

# Virginia District: Delivery Operations



## AUDIT REPORT

Report Number 26-044-R26 | June 25, 2026



**Lynchburg Main Post Office**

**Norfolk Sorting and Delivery Center**

**Virginia Beach Main Post Office**

**Suffolk Main Post Office**

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# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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June 25, 2026

**MEMORANDUM FOR:** ANTHONY A. IMPRONGO  
MANAGER, VIRGINIA 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 – Virginia District: Delivery Operations  
(Report Number 26-044-R26)

This report presents the results of our audits of mail delivery operations in the Virginia 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

# Results

## Background

The U.S. Postal Service’s mission is to provide timely, reliable, secure, and affordable mail and package delivery to over 160 million residential and business addresses across the country. To fulfill this role, the Postal Service is committed to ensuring its delivery platform and services are always a trusted, visible, and valued part of America’s social and economic infrastructure. This includes leveraging people, technology, and systems at approximately 300 processing facilities and 31,100 post offices, stations, and branches in the nation to provide world-class visibility of mail and packages as they move through the Postal Service’s integrated system. 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.

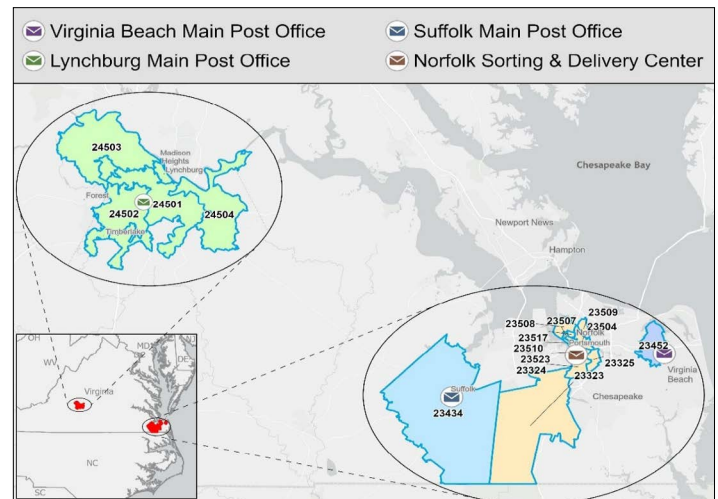
This report presents a summary of the results of our self-initiated audits of delivery operations and property conditions at four delivery units, as well as district-wide delivery operations in the Virginia District in the Atlantic Area (Project Number 26-044). The delivery units included Norfolk Sorting and Delivery Center (S&DC) in Norfolk, VA; Lynchburg Main Post Office (MPO) in Lynchburg, VA; Suffolk MPO in Suffolk, VA; and Virginia Beach MPO in Virginia Beach, VA (see Figure 1).<sup>1</sup>

We previously issued interim reports<sup>2</sup> to district management for each of the four delivery units regarding the conditions we identified. We also issued

a report on the efficiency of operations at the Norfolk Local Processing Center (LPC)<sup>3</sup> that services three of the delivery units.<sup>4</sup> We judgmentally selected the four delivery units based on the number of Customer 360 (C360)<sup>5</sup> inquiries related to delivery,<sup>6</sup> Informed Delivery<sup>7</sup> contacts associated with the unit, and stop-the-clock (STC)<sup>8</sup> scans performed away from the delivery point and compared them to the district average. The units were also chosen based on Leg 1 and Leg 3 failures<sup>9</sup> and undelivered routes.

These four delivery units had 212 city and 42 rural routes that served about 385,017 people across 17 ZIP Codes (see Figure 1). Specifically, about 362,522 (94 percent) live in urban communities and 22,495 (6 percent) live in rural communities<sup>10</sup> (see Table 1).

**Figure 1. ZIP Codes for the Four Delivery Units Visited**



Source: OIG analysis of ZIP Code data.

1 This report includes actions taken by district management to address the deficiencies we identified at the Suffolk MPO. U.S. Representative Jen Kiggans expressed interest in these corrective actions.

2 The reports were *Norfolk S&DC, Norfolk, VA: Delivery Operations* (Report Number 26-044-1-R26, dated April 9, 2026); *Lynchburg Main Post Office, Lynchburg, VA: Delivery Operations* (Report Number 26-044-2-R26, dated April 9, 2026); *Suffolk Main Post Office, Suffolk, VA: Delivery Operations* (Report Number 26-044-3-R26, dated April 9, 2026); and *Virginia Beach Main Post Office, Virginia Beach, VA: Delivery Operations* (Report Number 26-044-4-R26, dated April 9, 2026).

3 This report was *Efficiency of Operations at the Norfolk Local Processing Center: Norfolk, VA* (Report Number 26-043-R26, dated April 9, 2026).

4 We did not review the Roanoke Processing and Distribution Center, which services the Lynchburg MPO.

5 C360 is a cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.

6 Delivery-related inquiries include a compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.

7 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 An STC scan is a scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mailpiece. Examples of STC scans include “Delivered,” “Available for Pickup,” and “Delivery Attempted-No Access to Delivery Location.”

9 Leg 1 failures occur when a mailpiece is collected and does not receive a processing scan at the origin processing facility on the day that it was intended. Leg 3 failures occur after the mailpiece has been processed at the final processing facility on a final processing operation and is not delivered to the customer on the day it was intended.

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

**Table 1. Service Area and Population**

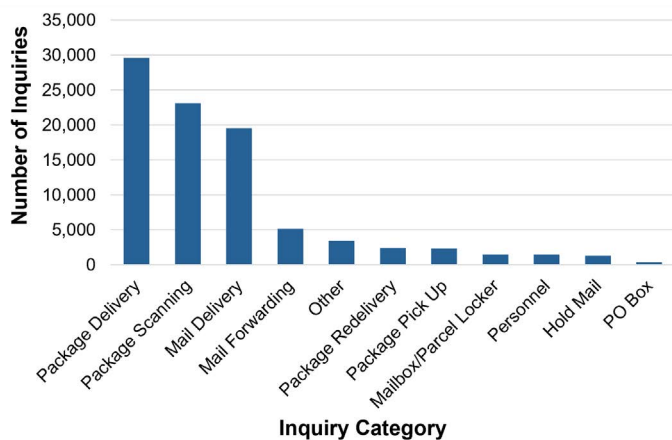
Delivery Units	Service Area and ZIP Codes	Population	City Routes	Rural Routes
Norfolk S&DC	23523, 23324, 23325, 23504, 23507, 23508, 23509, 23510, 23517, 23323, 23551	170,203	88	10
Lynchburg MPO	24501, 24502, 24503, 24504*	104,574	63	18
Suffolk MPO	23434*	51,286	17	14
Virginia Beach MPO	23452*	58,954	44	0
<b>Total</b>	<b>17</b>	<b>385,017</b>	<b>212</b>	<b>42</b>

Source: OIG analysis of Postal Service Address Management System and Census data.

\*Lynchburg MPO also services Post Office Boxes for ZIP Codes 24506, 24513, 24514, and 24515. Suffolk and Virginia Beach MPOs also service Post Office Boxes for ZIP Codes 23439 and 23450, respectively.

We conducted a text analysis of C360 inquiries for the entire Virginia District between November 1, 2025, and March 31, 2026. In total, we reviewed and categorized the customer notes for 90,315 inquiries.<sup>11</sup> See Figure 2 for the results.

**Figure 2. C360 Inquiry Analysis**



Source: OIG analysis of C360 inquiries.

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

- Within Package Delivery, the most common subcategories included delayed or late package delivery, and issues with mail delivery.
- Within Package Scanning, the most common subcategories included false delivery scans and confirmations, and issues with parcel locker key.
- Within Mail Delivery, the most common subcategories included missing mail, lack of mail delivery, and missing mail shown in Informed Delivery.

We also analyzed the Postal Service’s Triangulation Report<sup>12</sup> to determine how the Virginia District performed for mail and package deliveries when compared 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 January 1 through March 31, 2026, the Virginia District had a significantly below average opportunity ranking of 7 (14<sup>th</sup> percentile) for mail and package deliveries. See [Table 2](#) for the results of our analysis.

<sup>11</sup> We analyzed 94,950 inquiries and excluded 4,635 outliers — resulting in 90,315 records with at least 40 characters used to create the model by category.

<sup>12</sup> 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. Virginia District Average Ranking Compared to All 50 Districts**

Month	Mail Delivery Opportunity Ranking	Package Delivery Opportunity Ranking
January 2026	8	11
February 2026	6	4
March 2026	8	5
<b>Average</b>	<b>7</b>	<b>7</b>

Source: Postal Service Triangulation Report.

We reviewed Postal Service employee retention data for the Virginia District from April 1, 2025, through March 31, 2026. During this period, the district hired 2,708 new carriers and clerks and retained 1,189 (43.9 percent) of them. Overall, the Virginia District had a lower retention rate when compared to other districts we recently audited (see Table 3). In addition, the district had 837 authorized Executive and Administrative Schedule (EAS)<sup>13</sup> positions, of which 802 employees (4.2 percent vacancy rate) were on the rolls as of April 13, 2026.

**Table 3. District Retention Information for Carriers and Clerks**

District Audited	Retention Percent	One-Year Hiring Time Period
OH 1	52.0	Jan. 2025 - Dec. 2025
NY 3	41.7	Jan. 2025 - Dec. 2025
LA	51.8	Mar. 2025 - Feb. 2026
VA	43.9	Apr. 2025 - Mar. 2026

Source: Postal Service Workforce System.

Virginia District management stated that the district holds meetings regularly to discuss employee complement, engages in hiring events/job fairs, uses targeted mailings<sup>14</sup> to recruit employees, and follows the 511 National Initiative (*“Improving the Employee Experience – First 90 Days”*).<sup>15</sup> Once employees are onboarded, the district stated that it follows the New Employee Experience and Retention Program (NEERP)<sup>16</sup> and the New Employee Mentoring Program (NEMP)<sup>17</sup> 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. Although the district uses these programs, it still has challenges recruiting and retaining employees. For example, the district manager shared that northern Virginia is a very affluent area and the Postal Service cannot compete with the area’s higher paying jobs. In addition, western Virginia is more rural and sparsely populated, making it harder for the Postal Service to recruit. Lastly, the district manager stated that potential recruits are less interested in rural carrier jobs due to limited work hours.

**Objective, Scope, and Methodology**

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

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,<sup>18</sup> carrier separations and transfers, Voyager card<sup>19</sup> transactions, property safety and security conditions, and package separations. Specifically, we reviewed delivery metrics, including the number of routes and carriers, mail arrival times, amount of reported delayed mail, package scanning, and carrier complement. During our site visits, we observed and assessed the

<sup>13</sup> EAS is a salary structure that applies to most managerial and administrative employees.  
<sup>14</sup> The Postal Service uses Every Door Direct Mail to target potential recruits in nearby neighborhoods by identifying delivery routes of interest without actually knowing names and addresses.  
<sup>15</sup> 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.  
<sup>16</sup> 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.  
<sup>17</sup> 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.  
<sup>18</sup> 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.  
<sup>19</sup> The U.S. Postal Service uses credit cards, called Voyager cards, to pay for commercially purchased fuel, oil, and routine maintenance for its vehicles.

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,<sup>20</sup> Priority Mail,<sup>21</sup> and Ground Advantage<sup>22</sup> products, and reviewed carrier and clerk retention levels within the Virginia District. We discussed our observations and conclusions, as summarized in Table 4, with management on June 9, 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 Virginia District and delivery operations and property condition issues at the delivery units audited (see Table 4). Specifically, we found delayed mail and issues with package scanning, arrow keys, and Voyager card transactions at all four units. In addition, we found issues with property conditions and package separations at three units, and issues with carrier separations and transfers at one unit. Further, the Postal Service generally did not meet its service performance targets in most of the district for First-Class Mail, Marketing Mail, Priority Mail, and Ground Advantage products. 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			
	Norfolk S&DC	Lynchburg MPO	Suffolk MPO	Virginia Beach MPO
Delayed Mail	Yes	Yes	Yes	Yes
Package Scanning	Yes	Yes	Yes	Yes
Arrow Keys	Yes	Yes	Yes	Yes
Carrier Separations & Transfers	Yes	No	No	No
Voyager Card Transactions	Yes	Yes	Yes	Yes
Property Conditions	N/A*	Yes	Yes	Yes
Package Separations	Yes	Yes	Yes	No

Source: Interim reports from selected units.

\*The Norfolk LPC is responsible for property conditions at the facility that contains both the Norfolk S&DC and Norfolk LPC. The security issues that we identified at this facility were addressed in the Norfolk LPC audit (26-043-R26).

20 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.

21 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 in one to four expected business days.

22 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.

# Finding #1: Service Performance in the Virginia District

## What We Found

We visited four delivery units in the Virginia District on the morning of February 10, 2026, and identified about 91,651 pieces of delayed mail left from the prior day.<sup>23</sup> See Table 5 for the number of pieces by mail type and location, Figure 3 for examples of delayed mail found in the carrier cases, and Figure 4 for an example of delayed mail in a hot case. At

the time of our visit, the Norfolk S&DC delivery unit underreported<sup>24</sup> and the Lynchburg, Suffolk, and Virginia Beach MPOs did not report any delayed mail in the Delivery Condition Visualization (DCV) system.<sup>25</sup> Further, carriers at the four units did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,<sup>26</sup> to document undelivered mail brought back to the delivery unit.

**Table 5. Type of Delayed Mail**

Type of Mail	Norfolk S&DC	Lynchburg MPO	Suffolk MPO	Virginia Beach MPO	Total Count of Delayed Mail
<b>Carrier Cases</b>					
Letters	13,523	14,573	13,215	1,801	43,112
Flats	5,239	7,696	4,944	677	18,556
Packages	30	224	26	19	299
<b>Other Areas*</b>					
Letters	17,176	988	4,349	0	22,513
Flats	3,235	39	3,896	0	7,170
Packages	0	1	0	0	1
<b>Totals</b>	<b>39,203</b>	<b>23,521</b>	<b>26,430</b>	<b>2,497</b>	<b>91,651</b>

Source: OIG count of delayed mailpieces identified during our visit February 10, 2026.\*Other areas included the hot cases (an area designated for the final withdrawal of mail by carriers before they leave the office) and workroom floor.

**Figure 3. Examples of Delayed Mail in the Carrier Cases**



Source: OIG photos taken before carriers arrived on the morning of February 10, 2026.

23 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*.  
 24 The Norfolk S&DC delivery unit reported only 6,848 out of 39,203 delayed mailpieces.  
 25 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.  
 26 PS Form 1571 lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

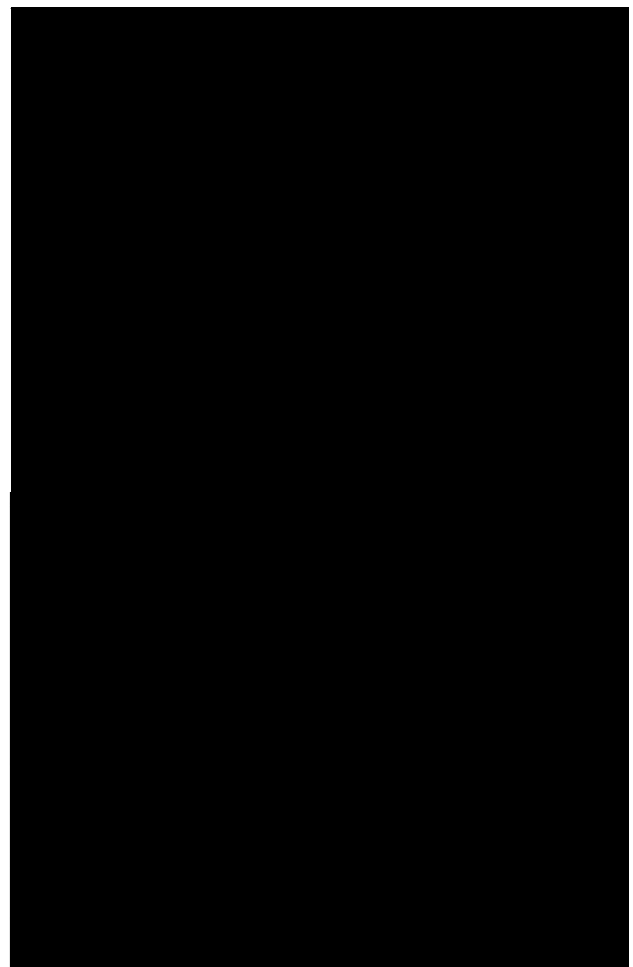
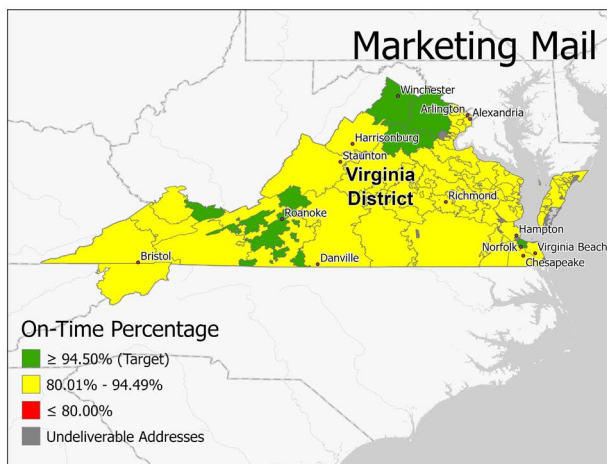
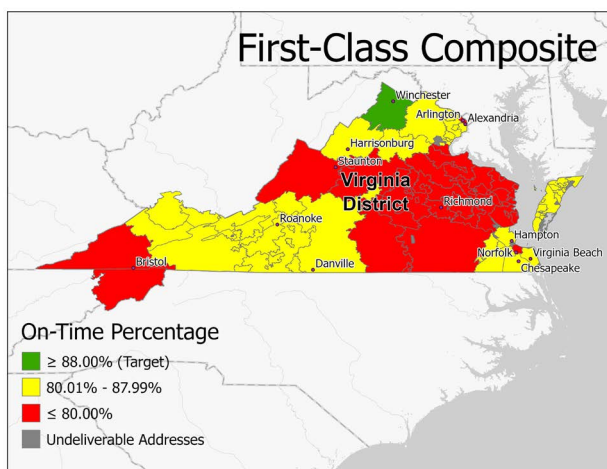
**Figure 4. Example of Delayed Mail in the Suffolk MPO Hot Case**



Source: OIG photo taken before carriers arrived on the morning of February 10, 2026.

We analyzed service performance scores for First-Class Mail, Marketing Mail, Priority Mail, and Ground Advantage products mailed within the Virginia District between October 1, 2025, and March 31, 2026. We found that First-Class Mail did not meet targets in most of the district and the remaining products did not meet targets in more than half of the district. See Figure 5 for heat maps showing the performance of each product in the Virginia District.

**Figure 5. Service Performance Heat Maps by 3-Digit ZIP Code in the Virginia District Between October 1, 2025, and March 31, 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. District management also stated that it monitors Leg 1 and Leg 3 failures and uses various resources and tools, such as Triangulation reports, the DCV system, and C360 inquiries, to monitor performance.

Further, we reviewed the reporting of delayed mail in the entire district for February 9, 2026, and found, of the 443 units listed in the DCV system, 84 units (19 percent) reported 301,093 total pieces of delayed mail.

### Why Did It Occur

Management at the four units did not provide sufficient oversight to verify that mail was delivered timely or follow required procedures to check for and report delayed mail. In addition, management at the Suffolk MPO had a new and inexperienced workforce to deliver the mail. Specifically, supervisors at all four units did not:

- Enforce or use the redline process consistently.
- Conduct adequate walkthroughs to verify mail was cleared.
- Require carriers to complete PS Forms 1571.

Additionally, management at two units did not address factors that contributed to their delayed mail. Specifically,

- Supervisors at the Norfolk S&DC did not manage the clerks in the hot case area and did not use the Mail Arrival Quality/Plant Arrival Quality (MAQ/PAQ)<sup>27</sup> system to report issues with mail arriving from the plant, such as large volumes of missent mail.
- Management at the Suffolk MPO did not have an effective contingency plan to obtain replacement vehicles when shortages prevented all routes from delivering timely.

Further, management at the Lynchburg, Suffolk, and Virginia Beach MPOs did not ensure that delayed mail was entered into the DCV system because supervisors either did not have access to the system or prioritized other responsibilities.

### What Should Have Happened

Management should have verified that all mail was processed and delivered daily. Postal Service policy<sup>28</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, management should verify that all mail is cleared from the workroom floor.<sup>29</sup> Postal Policy<sup>30</sup> also states management should use the MAQ/PAQ system to communicate and resolve issues with mail conditions. Further, Postal Service policy<sup>31</sup> requires managers to ensure that necessary vehicles are available, which includes having a contingency plan to obtain replacement vehicles.

In addition, managers are required<sup>32</sup> to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in the DCV system. Further, management must update the DCV system if volumes have changed prior to the end of the business day. Finally, policy<sup>33</sup> states that

27 MAQ/PAQ is a centralized system for plants and delivery units to report variances from agreed upon mail arrival profiles. It facilitates communication and resolution of issues/discrepancies for mail moved between postal facilities.

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

29 Handbook M-39, *Management of Delivery Services*, June 2019.

30 MAQ/PAQ Discrepancy Process - Standard Work Instruction.

31 Handbook M-39, *Management of Delivery Services*, June 2019.

32 *DCV User Guide*, October 2025.

33 *Redline Policy Standard Operating Procedures*.

delivery units must follow the redline process, which includes carriers completing a PS Form 1571 for any undelivered mail brought back to the delivery unit.

### Effect on the Postal Service and Its Customers

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

### Management Actions

Management took corrective action during this audit. District management provided training to managers at the four units on proper delivery practices and the reporting of delayed mail. It also provided the PM supervisor at the Suffolk MPO with access to the DCV system. In addition, district management verified that managers at the four units are now conducting daily checks for delayed mail, following the redline process, and monitoring the reporting of delayed mail. Lastly, management at the Norfolk S&DC validated that the clerks are using the MAQ/PAQ system to communicate between the S&DC and plant. These actions should improve mail visibility at the four units.

#### Recommendation #1

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

#### Recommendation #2

We recommend the **District Manager, Virginia District**, develop a contingency plan for situations that may interfere with normal delivery services, such as vehicle availability issues, at the Suffolk Main Post Office.

#### Postal Service Response

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

Regarding recommendation 1, management stated that it would hold a virtual training session with delivery unit management in the district on the proper procedures for checking and reporting delayed mail. The target implementation date is August 31, 2026.

Regarding recommendation 2, management stated that it implemented a weekly call with Vehicle Maintenance Facility partners to address related issues, and it will reiterate the policy regarding renting vehicles when necessary to provide customers with their daily deliveries. The target implementation date is August 31, 2026.

#### OIG Evaluation

The OIG considers management's comments responsive to recommendations 1 and 2, and 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 four delivery units. In total, employees scanned 1,347 packages between October and December 2025 at the delivery units instead of at the recipients' delivery point (see Table 6). Further analysis of STC scan data for these packages showed that about

69 percent were scanned "Delivered" and about 20 percent were scanned "Delivery Attempted – No Access to Delivery Location." 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	Norfolk S&DC	Lynchburg MPO	Suffolk MPO	Virginia Beach MPO	Total	Percent
Delivered	306	149	61	415	931	69.1
Delivery Attempted - No Access to Delivery Location	48	49	169	6	272	20.2
Receptacle Full/Item Oversized	3	71	2	24	100	7.4
Return to Sender	0	8	20	0	28	2.1
No Secure Location Available	0	1	10	0	11	0.8
No Authorized Recipient Available	0	3	0	0	3	0.2
Refused	1	1	0	0	2	0.1
<b>Total</b>	<b>358</b>	<b>282</b>	<b>262</b>	<b>445</b>	<b>1,347</b>	<b>100*</b>

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

\*Total percentage does not equal 100 percent due to rounding.

We also reviewed 1,098 scans occurring away from the delivery unit and over 1,000 feet<sup>34</sup> from the intended delivery point for the Suffolk and Virginia Beach MPOs between October and December 2025. We removed scans that could have been performed within policy, such as "Animal Interference" and "Unsafe Conditions," from our review. Further analysis of the STC scan data for these packages showed over 96 percent were scanned as "Delivered" (see Table 7).

<sup>34</sup> 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.

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

STC Scan Type	Suffolk MPO	Virginia Beach MPO	Total	Percent
Delivered	228	834	1,062	96.7%
Delivery Attempted - No Access to Delivery Location	20	12	32	2.9%
No Authorized Recipient	2	0	2	0.2%
Receptacle Full/Item Oversized	1	0	1	0.1%
Refuse	0	1	1	0.1%
<b>Total</b>	<b>251</b>	<b>847</b>	<b>1,098</b>	<b>100%</b>

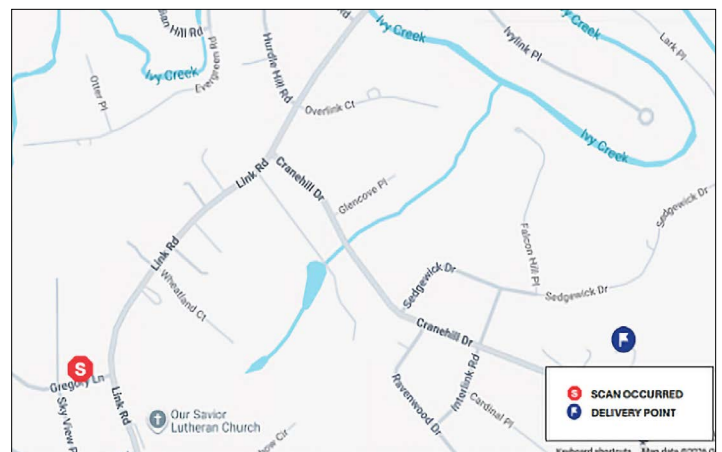
Source: The OIG analyzed data from the Postal Service’s PTR System between October and December 2025.

On the morning of February 10, 2026, before carriers arrived for the day, we selected 109 packages from the carrier cases to review and analyze the scanning and tracking history at all four units. Of the 109 packages, 55 (50.5 percent) had improper scans or handling issues at the delivery units, including:

- Thirty-One packages that were scanned “Delivery Attempted – No Access to Delivery Location,” were between 0.2 and 3.6 miles away from the delivery point (see Figure 6 for an example). Scans should be made as close to the delivery point as possible.
- Ten packages were scanned, “Available for Pickup, PO Box,” which should only be performed when placed in the PO Box section. All ten packages had a street address and did not have a PO Box in the address.
- Eight packages were scanned “Delivered, In/At Mailbox,” which should be performed only when a package is successfully left at the customer’s delivery address.
- Two packages were scanned “No Such Number,” which is necessary when some component of the delivery address was missing or invalid. These packages should be returned to sender and not to the carrier case.

- Two packages were missing a scan on the expected day of delivery to let the customer know the status of the package.
- One package was scanned, “Held at Post Office at Customer Request,” which should only be performed when the customer has made a request to that affect.
- One package was scanned “Insufficient Address” 0.5 miles away from the delivery point. Scans should be made as close to the delivery point as possible.

**Figure 6. Package Scanned 1.1 Miles Away From the Delivery Point in Lynchburg, VA**



Source: Postal Service Single Package Look Up.

## Why Did It Occur

Management at the four units did not adequately monitor and enforce proper package scanning and handling procedures. In addition, management at the Norfolk S&DC and Suffolk MPO did not provide regular training on scanning and handling procedures, and management at the Virginia Beach MPO did not maintain effective end-of-day controls over returned packages. For example, at the Virginia Beach MPO, some carriers improperly scanned packages in the unit as “Delivered” before handing them to the Caller Service clerk for customer pickup because unit management instructed them to do so. Some carriers at this unit stated that they used firm sheets<sup>35</sup> for deliveries to businesses but scanned them in the office as delivered to save time, rather than at the delivery address.

## What Should Have Happened

Management should have monitored scan performance daily and enforced compliance. The Postal Service’s goal is to provide proper delivery attempts for mailpieces to the correct address,<sup>36</sup> which includes scanning packages at the time and location of delivery.<sup>37</sup> In addition, carriers should scan firm sheets at the delivery point to ensure the accuracy of the delivery date, time, and location.<sup>38</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. 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

Management took corrective action during this audit. District management verified that employees and management at the four units were trained on the standard operating procedures governing package scanning and handling and tracking scanning performance. In addition, unit managers are now monitoring package scanning at the four units.

### Recommendation #3

We recommend the **District Manager, Virginia District**, train carriers on the proper procedures for scanning firm sheets at the Virginia Beach Main Post Office.

### Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management stated that Virginia Beach Main Post Office management will conduct a service talk on the proper procedures for scanning firm sheets. The target implementation date is August 31, 2026.

### OIG Evaluation

The OIG considers management’s comments responsive to recommendation 3, and corrective actions should resolve the issues identified.

<sup>35</sup> A firm sheet combines deliveries for a single address on one form, providing a carrier one barcode to scan at the location of delivery.

<sup>36</sup> *Delivery Done Right the First Time* stand-up talk, March 2020.

<sup>37</sup> *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

<sup>38</sup> *Work Instruction: Delivering Firm Sheets with SV Scanners*, dated February 3, 2025.

## Finding #3: Arrow Keys

### What We Found

Management at the four units did not properly manage or safeguard its arrow keys. On the morning of February 11, 2026, we reviewed all four units' arrow key certifications listed in the Retail and Delivery Applications and Reporting (RADAR)<sup>39</sup> system and conducted a physical inventory of keys at the units. The RADAR system listed a combined 298 keys as "In-Use," "In-Vault," or "Damaged" at the four units. We found discrepancies at the four units. Specifically, management at the units reported 298 keys as "In-Use," "In-Vault," or "Damaged" in the RADAR system. Based on our physical review at the units, we found that 38 of the 298 keys were missing, and 12 additional keys found were not recorded in the system (see Table 8). Unit management at the Norfolk S&DC and Lynchburg and Suffolk MPOs did not report the missing keys to the U.S. Postal Inspection Service.

**Table 8. Arrow Keys at the Delivery Units**

Unit Name	In Use/In Vault/ Damaged	Missing	Additional Keys, Not Listed in RADAR
Norfolk S&DC	115	22	1
Lynchburg MPO	108	10	4
Suffolk MPO	31	6	5
Virginia Beach MPO	44	0	2
<b>Total</b>	<b>298</b>	<b>38</b>	<b>12</b>

Source: OIG count of arrow keys identified during our visit on February 11, 2026.

In addition, management at the Norfolk S&DC and Lynchburg MPO did not properly secure the keys. Specifically, arrow keys were stored on rolling carts or unsecured desk drawers and frequently left unattended, allowing access to keys without supervision.

### Why Did It Occur

Management at the four units did not provide sufficient oversight to manage and safeguard the arrow keys. For example, unit management certified the arrow key list in RADAR without properly reconciling it to the physical keys on hand. In addition, management relied on the supervisors to perform the daily arrow key accountability procedures; however, the supervisors did not verify that all arrow keys were returned and accounted for daily. Further, management did not implement adequate controls to restrict access to arrow keys on the workroom floor.

### What Should Have Happened

Management should have verified that arrow key security and accountability procedures were properly followed.<sup>40</sup> According to Postal Service policy,<sup>40</sup> 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 that 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

<sup>39</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>40</sup> Standard Work Instruction: U.S. Postal Service Arrow Key Guidebook, dated March 2025.

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**

Management took corrective action during this audit. The district is now monitoring arrow key procedures and unit management received arrow key security

training. In addition, management at the Norfolk S&DC and Lynchburg and Suffolk MPOs provided evidence that it reported missing keys to the Postal Inspection Service. In addition, management at the four units updated its key lists in the RADAR system and addressed the arrow key security issues at the Norfolk S&DC and Lynchburg MPO.

Due to management taking these corrective actions, we are not making a recommendation for the arrow key issues.

#### **Postal Service Response**

The Postal Service agreed with the finding.

## Finding #4: Carrier Separations and Transfers

### What We Found

At the Norfolk S&DC, we determined that four of the 151 carriers assigned to the unit worked at another delivery unit for at least six weeks between November 29, 2025, to January 9, 2026. In addition, we found seven of 217 total employees on the rolls with zero hours worked during this scope period, and we could not determine their employment status. Further, we found one employee in the Time and Attendance Collection System (TACS)<sup>41</sup> who was not in WebCOINS.<sup>42</sup> The employee was last active in FY 2023 but reappeared in TACS for the first pay period of FY 2026.

### Why Did It Occur

Management did not provide sufficient oversight to monitor carrier separations. Unit management stated that there was a delay in reassigning four carriers from the Norfolk S&DC to their assigned delivery unit, which was due to miscommunication when the request was made with Postal Service Human Resources. Additionally, unit management was unable to explain the status of the seven employees who had zero work hours or the reason why an employee reappeared in TACS in FY 2026.

As of February 26, 2026, unit management had not provided information about the employment status of these employees.

### What Should Have Happened

Postal Service management must process timely separations to properly reflect employee status and to maximize the office's employee complement.<sup>43</sup>

### Effect on the Postal Service and Its Customers

When inactive employees are not removed from the employee rolls, the Postal Service cannot hire replacements.

### Management Actions

Management took corrective action during this audit. Norfolk S&DC management investigated and resolved the issue of seven employees with zero work hours by removing them from the payroll. Management also explained that the employee currently listed in TACS is not charging hours and therefore is not on the payroll, which is why she is not listed in WebCOINS. As a result, we are not making a recommendation on these issues.

### Postal Service Response

The Postal Service agreed with the finding.

<sup>41</sup> TACS is a centralized, web-based application used to record employee work hours, manage leave, and process payroll.

<sup>42</sup> WebCOINS is a Web interface that displays and stores information about employee details down to the office or unit level. The system gives local management a resource for monitoring and tracking employee complement.

<sup>43</sup> RADAR, *On the Roles Not Available*, Report Notes.

# Finding #5: Voyager Card Transactions

## What We Found

Unit management at the four units did not always reconcile Voyager card transactions to validate that transactions were legitimate. Specifically, management at the Norfolk S&DC and Lynchburg MPO did not reconcile five months of Voyager card transactions and conducted its last transaction reconciliation in March and June 2025, respectively. Management at the Suffolk MPO reconciled four out of five months and management at the Virginia Beach MPO reconciled three of five months of Voyager card transactions. We reviewed the Fuel Asset Management System (FAMS) reconciliation exception report for high-risk transactions at all four units from July 26, 2025, through January 22, 2026, and identified 477 high-risk transactions valued at \$20,840.07 that required reconciliation during this period (see Table 9). None of the 477 transactions were reconciled by unit management. In addition, 21 of these transactions, valued at \$663.10, were for premium fuel purchases.

**Table 9. Voyager Card Transactions at the Units**

Unit Name	Number of Unreconciled High-Risk Transactions	Total Value of High-Risk Transactions
Norfolk S&DC	29	\$804.00
Lynchburg MPO	391	\$16,538.00
Suffolk MPO	27	\$1,999.07
Virginia Beach MPO	30	\$1,499.00
<b>Total</b>	<b>477</b>	<b>\$20,840.07</b>

Source: The OIG review of FAMS Voyager card data from July 26, 2025, through January 22, 2026.

## Why Did It Occur

Management at the four units did not provide sufficient oversight to reconcile Voyager card transactions and, at the Lynchburg and Virginia Beach MPOs, it did not prevent the purchase of premium fuel. Specifically, the Norfolk S&DC and Virginia Beach MPO managers stated that they recently started their positions and were not aware that the reconciliations had not been completed or who was responsible for performing the reconciliations.

## What Should Have Happened

According to Postal Service policy,<sup>44</sup> at least once per month, the site manager is responsible for ensuring that their driver receipts are reconciled in the FAMS eFleet “Reconciliation Exception Report” module. In addition, if there is a problem with an individual charge, the site manager has only 60 days from the transaction posting date to dispute the transaction. According to Postal Service policy,<sup>45</sup> 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 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 four units totaled \$20,840.07.<sup>46</sup>

## Management Actions

Management took corrective action during this audit. Specifically, management and employees at the four units received training on the proper procedures for purchasing fuel for postal vehicles and management received training on reconciliation of Voyager card purchases.

<sup>44</sup> *Voyager Fleet Card Standard Operating Procedure (SOP)*, Section 4.2 Responsibilities, October 2023.

<sup>45</sup> *FAMS User Guide*, Reconciliation by Exception Process, March 5, 2013.

<sup>46</sup> We consider the \$20,840.07 as unsupported, unrecoverable, questioned costs due to management not properly reconciling transactions as required.

**Recommendation #4:**

We recommend the **District Manager, Virginia District**, monitor that high-risk Voyager card transactions are properly reconciled, as required, and high-risk fuel transactions are annotated with an appropriate comment at the Norfolk Sorting and Delivery Center, and Lynchburg, Suffolk, and Virginia Beach Main Post Offices.

**Postal Service Response**

The Postal Service agreed with this finding, recommendation, and monetary impact. Management stated that the district will conduct monthly reviews at the Norfolk S&DC and Lynchburg, Suffolk, and Virginia Beach Main Post Offices for reconciliation compliance and purchases that fall into the high-risk category. The target implementation date is October 31, 2026.

**OIG Evaluation**

The OIG considers management’s comments responsive to recommendation 4, and corrective actions should resolve the issues identified.

## Finding #6: Property Conditions

### What We Found

We found safety and security issues related to property conditions at the Lynchburg, Suffolk, and Virginia Beach MPOs. Specifically:

#### Property Safety:

- Forty-two fire extinguishers at the three units were missing monthly or annual inspections. In addition, 10 extinguishers at the Lynchburg MPO were not properly mounted.
- Two electrical panels were blocked at the Lynchburg and Suffolk MPOs and a swinging door to the Suffolk MPO dock was chained shut and blocked by large bins (see Figure 7).

- Individual issues related to the fire alarm, exit door, fall hazard sign, traffic signs, and parking lot lighting at the Lynchburg MPO.

#### Property Security:

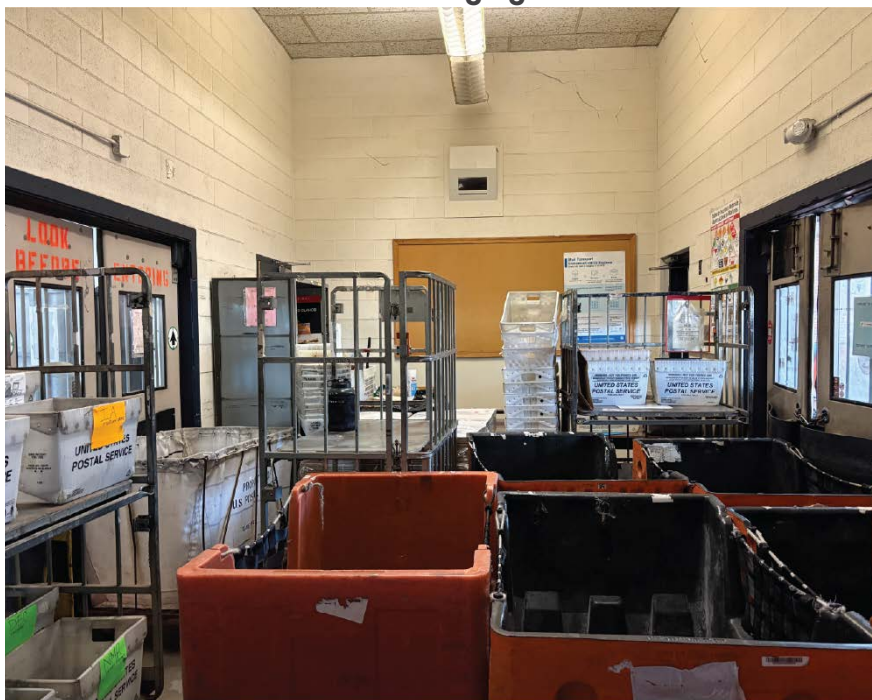
- A sign was not posted in the employee parking area stating that vehicles may be subject to search at the Lynchburg, Suffolk, and Virginia Beach MPOs.
- The rear dock security and employee parking lot gates were inoperable due to broken gate control panels, and the rear dock entry door was unsecured at the Lynchburg MPO (see Figure 8).

**Figure 7. Blocked Electrical Panel and Door at the Suffolk MPO**

**Blocked Electrical Panel**



**Blocked Swinging Door**



Source: OIG photos taken February 11, 2026.

**Figure 8. Broken Security Gate Control Panels at the Lynchburg MPO**



Source: OIG photos taken February 12, 2026.

### **Why Did It Occur**

Management at the Lynchburg, Suffolk, and Virginia Beach MPOs did not provide sufficient oversight or take the necessary actions to verify that issues with property condition were corrected. Specifically, management attributed the oversight to ongoing building renovations and competing priorities; the problem not needing immediate attention; or not knowing that fire extinguishers had not been inspected, electrical panels were blocked, or “vehicles subject to search” signage needed posting 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. The Postal Service requires management to maintain a safe environment for employees and customers.<sup>47</sup>

According to policy,<sup>48</sup> secured doors on an exit route must be readily openable from the egress side during an emergency. The policy also states that facility management is responsible for installing and maintaining adequate lighting and conducting periodic checks of the building and grounds to verify gates are functioning as designed. Door locks must also not be disabled, or doors propped open, and the Postal Service is required to provide signage that vehicles may be subject to search.<sup>49</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; reduce the risk of employee theft; and enhance the customer experience and Postal Service brand.

47 Postal Service Handbook EL-801, *Supervisor’s Safety Handbook*, July 2020.

48 Postal Service Handbook EL-801, *Supervisor’s Safety Handbook*, July 2020.

49 Postal Service Handbook RE-5, *Building and Site Security Requirements*, September 2009.

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### **Management Actions**

Management took corrective action to address all property condition issues identified at the three units; therefore, we are not making a recommendation.

### **Postal Service Response**

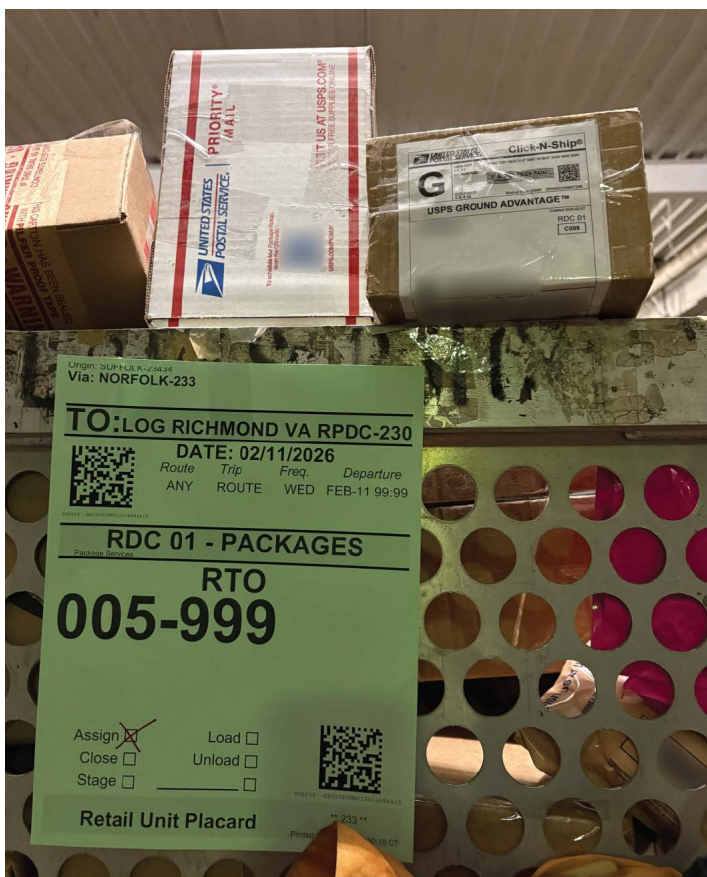
The Postal Service agreed with the finding.

# Finding #7: Separation of Packages for Dispatch

## What We Found

Employees at the Norfolk S&DC, and Lynchburg and Suffolk MPOs did not properly separate packages destined for the Richmond Regional Distribution Center (RPDC) or Roanoke Processing and Distribution Center (P&DC). Specifically, on February 11, 2026, during the unit's evening operations at the three units, we observed Ground Advantage<sup>50</sup> and Priority Mail<sup>51</sup> packages commingled in the same containers and/or containers designated for Priority Mail. See Figure 9 for an example of Ground Advantage packages and Priority Mail that were commingled in the same container.

**Figure 9. Commingled Mail at the Suffolk MPO**



Source: OIG photo taken Wednesday, February 11, 2026.

## Why Did It Occur

Management at the Norfolk S&DC and the Lynchburg and Suffolk MPOs did not provide sufficient oversight to ensure that employees properly separated packages for dispatch to the P&DC or RPDC. Specifically, management at the Norfolk S&DC and the Lynchburg MPO stated that it was not aware of the requirement that Priority Mail packages are to be separated from non-Priority Mail packages for dispatch.

## What Should Have Happened

The Postal Service requires all level 22 units and above to separate Priority Mail from non-Priority Mail packages and use a specific placard when dispatching to the processing facility.<sup>52</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.

## Management Actions

Management took corrective action during this audit. Employees at the Norfolk S&DC and the Lynchburg and Suffolk MPOs were trained in properly preparing and separating packages for dispatch to the Richmond RPDC or Roanoke P&DC. Due to management taking this corrective action, we are not making a recommendation for the package separation issue.

## Postal Service Response

The Postal Service agreed with the finding.

<sup>50</sup> Ground Advantage is a service providing an affordable and reliable way to send parcels inside the U.S. Parcels under 70 pounds arrive in two to five business days.  
<sup>51</sup> Priority Mail is an expedited service that may contain any mailable matter weighing no more than 70 pounds.  
<sup>52</sup> *Learn and Grow RDC/RSC Updates*, May 2024.

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# Appendix A: Additional Information

We conducted this audit from April through June 2026 in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

In planning and conducting the audit, we obtained an understanding of the delivery operations internal control structure to help determine the nature, timing, and extent of our audit procedures. We reviewed the management controls for overseeing the program and mitigating associated risks. Additionally, we assessed the internal control components and underlying principles, and we determined that the

following three components were significant to our audit objective:

- Control Activities
- Information and Communication
- Monitoring

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to 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 was sufficiently reliable for the purposes of this report.

# Appendix B: Management's Comments



June 11, 2026

LAURA LOZON  
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Capping Report - Virginia District: Delivery Operations (26-044-DRAFT)

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

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

The following are our comments on each of the four recommendations.

**Recommendation 1:**

We recommend the District Manager, Virginia District, train management 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 management in the Virginia district on the proper procedures for checking and reporting delayed mail.

**Target Implementation Date:** 08/31/2026

**Responsible Official:** District Manager, Virginia District

**Recommendation 2:**

We recommend the District Manager, Virginia District, develop a contingency plan for situations that may interfere with normal delivery services, such as vehicle availability issues, at Suffolk Main Post Office

**Management Response/Action Plan:**

Management agrees with this recommendation. The district has implemented a weekly call with our VMF partners to address issues such as this. Management will also reiterate the policy regarding renting vehicles if necessary to provide customers with their daily deliveries.

Target Implementation Date: 8/31/2026

Responsible Official: Manager, Operations Integration and District Manager,  
Virginia District

**Recommendation 3:**

We recommend the District Manager, Virginia District, train carriers on the proper procedures for scanning firm sheets at the Virginia Beach Main Post Office.

Management Response/Action Plan:

Management agrees with this recommendation. Management at the Virginia Beach Main Post Office will conduct a service talk on the proper procedures for scanning firm sheets.

Target Implementation Date: 08/31/2026

Responsible Official: Postmaster, Virginia Beach

**Recommendation 4:**

We recommend the District Manager, Virginia District, monitor that high-risk Voyager card transactions are properly reconciled, as required, and high-risk fuel transactions are annotated with an appropriate comment at the Norfolk Sorting and Delivery Center, and Lynchburg, Suffolk, and Virginia Beach main post offices.

Management Response/Action Plan:

Management agrees with this recommendation. The district will review FAMS monthly at Norfolk S&DC, Lynchburg, Suffolk and Virginia Beach MPO's for reconciliation compliance as well as any purchases that fall into the high-risk category.

Target Implementation Date: 10/31/2026

Responsible Official: District Manager, Virginia District and Manager, Operations Integrations

E-SIGNED by ANTHONY A IMPRONGO  
on 2026-06-11 16:06:11 EDT

Anthony Impronto  
District Manager, Virginia District

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

# OFFICE OF INSPECTOR GENERAL

UNITED STATES



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