

Pleasure Ridge Park Branch, Louisville, KY: Delivery Operations

AUDIT REPORT

Report Number 25-074-3-R25 | June 4, 2025



Table of Contents

Cover

Transmittal Letter..... 1

Results..... 2

Background 2

Objective, Scope, and Methodology 3

Results Summary 3

Finding #1: Delayed Mail..... 4

Postal Service Response..... 5

Finding #2: Arrow Keys 6

Postal Service Response..... 6

Finding #3: Property Conditions 7

Postal Service Response..... 7

Finding #4: Separation of Packages for Dispatch 8

Postal Service Response..... 8

Appendix A: Additional Information..... 9

Appendix B: Management's Comments..... 10

Contact Information..... 11

Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

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 – Pleasure Ridge Park Branch, Louisville, KY: Delivery
Operations (Report Number 25-074-3-R25)

This report presents the results of our audit of delivery operations and property conditions at the Pleasure Ridge Park Branch in Louisville, KY.

We appreciate the cooperation and courtesy 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.

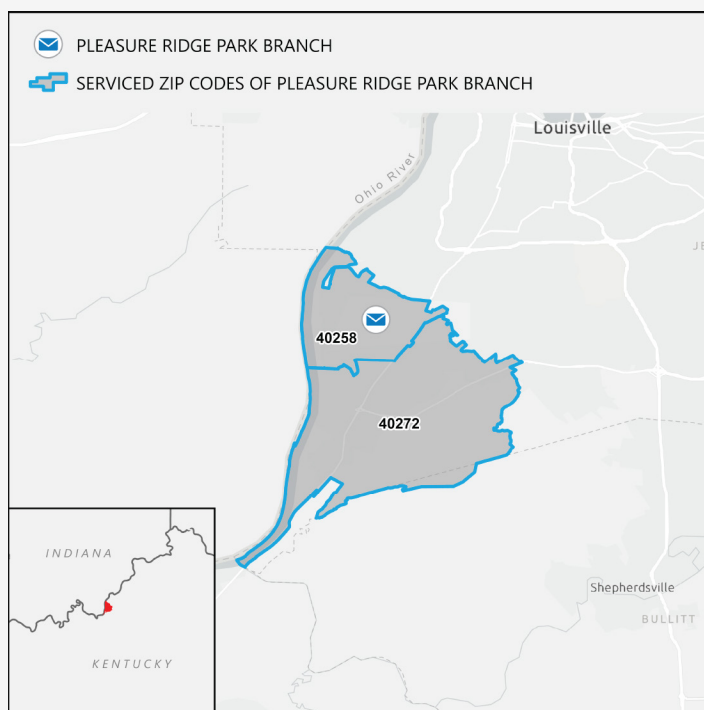
This interim report presents the results of our self-initiated audit of delivery operations and property conditions at the Pleasure Ridge Park Branch in Louisville, KY (Project Number 25-074-3). The Pleasure Ridge Park Branch is in the Kentucky-West Virginia (KY-WV) District of the Central Area and serves about 65,403 people in ZIP Codes 40258 and 40272, which are considered predominantly urban communities¹ (see Figure 1). Specifically, 63,194 (97 percent) live in urban communities and 2,209 (3 percent) live in rural communities.

This delivery unit has 36 city routes and 5 rural routes. From January 25 through February 21, 2025, the delivery unit had three supervisors assigned.² In addition, the unit had an acting supervisor during our visit. The Pleasure Ridge Park Branch falls under the Louisville Post Office for employee availability measurement. As of February 21, 2025,³ 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 Pleasure Ridge Park Branch is one of three delivery units⁴ the OIG reviewed during the week

of March 31, 2025, that are serviced by the Louisville Processing and Distribution Center (P&DC).

We assessed all units serviced by the Louisville P&DC based on the number of Customer 360⁵ (C360) delivery-related inquiries,⁶ Informed Delivery⁷ contacts, stop-the-clock⁸ (STC) scans performed away from the delivery point and at the unit, undelivered route information, and first and last mile failures⁹ between December 1, 2024, and February 28, 2025.

Figure 1. ZIP Codes Serviced by Pleasure Ridge Park Branch



Source: OIG analysis of ZIP Code data.

¹ We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.

² 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.

³ The last day of Pay Period 5.

⁴ The other two units were the Iroquois Station, Louisville, KY (Project Number 25-074-1) and Middletown Branch, Louisville, KY (Project Number 25-074-2).

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.

We judgmentally selected the Pleasure Ridge Park Branch 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 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	30.5	17.5
Informed Delivery Contacts	166.3	48.8

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

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Pleasure Ridge Park Branch in Louisville, KY.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,¹⁰ 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.

¹⁰ 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.
¹¹ Project Number 25-074.

We are issuing this interim report to provide the Postal Service with timely information regarding conditions we identified at the Pleasure Ridge Park Branch. 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 Pleasure Ridge Park Branch. Specifically, we found issues with three of the areas we reviewed (see Table 2). We also found issues related to 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 package scanning between December 1, 2024, and February 28, 2025, and took a sample of 30 packages on the morning of April 1, 2024. We did not identify any issues with package scanning. We also 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.

Finding #1: Delayed Mail

What We Found

On the morning of April 1, 2025, we identified about 14,277 delayed mailpieces¹² at 24 carrier cases, the workroom floor, the PO Box section, and the hot case.¹³ Specifically, we identified 9,359 letters, 4,790 flats, and 128 packages. In addition, management did not

report any of this mail as undelivered in the Delivery Condition Visualization (DCV)¹⁴ system. 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 unit.

Table 3. Types of Delayed Mail Identified

Type of Mail	Workroom Floor	Carrier Cases	PO Box Section	Hot Case	Total Count of Delayed Mail
Letters	7,200	1,402	757	0	9,359
Flats	2,683	1,888	105	114	4,790
Packages	95	19	14	0	128
Totals	9,978	3,309	876	114	14,277

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

Figure 2. Examples of Delayed Mail at the Carrier Case and Workroom Floor



Source: OIG photos taken April 1, 2025.

Figure 3. Examples of Delayed Mail in the PO Box Section and Hot Case



Source: OIG photos taken April 1, 2025.

¹² 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.

¹³ A case designated for final withdrawal of mail as carriers leave the office.

¹⁴ 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.

Why Did It Occur

The delayed mail we identified was due to limited employee availability. Specifically, the unit had six carriers and one clerk on unscheduled leave and two vacant routes the day prior to our visit. In addition, the unit had seven carriers and three clerks on extended leave. Therefore, the clerks did not have time to sort and distribute all the mail to the carriers and the PO Box section in time for delivery the day prior to our visit. Additionally, management had to divide 11 routes due to the unscheduled carrier absences and assign them to other carriers. Some of the carriers did not have time to deliver their route and the extra assignment. The station manager stated they reported employee shortages to the district; she was provided with two clerks, but they did not report to the unit until they completed their shift at their duty station. Since the Pleasure Ridge Park Branch falls under the Louisville Post Office, assistance is provided based on which unit has the greatest need.

Management also did not have enough arrow keys for all carriers on routes that required them for delivery. Specifically, the unit had 20 arrow keys to share among 41 carrier routes.¹⁵ This obstructed the delivery of mail because carriers use arrow keys to open mail receptacles.

Furthermore, the delayed mail was not reported in the DCV system because the acting supervisor responsible for closing did not have access to the system.

What Should Have Happened

Management should have ensured that all mail was processed and delivered daily. Postal Service policy¹⁶ states that all types of First-Class Mail, Priority Mail, and Priority Express Mail are always committed for delivery on the day of receipt. Delivery unit managers also must review all communications that may affect the day's workload and be sure that replacements are available for unscheduled absences. 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 DCV. Further, management must update DCV if volumes have changed prior to the end of the business day.

Effect on the Postal Service and Its Customers

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

¹⁵ Arrow keys were required for 23 routes; however, carriers delivering split routes may require them to complete their deliveries.

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

¹⁷ *DCV Learn and Grow*, August 1, 2024.

Finding #2: 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)¹⁸ system and conducted a physical inventory of keys at the unit. Unit management reported 19 keys in RADAR as "In-Use." Based on our physical review of arrow keys at the unit, six of the 19 "In-Use" keys were missing, and an additional four keys found at the unit were not recorded in RADAR. In addition, unit management recorded 22 keys in RADAR as "Lost," but we found three of them. Unit management did not properly report all the lost keys, including the six keys we identified as missing, to the U.S. Postal Inspection Service.

In addition, arrow keys were not always kept secure. Specifically, carriers left arrow keys on the [REDACTED] when they returned in the evening, and one arrow key was found at a [REDACTED]. We also determined that carriers were not signing the daily log to acknowledge their acceptance and return of their assigned keys.

Why Did It Occur

The station manager stated that she certifies arrow keys using a report created from another system and does not use the RADAR inventory list. She stated she completes the certification by comparing the total number of keys listed from the other system to the physical count of keys on hand. If the totals match, she will complete the RADAR certification without verifying serial numbers. The station manager stated that she returned to the unit in October 2024 after an eight-month detail and was not aware of any key

discrepancies. She added that the unit did not have enough arrow keys so carriers often shared them without signing the accountability log.

In addition, the station manager stated she was not aware of the proper procedure for reporting lost or stolen arrow keys. She stated that she sends an email to a designated group of postal inspectors when arrow keys are lost or stolen. However, we confirmed all the email recipients were part of an unrelated division of the Postal Inspection Service.

What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,¹⁹ management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the U.S. 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.

¹⁸ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

¹⁹ Arrow/Modified Arrow Lock (MAL) Key Accountability Standard Work Instruction, dated May, 2024.

Finding #3: Property Conditions

What We Found

We found property safety and security issues at the Pleasure Ridge Park Branch.

Property Safety

- One interior Postal Inspection Service door was blocked.
- All six fire extinguishers throughout the unit had expired monthly inspections.

Property Security

- There was no sign posted entering the employee parking lot stating that vehicles may be subject to search.

Why Did It Occur

Management did not provide sufficient oversight and take the necessary actions to verify that property condition issues were corrected because delivery operations took priority over addressing safety and security issues. The station manager stated she was unaware of the expired fire extinguishers and the

required subject to search sign. During our audit, management took corrective action and unblocked the interior 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.²⁰

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.

²⁰ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July, 2020.

Finding #4: Separation of Packages for Dispatch

What We Found

Employees at the Pleasure Ridge Park Branch did not properly separate packages destined for the Louisville P&DC. Specifically, on April 2, 2025, during the unit's evening operations, we observed Ground Advantage²¹ and Priority Mail²² packages comingled in the same containers for dispatch to the P&DC (see Figure 4).

Figure 4. Comingled Outgoing Packages



Source: OIG photo taken April 2, 2025.

Why Did It Occur

Management did not provide oversight to ensure that employees properly separated packages for dispatch to the Louisville P&DC. The station manager stated the unit previously separated packages prior to peak season but stopped doing so based on instructions she received from the Louisville P&DC. However, she was not able to provide documentation to support that instruction.

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.²³

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.

²¹ 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.

²² An expedited service that may contain any mailable matter weighing no more than 70 pounds.

²³ *Learn and Grow RDC/RSC Updates*, May 2024.

Appendix A: Additional Information

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 Pleasure Ridge Park Branch, Iroquois Station, and Middletown Branch, as well as the district.

We assessed the reliability of 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: Pleasure Ridge Park Branch, Louisville, KY: Delivery Operations (Report Number 25-074-3-DRAFT)

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

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

Management has begun taking steps to address the four findings.

Delayed Mail: Management will conduct a service talk on proper handling and recording of delayed mail in DCV. Management has developed an Attendance Control Officer position and will continue to execute their improvement strategies for attendance. In addition, the acting closing supervisor now has access to DCV. Reviews will be conducted to monitor for compliance.

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

Property Conditions: Management abated one safety-related property condition identified in the audit. Management is working to resolve the remaining issue, 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 co-mingled with non-priority mail. Reviews will be conducted to monitor for compliance.

E-SIGNED by DEREK J STRISSEL
on 2025-05-16 08:59:36 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.

Contact us via our [Hotline](#) and [FOIA](#) forms. Follow us on social networks. Stay informed.

1735 North Lynn Street, Arlington, VA 22209-2020
(703) 248-2100

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