail carriers, and supervisors did not perform walkthroughs to ensure carrier cases were empty.
- Nottingham Branch management did not accurately report delayed mail in the DCV system

because it was not aware of all the delayed mail in the building.

- Raspeburg Station management acknowledged that it did not enforce delayed mail procedures consistently and did not report delayed mail in the DCV system because it did not consider the mail delayed.

What Should Have Happened

Management should have followed required procedures to ensure that all committed mail was delivered daily. Postal Service policy²⁸ states that all types of First-Class Mail, Priority Mail, and Priority Mail Express are always committed for delivery on the day of receipt. Further, the policy states²⁹ 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, management is required³⁰ 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.

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. For example, in our analysis of the C360 inquiries detailed in the [Background](#), we found multiple instances of customers reporting mail and package delivery delays. In addition, inaccurate delayed mail reporting provides management at the local, district, area, and headquarters levels with an unreliable status of mail delays and can result in improper actions taken to address issues.

²⁵ Microsoft Power BI is a suite of business intelligence and data visualization tools.

²⁶ The MAQ/PAQ system facilitates communication and resolution of issues with the movement of mail, including mail between postal facilities.

²⁷ The redline process is a standardized framework encompassing manager and carrier responsibilities after carriers return to the delivery unit upon completion of delivery assignments.

²⁸ *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

²⁹ Redline Policy Standard Operating Procedures.

³⁰ *Informed Visibility Delivery Conditions Visualization*, Report Notes, October 8, 2025.

Management Actions

During our audit, district management provided training to managers and employees at all four units on proper delivery practices and the reporting of delayed mail. This included training on the redline process, DCV procedures, and PS Form 1571 completion.

Recommendation #1

We recommend the **District Manager, Maryland District**, train managers and employees at all delivery units in the district on the proper procedures for checking and reporting delayed mail.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management stated that it would hold a virtual training session with delivery unit managers in the district on the proper procedures for checking and reporting delayed mail. Management will also reiterate the redline process and curtailed and delayed mail reporting requirements in stand-up talks with managers and employees at all delivery units. The target implementation date is December 31, 2026. See [Appendix B](#) for management's comments in their entirety.

OIG Evaluation

The OIG considers management's comments responsive to recommendation 1 as corrective actions should resolve the issues identified.

Finding #2: Package Scanning and Handling

What We Found

We identified package scanning and handling issues at the Hampden Roland Park Station and Loch Raven Branch. Employees improperly scanned a total of 708 packages at the two units instead of at the recipients' delivery point, between December 2025 and February 2026 (see Table 6). Further analysis of STC scan data for these packages showed that about 84 percent were scanned "Delivered." This data did not include scans that could properly be made at a delivery unit such as "Delivered – PO Box" and "Customer (Vacation) Hold," but rather represented scans that should routinely be made at the point of delivery.

Table 6. STC Scans at Delivery Units

STC Scan Type	Hampden Roland Park Station	Loch Raven Branch	Total	Percent
Delivered	17	575	592	83.6
Delivery Attempted – No Access to Delivery Location	82	26	108	15.3
Receptacle Full/Item Oversized	5	2	7	1.0
No Secure Location Available	0	1	1	0.1
Total	104	604	708	100

Source: OIG analysis of Postal Service's Product Tracking and Reporting (PTR) System data between December 2025, and February 2026. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

We also reviewed 4,170 scans occurring away from Hampden Roland Park Station and the Loch Raven Branch and more than 1,000 feet³¹ from the intended delivery point between December 1, 2025, and February 28, 2026 (see Table 7). We removed scans

that could have been performed within policy, such as "Animal Interference" and "Unsafe Conditions." Our analysis of the STC scan data for these packages showed that about 99 percent were scanned as "Delivered."

Table 7. STC Scans Over 1,000 Feet Away From the Delivery Point

STC Scan Type	Hampden Roland Park Station	Loch Raven Branch	Count	Percent
Delivered	4,015	104	4,119	98.8
Delivery Attempted – No Access to Delivery Location	25	12	37	0.9
Delivered to Agent for Final Delivery	0	11	11	0.3
Receptacle Full/Item Oversized	3	0	3	0.1
Total	4,043	127	4,170	100*

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

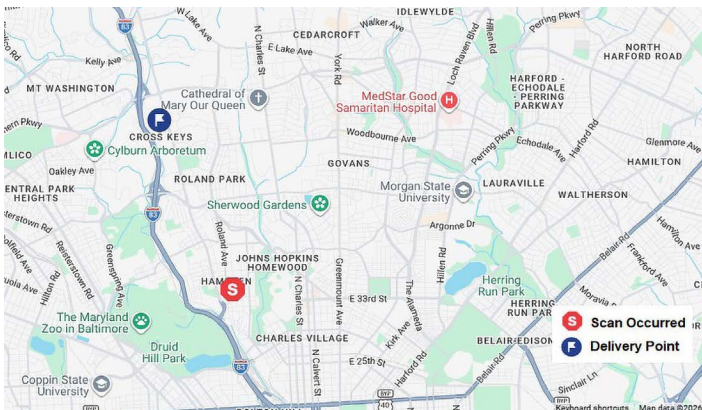
*Total percentage does not total 100 percent due to rounding.

³¹ Packages are expected to be scanned within a designated buffer distance from the delivery point. The OIG evaluates any package that was scanned more than 1,000 feet from the delivery point.

On the morning of April 14, 2026, before carriers arrived for the day, we selected 97 packages from the carrier cases to review and analyze the scanning and tracking history at all four units. Of the 97 packages, we identified that 22 (22.7 percent) had improper scans or handling issues at the Hampden Roland Park Station and the Loch Raven Branch,³² including:

- Fourteen packages scanned “Delivery Attempted – No Access to Delivery Location” were scanned between 0.2 and 2.5 miles away from the delivery points. Scans should be made as close to the delivery point as possible. See Figure 5 for an example.
- Three packages were scanned “Held at Post Office at Customer Request,” however, there were no customer hold requests for these packages.
- Three packages were scanned “Delivered, In/At Mailbox,” which should only be performed when a package is successfully left at the customer’s delivery point.
- Two packages were scanned “Delivered,” which should only be performed when a package is successfully left at the customer’s delivery address.

Figure 5. Scan Made 2.5 Miles Away From the Delivery Point in Baltimore, MD



Source: Postal Service Single Package Look Up.

Further, employee scanner login barcodes were not properly managed at the Loch Raven Branch. Several carrier cases contained a sticker with the employee badge barcode, which could allow employees to log into a scanner as someone else.

Why Did It Occur

The scanning issues occurred because unit management did not monitor the type of scan or location where carriers scanned packages. Management at both Hampden Roland Park Station and Loch Raven Branch stated that its review of scanning exceptions focused on verifying that all packages received an STC scan. In addition:

- Hampden Roland Park Station management attributed the scans made 1,000 feet away from the delivery point to the geofence³³ location to the carrier scanners not corresponding to the actual point of delivery for two large business customers. Since the unit was unaware of the scanning errors, it did not take steps to update the delivery points’ geofence location.
- Loch Raven Branch management stated that it relied on the district to alert it of scanning issues. Management also stated that the carriers should have used firm sheets³⁴ to correctly capture the STC scan when delivering multiple packages at one delivery address. In addition, some carriers stated that they sometimes forgot to scan packages when a delivery attempt was unsuccessful and later scanned the package to stop the clock.

Lastly, management at Loch Raven Branch did not notice that the employee login barcodes were left unsecured on the carrier cases.

What Should Have Happened

Management at the two units should have monitored scan performance daily and enforced compliance. Management should have also verified and updated incorrect geofencing coordinates for delivery points. The Postal Service’s goal is to ensure proper delivery

³² We did not identify any scanning issues with the 37 total packages selected at Nottingham Branch and Raspeburg Station.

³³ A geofence system is based on the concept of virtual geographic zones.

³⁴ A firm sheet combines deliveries for a single address on one form so a carrier can scan just one barcode when delivering multiple packages to a single address.

attempts for mailpieces to the correct address,³⁵ which includes scanning packages at the time and location of delivery.³⁶ In addition, the Postal Service must adhere to information security policies that will safeguard the integrity, confidentiality, and availability of Postal Service information and protect the interests of its personnel and the public.³⁷

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. Package scanning inquiries were the third most common C360 inquiry type in the district, as demonstrated in [Figure 2](#). In addition, the Postal Service risks accidental or intentional unauthorized use of its information technology assets when employee barcodes are not protected. By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance the customer experience and the Postal Service brand.

Management Actions

During this audit, district management provided evidence that managers and employees at the two units were trained on the standard operating

procedures governing package scanning and handling and tracking scanning performance. District management also provided evidence that unit managers are properly monitoring package scanning at the units. Lastly, district management verified that employee login barcodes are secured at the Loch Raven Branch.

Recommendation #2

We recommend the **District Manager, Maryland District**, update the geofencing coordinates for the two large business customers at the Hampden Roland Park Station.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation.

Management stated that it will conduct a Global Positioning System audit of the two large business customers at the Hampden Roland Park Station to determine mail delivery locations. The target implementation date is December 31, 2026.

OIG Evaluation

The OIG considers management's comments responsive to recommendation 2 as corrective actions should resolve the issues identified.

³⁵ *Delivery Done Right the First Time* stand-up talk, March 2020.

³⁶ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

³⁷ *AS-805 Information Security*, September 2022.

Finding #3: Arrow Keys

What We Found

Management at three units did not properly manage its arrow keys and did not properly safeguard arrow keys at one unit. On the morning of April 15, 2026, we reviewed the four units' arrow key certifications listed in the Retail and Delivery Applications and Reporting (RADAR)³⁸ system and conducted a physical inventory of keys at the units. The RADAR system listed a combined 246 keys as "In-Use," "In-Vault," or "Damaged" at the units.

Based on our physical review at the units, we found that 32 of the 246 keys were missing/lost and 60 additional keys were not recorded in the system at Loch Raven Branch, Nottingham Branch, and Raspeburg Station (see Table 8). Loch Raven Branch and Raspeburg Station management did not report 29 of the 32 missing/lost keys to the U.S. Postal Inspection Service.

Table 8. Arrow Keys at the Delivery Units

Unit Name	In Use/In Vault	Damaged	Missing/Lost	Additional Keys, Not Listed in RADAR
Hampden Roland Park Station	65	4	0	0
Loch Raven Branch	58	8	18	15
Nottingham Branch	54	6	3	4
Raspeburg Station	48	3	11	41
Total	225	21	32	60

Source: OIG count of arrow keys identified during our visit on April 15, 2026.

Hampden Roland Park Station management did not properly safeguard the arrow keys. Management secured its arrow keys in a locked cabinet; however, the key to the cabinet was kept in an unsecured desk drawer on the workroom floor, which was often unattended.

Why Did It Occur

Management at the three units did not provide sufficient oversight to properly manage arrow keys. Specifically:

- The Loch Raven Branch unit manager was not aware of the missing or extra keys because she relied on the supervisors to certify the arrow key list in the RADAR system and she did not verify that the supervisors properly reconciled the list to the physical keys on hand. Also, management did not report the missing keys to the Postal Inspection Service since it was unaware they were missing.
- The Nottingham Branch 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 branch 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.
- The Raspeburg Station manager 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

³⁸ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

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.

In addition, Hampden Roland Park Station management did not properly safeguard arrow keys because the station manager believed it was acceptable to keep the key to the arrow key cabinet in an unsecured desk drawer on the workroom floor. The station manager acknowledged that the key was in an unsecured drawer at the supervisor's desk; however, he stated that a supervisor is usually attending the desk and did not believe anyone other than a supervisor would be able to gain access to the key.

What Should Have Happened

Management should have verified that arrow key security and accountability procedures were properly followed. According to Postal Service policy,³⁹ management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the Postal Inspection Service. Further, new or broken keys must be updated on the RADAR inventory log. In addition, the policy states that arrow keys must remain secured until they are individually assigned to personnel. A supervisor or clerk must supervise employees signing out keys on the inventory log. Upon return, arrow keys should be deposited in a secure location, and a supervisor or clerk must verify all keys have been returned and accounted for daily. Unassigned keys must also be secured in a location accessible only by the postmaster or the postmaster's designee. To ensure individual accountability daily, the carrier and a supervisor or clerk must sign their name for each key distributed or returned.

Effect on the Postal Service and Its Customers

When there is insufficient oversight and supervision of accountable items, such as arrow keys, there is an 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 Actions

During our audit, management provided evidence that managers and employees at the four units received arrow key training and that the arrow key listing at the Loch Raven Branch, Nottingham Branch, and Raspeburg Station was updated in the RADAR system. In addition, management at the Hampden Roland Park Station received a lockbox and implemented a process to properly secure the key to the arrow key cabinet.

Recommendation #3

We recommend the **District Manager, Maryland District**, report the missing/lost arrow keys at the Loch Raven Branch and Raspeburg Station to the U.S. Postal Inspection Service.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management stated that it will report the missing/lost arrow keys at the Loch Raven Branch and Raspeburg Station to the Postal Inspection Service. The target implementation date is November 30, 2026.

OIG Evaluation

The OIG considers management's comments responsive to recommendation 3 as corrective actions should resolve the issues identified.

³⁹ Standard Work Instruction: U.S. Postal Service Arrow Key Guidebook, dated March 2025.

Finding #4: Voyager Card Transactions

What We Found

Raspeburg Station management did not always reconcile Voyager card transactions correctly or prevent unauthorized premium fuel purchases. 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 10 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

Raspeburg Station 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,⁴⁰ 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 high-risk Voyager card transactions such as premium fuel are not properly reconciled, there is an increased risk that the Postal Service will not identify unauthorized purchases, may not have the ability to dispute transactions, and may pay higher prices for questionable and unnecessary purchases. The unreconciled high-risk transactions at the Raspeburg Station totaled \$579.65.⁴¹

Management Actions

During our audit, management provided evidence that employees at Raspeburg Station received training on the proper procedures for reconciling vehicle fuel card purchases.

Recommendation #4

We recommend the **District Manager, Maryland District**, require management at the Raspeburg Station to properly monitor fuel card purchases and verify that all high-risk fuel transactions have an appropriate comment.

Postal Service Response

The Postal Service agreed with this finding, the associated recommendation, and the monetary impact. Management stated that it will monitor high risk transactions at the Raspeburg Station to ensure appropriate comments are entered. The target implementation date is January 31, 2027.

OIG Evaluation

The OIG considers management's comments responsive to recommendation 4 as corrective actions should resolve the issues identified.

⁴⁰ *FAMS User Guide*, Reconciliation by Exception Process, March 5, 2013.

⁴¹ We consider the \$579.65 as unsupported, unrecoverable, questioned cost due to management not properly reconciling transactions as required.

Finding #5: Property Conditions

What We Found

We found safety or security issues related to property conditions at all four units.

Property Safety:

- Seventeen fire extinguishers were missing annual inspections at the Hampden Roland Park Station, Loch Raven Branch, and Nottingham Branch. In addition, two fire extinguishers were blocked at the Loch Raven Branch and three fire extinguishers were blocked at the Nottingham Branch. Management corrected the issues during this audit.
- Postal Inspection Service doors were blocked at the Hampden Roland Park Station (see Figure 6) and Nottingham Branch. Management at both units corrected the issue during this audit.
- A large pile of wood pallets and cardboard needing disposal/recycling was present in the dock area and adjacent to stored flammables at the Loch Raven Branch – management corrected it during this audit (see Figure 7).

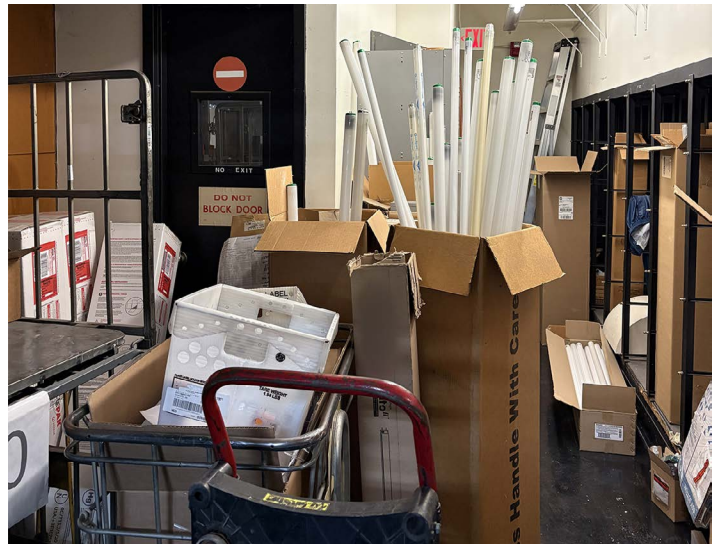
Property Security:

- “Vehicle Subject to Search” signs posted in the employee parking lot at the Loch Raven and Nottingham branches were faded and unreadable – management corrected it during this audit (see Figure 8). In addition, the color and lettering on a ‘Stop’ sign by the employee parking lot exit was faded at the Loch Raven Branch. Lastly, there was no sign posted in the employee parking lot stating that vehicles may be subject to search at the Raspeburg Station. Management at the three locations corrected the issues during this audit.
- The fencing was severely damaged with overgrown foliage at the Loch Raven and Nottingham branches (see Figure 9). During our Nottingham Branch visit, local police responded to a security breach involving an individual who robbed a postal vehicle by climbing over the damaged fence.

- The lock on an accordion door in the customer lobby at the Loch Raven Branch was broken, leaving the passport desk and retail merchandise unsecured during non-business hours. Management corrected the issue during this audit

Figure 6. Postal Inspection Service Door at the Hampden Roland Park Station

Blocked



Source: OIG photo taken on April 15, 2026.

Unblocked



Source: Postal Service photo taken on April 17, 2026.

Figure 7. Wood Pallets and Cardboard in the Loch Raven Branch Dock Area

Near Stored Flammables



Source: OIG photo taken on April 15, 2026.

Removed From Flammables



Source: Postal Service photo taken on June 24, 2026.

Figure 8. Signage at the Nottingham Branch

Blocked and Faded



Source: OIG photo taken on April 14, 2026.

Unblocked and Readable



Source: Postal Service photo taken on June 24, 2026.

Figure 9. Damaged Fencing

Loch Raven Branch



Source: OIG photo taken on April 15, 2026.

Nottingham Branch



Source: OIG photo taken on April 14, 2026

Why Did It Occur

Management at all four units did not provide sufficient oversight or take the necessary actions to verify that property condition issues were corrected. Management was unaware of most of these issues and Hampden Roland Park Station management cited other duties such as getting the mail out on time took priority. In addition, Hampden Roland Park Station and Nottingham Branch management were not aware that the monthly fire extinguisher inspections were not conducted and Loch Raven Branch management did not have a process to verify that all facility fire extinguishers were identified and inspections were completed.

Further, Loch Raven Branch, Nottingham Branch, and Raspeburg Station management did not know the employee parking lot signs were not properly posted. Lastly, Loch Raven Branch management did not address the damaged fencing or faded stop sign because it did not know how to address repairs on the leased property and did not follow up with district management to address the issue. Nottingham Branch management was not aware of the damaged fence in the 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.⁴² The Postal Service requires management to maintain a safe environment for employees and customers. The Postal Service is also required to provide signage that vehicles may be subject to search.⁴³

⁴² Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.

⁴³ Title 39, CFR, Section 232.1(b)(2), *Inspection, Recording Presence*, November 16, 1972.

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 risk of employee theft; and enhance the customer experience and Postal Service brand.

Management Actions

During our audit, management provided support showing that it took corrective actions to address the property condition issues we identified except for the damaged fences at the Loch Raven and Nottingham branches.

Recommendation #5

We recommend the **District Manager, Maryland District**, repair the damaged fences and clear the overgrown foliage on the fences at the Loch Raven and Nottingham branches.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management stated that it repaired the damaged fence and cleared the overgrown foliage at Loch Raven Branch. Management stated that it is working with other resources to abate the overgrown foliage and damaged fence at the Nottingham Branch. The target implementation date is December 31, 2026.

OIG Evaluation

The OIG considers management's comments responsive to recommendation 5 as corrective actions should resolve the issues identified.

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Raspeburg
Station

Hampden Roland
Park Station

Nottingham
Branch

Appendix A: Additional Information

We conducted this audit from July through October 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 all three components that were significant within the context of our objectives.

We assessed the reliability of IV, EDW, and Workforce 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



September 10, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Capping Report: Maryland District: Delivery Operations (26-077-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings contained in the draft audit report titled *Maryland District: Delivery Operations*.

Management generally agrees with the findings and monetary impact in the report.

Following are our comments on the five recommendations:

Recommendation 1: We recommend the **District Manager, Maryland District**, train managers and employees at all delivery units in the district on the proper procedures for checking and reporting delayed mail.

Management Response/Action Plan:

Management agrees with this recommendation. Management will hold a virtual training session with delivery unit managers in the Maryland district on the proper procedures for checking and reporting delayed mail. Management will also reiterate the Redline process and Curtailed and Delayed Mail Reporting Requirements Stand Up Talks to managers and employees at all delivery units.

Target Implementation Date: 12/31/2026

Responsible Official: Manager, Maryland District

Recommendation 2: We recommend the **District Manager, Maryland District**, update the geofencing coordinates for the two large businesses customers at the Hampden Roland Park Station.

Management Response/Action Plan:

Management agrees with this recommendation. Management will conduct a GPS Audit of the two business customers to reflect where mail is delivered.

Target Implementation Date: 12/31/2026

Responsible Official: Postmaster, Baltimore, Maryland

Recommendation 3: We recommend the **District Manager, Maryland District**, report the missing/lost arrow keys at the Loch Raven Branch and Raspeburg Station to the U.S. Postal Inspection Service.

Management Response/Action Plan:

Management agrees with this recommendation. Management will report the missing/lost arrow keys at the Loch Raven Branch and Raspeburg Station to U.S. Postal Inspection Service.

Target Implementation Date: 11/30/2026

Responsible Official: Postmaster, Baltimore, Maryland

Recommendation 4: We recommend the **District Manager, Maryland District**, require management at the Raspeburg Station to properly monitor fuel card purchases and verify that all high-risk fuel transactions have an appropriate comment.

Management Response/Action Plan:

Management agrees with this recommendation. Management will monitor high risk transactions at Raspeburg Station to ensure appropriate comments are entered.

Target Implementation Date: 01/31/2027

Responsible Official: Postmaster, Baltimore, Maryland

Recommendation 5: We recommend the **District Manager, Maryland District**, repair the damaged fences and clear the overgrown foliage on the fences at the Loch Raven and Nottingham branches.

Management Response/Action Plan:

Management agrees with this recommendation. Management has repaired the damaged fence and cleared overgrown foliage at Loch Raven branch. At Nottingham branch, management is working to abate the overgrown foliage and damaged fence which requires assistance from other resources.

Target Implementation Date: 12/31/2026

Responsible Official: Postmaster, Baltimore, Maryland

E-SIGNED by Lora McLucas
on 2026-09-10 17:39:38 EDT

Lora M. McLucas
District Manager, Maryland District

Cc: Vice President, Area Retail and Delivery (Atlantic)
Corporate Audit & Response Management

OFFICE OF INSPECTOR GENERAL UNITED STATES POSTAL SERVICE



This document contains sensitive information that has been redacted for public release. These redactions were coordinated with USPS and agreed to by the OIG.

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