

# Iroquois Station, Louisville, KY: Delivery Operations

## AUDIT REPORT

Report Number 25-074-1-R25 | June 4, 2025



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# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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June 4, 2025

**MEMORANDUM FOR:** DEREK STRISSEL  
MANAGER, KENTUCKY–WEST VIRGINIA DISTRICT

A handwritten signature in black ink, reading "Sean Balduff", is centered below the memorandum header.

**FROM:** Sean Balduff  
Director, Field Operations, Central & Southern

**SUBJECT:** Audit Report – Iroquois Station, Louisville, KY: Delivery Operations  
(Report Number 25-074-1-R25)

This report presents the results of our audit of delivery operations and property conditions at the Iroquois Station in Louisville, KY.

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

# Results

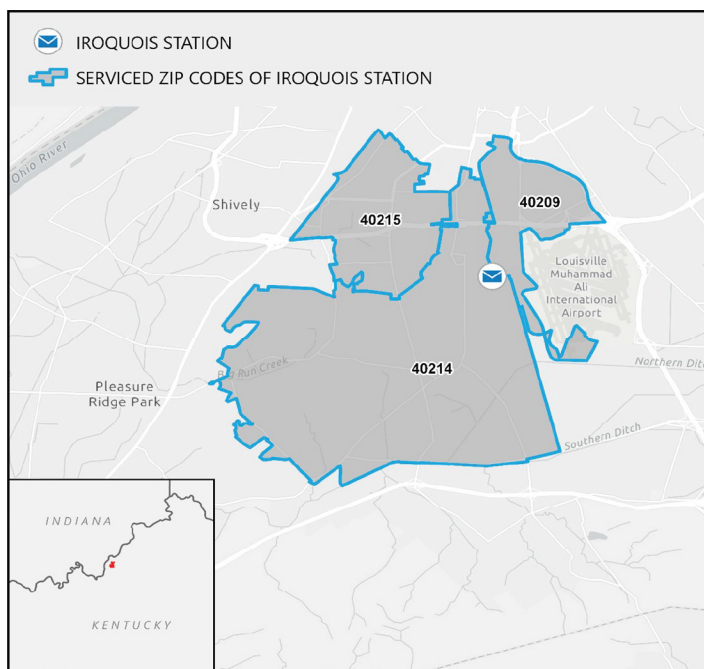
## Background

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 Iroquois Station in Louisville, KY (Project Number 25-074-1). The Iroquois Station is in the Kentucky-West Virginia (KY-WV) District of the Central Area and serves about 67,802 people in ZIP Codes 40209, 40214, and 40215, which are considered urban areas (see Figure 1).

This delivery unit has 45 city routes. From January 25 through February 21, 2025, the delivery unit had three supervisors assigned.<sup>1</sup> In addition, the unit had a relief supervisor<sup>2</sup> regularly assigned during our visit. The Iroquois Station falls under the Louisville Post Office for employee availability measurement. As of February 21, 2025,<sup>3</sup> the employee availability rate for the Louisville Post Office was 87.9 percent year-to-date for fiscal year (FY) 2025, which is under the Postal Service's retail and delivery operations employee availability goal of 93.7 percent for that year. The Iroquois Station is one of three delivery units<sup>4</sup> the OIG reviewed during the week of March 31, 2025, that are serviced by the Louisville Processing and Distribution Center (P&DC).

**Figure 1. ZIP Codes Serviced by the Iroquois Station**



Source: OIG analysis of ZIP Code data.

We assessed all units serviced by the Louisville P&DC based on the number of Customer 360<sup>5</sup> (C360) delivery-related inquiries,<sup>6</sup> Informed Delivery<sup>7</sup> contacts, stop-the-clock<sup>8</sup> (STC) scans performed away from the delivery point and at the unit, undelivered route information, and first and last mile failures<sup>9</sup> between December 1, 2024, and February 28, 2025.

We judgmentally selected the Iroquois Station primarily based on the number of C360 inquiries related to delivery, and Informed Delivery contacts. The unit was also chosen based on first and last

- 1 According to 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.
- 2 Relief supervisors work a non-standard, flexible schedule to cover tours and facilities within a designated commuting distance, all with potential minimal advance notice.
- 3 The last day of Pay Period 5.
- 4 The other two units were the Middletown Branch, Louisville, KY (Project Number 25-074-2) and the Pleasure Ridge Park Branch, Louisville, KY (Project Number 25-074-3).
- 5 A cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.
- 6 A compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.
- 7 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.
- 8 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."
- 9 First mile failures occur when a mailpiece is collected and does not receive a processing scan at the P&DC on the day that it was intended. Last mile failures occur after the mailpiece has been processed at the P&DC on a final processing operation and is not delivered to the customer on the day it was intended.

mile failures and undelivered routes. See Table 1 for a comparison of some of these metrics between the unit and the rest of the district.

**Table 1. Delivery Metric Comparison Between December 1, 2024, and February 28, 2025**

Delivery Metric	Unit Average per Route	District Average per Route
C360 Delivery Inquiries	19.1	17.5
Informed Delivery Contacts	87.2	48.8

Source: OIG analysis of Postal Service’s C360 and Informed Delivery extracted on March 4, 2025.

**Objective, Scope, and Methodology**

Our objective was to evaluate mail delivery operations and property conditions at the Iroquois Station in Louisville, KY.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,<sup>10</sup> carrier separations and transfers, and property safety and security conditions. Specifically, we reviewed delivery metrics, including the number of routes and carriers, mail arrival time, amount of reported delayed mail, package scanning, and carrier complement. During our site visit we observed mail conditions; package scanning procedures; arrow key security procedures; employee separation procedures; and unit safety and security conditions. We also analyzed the scan status of mailpieces at the carrier cases and interviewed unit management and employees. We discussed our observations and conclusions as summarized in Table 2 with management on May 15, 2025, 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 Iroquois Station. We will issue a separate capping report<sup>11</sup> 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 Iroquois Station. Specifically, we found issues with four of the areas we reviewed (see Table 2). We also found issues related to the separation of packages.

**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
Property Conditions	X	

Source: Results of our fieldwork during the week of March 31, 2025.

We analyzed employee data from January 18 through February 28, 2025. 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.

<sup>10</sup> 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.  
<sup>11</sup> Project Number 25-074.

# Finding #1: Delayed Mail

## What We Found

On the morning of April 1, 2025, we identified about 8,051 delayed mailpieces<sup>12</sup> at 15 carrier cases, on the workroom floor, and at the hot case.<sup>13</sup> Specifically, we identified 6,129 letters, 1,886 flats, and 36 packages. Approximately 60 percent of the delayed mail we identified was delivery point sequence<sup>14</sup> mail. In addition, management did not accurately report this mail as undelivered in the Delivery Condition Visualization (DCV)<sup>15</sup> system. While they reported 3,560 delayed mailpieces, this only represented 44 percent of the delayed mail we identified at the unit. See Table 3 for the number of pieces for each mail type and Figure 2 and 3 for examples of delayed mail found at the delivery unit. Further, the carriers did not complete Postal Service (PS) Form 1571, *Undelivered Mail Report*,<sup>16</sup> to document undelivered mail.

Table 3. Types of Delayed Mail Identified

Type of Mail	Carrier Cases	Workroom Floor	Hot Case	Total Count of Delayed Mail
Letters	3,037	2,249	843	6,129
Flats	1,513	220	153	1,886
Packages	36	0	0	36
Totals	4,586	2,469	996	8,051

Source: OIG count of delayed mailpieces identified during our visit April 1, 2025.

Figure 2. Examples of Delayed Mail at a Carrier Case and the Hot Case



Source: OIG photos taken April 1, 2025.

<sup>12</sup> Count of mail included individual piece counts and OIG estimate based on Postal Service conversion factors in Management Instruction PO-610-2007-1, Piece Count Recording System.

<sup>13</sup> A case designated for final withdrawal of mail as carriers leave the office.

<sup>14</sup> An automated process of sorting mail by carrier routes into delivery order, eliminating the need for carriers to sort the mail manually in the delivery unit prior to their departure to the routes.

<sup>15</sup> A tool for unit management to manually self-report delayed mail, which provides a snapshot of daily mail conditions at the point in time when carriers have departed for the street.

<sup>16</sup> PS Form 1571, *Undelivered Mail Report*, lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.



**Figure 3. Example of Delayed Mail on the Workroom Floor**



Source: OIG photo taken April 1, 2025.

### Why Did It Occur

The delayed mail we identified was due to limited employee availability. Specifically, the station manager stated that, on the day prior to our visit, there were nine carriers on scheduled leave, six carriers on unscheduled leave, and five carriers were absent without leave. There were also three carrier vacancies. The station manager stated they reported employee shortages to the district but did not receive enough assistance. Since the Iroquois Station falls under the Louisville Post Office, assistance is provided based on which unit has the greatest need.

In addition, the station manager stated she only reported the delayed First-Class Mail because that was the practice in place when she arrived in October 2024. The PM supervisor stated he did not review carrier cases for undelivered mail due to competing priorities, which included completing end-of-day reporting to district management.

### What Should Have Happened

Management should have ensured that all mail was processed and delivered daily. Postal Service policy<sup>17</sup> states that all types of First-Class Mail, Priority Mail, and Priority Mail Express are always committed for delivery on the day of receipt. In addition, managers are required<sup>18</sup> to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in DCV. Management must also review all communications that may affect the day's workload and be sure that replacements are available for unscheduled absences.<sup>19</sup> Further, management must update DCV if volumes have changed prior to the end of the business day. Management must also prepare a PS Form 1571 for all mail left in the office or returned undelivered.

### 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 DCV provides management at the local, district, area, and headquarters levels with an inaccurate status of mail delays and can result in improper actions taken to address issues.

### Postal Service Response

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

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

<sup>18</sup> DCV Learn and Grow, August 1, 2024.

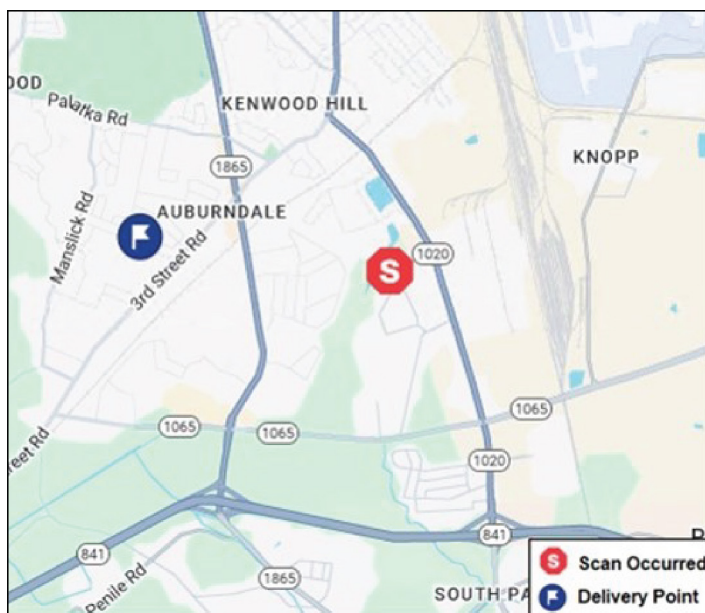
<sup>19</sup> Handbook M-39, Management of Delivery Services, June 2019.

## Finding #2: Package Scanning

### What We Found

Employees improperly scanned packages away from the intended delivery point and handled packages incorrectly at the unit. On the morning of April 1, 2025, before carriers arrived for the day, we selected 30 packages from the carrier cases to review and analyze scanning and tracking history. Of the 30 sampled packages, 15 (50 percent) had improper scans or handling issues, including 14 packages that were scanned “Delivery Attempted – No Access to Delivery Location,” between .2 and 3.9 miles away from the delivery point. See Figure 4 for an example. Scans should be made as close to the delivery point as possible. In addition, we identified one package that was missing an “Arrival-at-Unit” scan, which is necessary to provide complete visibility.

**Figure 4. Scan Made Away From the Delivery Point**



Source: Postal Service Single Package Look Up.

### Why Did It Occur

These scanning issues occurred because unit management did not adequately monitor and enforce proper package scanning and handling procedures. The station manager stated that she usually monitors scans daily by reviewing district reports, which details package scanning failures. However, she did not review the reports from the previous day because one of the supervisors was absent, and she had to oversee delivery operations. The PM supervisor stated that when carriers return from the street, he looks to see if the packages they bring back contain an endorsement, such as “Delivery Attempted,” but does not verify where the scan took place.

### What Should Have Happened

Management should have monitored scan performance daily and enforced compliance. The Postal Service’s goal is to ensure proper delivery attempts for mailpieces to the correct address,<sup>20</sup> which includes scanning packages at the time and location of delivery.<sup>21</sup>

### 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.

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

<sup>21</sup> *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 and safeguard arrow keys. On the morning of April 3, 2025, we reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)<sup>22</sup> system and conducted a physical inventory of keys at the unit. Unit management reported 36 keys in RADAR as "In-Use" or "Damaged." Based on our physical review of arrow keys at the unit, nine of the 36 keys were missing, and an additional six keys found at the unit were not recorded in RADAR. In addition, unit management recorded 33 keys in RADAR as "Lost" or "Stolen." Unit management did not report any of these keys, nor the nine keys we identified as missing, to the U.S. Postal Inspection Service.

Further, arrow keys were not always kept secure. Specifically, we found six arrow keys in a closet and desk located in the [REDACTED], which was unsecured during the day, and one arrow key [REDACTED].

### Why Did It Occur

These arrow key issues were due to a lack of management oversight. Specifically, the station manager stated that prior to her arrival in October 2024, the unit did not have an accurate inventory of the keys. Since then, key logs have been put into place. However, multiple relief supervisors have certified the arrow key inventory each month when the station manager was unavailable.

Furthermore, the six keys found in the [REDACTED] [REDACTED] were not reported in RADAR and not secured because she was waiting for the corresponding locks to arrive.

### What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,<sup>23</sup> management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the Postal Inspection Service.

In addition, 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.

### 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.

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

<sup>23</sup> *Arrow/Modified Arrow Lock (MAL) Key Accountability Standard Work Instruction*, dated May, 2024.

## Finding # 4: Property Conditions

### What We Found

We found property safety and security issues at the Iroquois Station, including:

#### Property Safety:

- One Inspection Service door was blocked (see Figure 5).
- One emergency exit sign was not illuminated (see Figure 5).
- Two fire extinguishers were missing annual inspections.
- Three fire extinguishers were missing monthly inspections.

#### Figure 5. Examples of Safety Issues

Blocked Inspection Service Door



Emergency Exit Light Not Illuminated



Source: OIG photos taken April 2, 2025.

#### Property Security:

- There was no sign posted in the employee parking area stating that vehicles may be subject to search.
- The maintenance closet door located on the exterior of the building was unsecured.

#### Why Did It Occur

Management did not provide sufficient oversight or take the necessary action to verify that property condition issues were identified and corrected. Management stated it was not aware of the safety and security issues. During our audit, management took corrective action and unblocked the Postal Inspection Service door.

#### What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for maintaining facilities, reported safety and security issues as they arose, and followed up for completion. The Postal Service requires management to maintain a safe environment for employees and customers.<sup>24</sup>

#### 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; and enhance the customer experience and Postal Service brand.

#### Postal Service Response

The Postal Service agreed with this finding.

<sup>24</sup> Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July, 2020.

## Finding # 5: Separation of Packages for Dispatch

### What We Found

Employees at the Iroquois Station did not properly separate packages destined for the Louisville P&DC. Specifically, on April 2, 2025, during the unit's evening operations, we observed Priority Mail<sup>25</sup> and Ground Advantage<sup>26</sup> packages comingled in the same container for dispatch to the Louisville P&DC.

### Why Did It Occur

The Station Manager stated she was not aware of the policy regarding the additional separation of packages at a level 22 facility.

### What Should Have Happened

The Postal Service requires all level 22 and above units to separate Priority Mail from non-Priority Mail packages and use a specific placard when dispatching to the processing facility.<sup>27</sup>

### Effect on the Postal Service and Its Customers

Proper mail preparation is required for visibility throughout the Postal Service network. When mail is not properly separated for dispatch to the processing facility, in accordance with procedures, there is an increased likelihood that mail will require additional processing steps. Furthermore, this can result in delays and service failures and an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand.

### Postal Service Response

The Postal Service agreed with this finding.

<sup>25</sup> An expedited service that may contain any mailable matter weighing no more than 70 pounds.

<sup>26</sup> A service providing an affordable and reliable way to send parcels inside the U.S. Parcels under 70 pounds generally arrive in two to five business days.

<sup>27</sup> *Learn and Grow RDC/RSC Updates*, May 2024.



# Appendix A: Additional Information

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We conducted this audit from March through June 2025 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 will issue a separate report that provides the Postal Service with the overall findings and recommendations for the Iroquois Station, Middletown Branch, and Pleasure Ridge Park Branch, as well as the district.

We assessed the reliability of PTR and DCV data by reviewing existing information, comparing data from other sources, observing operations, and interviewing Postal Service officials knowledgeable about the data. We determined that the data were sufficiently reliable for the purposes of this report.

# Appendix B: Management's Comments



May 15, 2025

VICTORIA SMITH  
ACTING DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Iroquois Station, Louisville, KY: Delivery Operations  
(Report Number 25-074-1-DRAFT)

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

Management generally agrees with the five findings in the report on delayed mail, package scanning, arrow keys, separation of packages, and property conditions.

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*. Management has developed an Attendance Control Officer position and will continue to execute their improvement strategies for attendance. 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 property conditions related to safety and security. Management is working to resolve the remaining issues, which requires the submission of workorders for assistance from other resources.

*Separation of Packages for Dispatch:* Management will provide service talks to reinforce package separation practices to ensure Priority Mail is not comingled with non-priority mail. Reviews will be conducted to monitor for compliance.

E-SIGNED by DEREK J STRISSEL  
on 2025-05-16 08:59:26 EDT

Derek J. Strissel  
a/District Manager, KY-WV District

cc: Vice President, Area Retail & Delivery Operations (Central)  
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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1735 North Lynn Street, Arlington, VA 22209-2020  
(703) 248-2100

For media inquiries, please email [press@uspsoig.gov](mailto:press@uspsoig.gov) or call (703) 248-2100