

Strathmoor Station, Detroit, MI: Delivery Operations

AUDIT REPORT

Report Number 26-087-3-R26 | July 9, 2026



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OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

July 9, 2026

MEMORANDUM FOR: RICHARD T. MORETON
MANAGER, MICHIGAN 1 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 – Strathmoor Station, Detroit, MI: Delivery Operations
(Report Number 26-087-3-R26)

This report presents the results of our audit of delivery operations and property conditions at the Strathmoor Station in Detroit, MI.

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

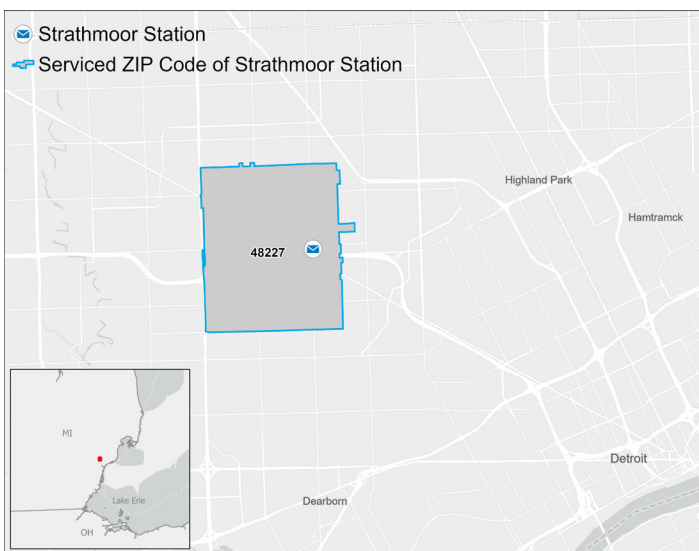
Results

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 Strathmoor Station in Detroit, MI (Project Number 26-087-3). The Strathmoor Station is in the Michigan 1 District of the Central Area and serves about 40,657 people in ZIP Code 48227, which is considered an urban area (see Figure 1).¹

Figure 1. ZIP Codes Served by the Strathmoor Station



Source: OIG analysis of ZIP Code data.

This delivery unit has 37 city routes. From April 4 through May 1, 2026, the delivery unit had three supervisors assigned.² Of these supervisors, one was detailed to a different facility. In addition, the unit had an acting supervisor from another unit during our site visit. The Strathmoor Station falls under the Detroit Post Office for employee availability³ measurement. As of February 2026, the year-to-date employee availability rate for the Detroit Post Office was 90 percent, which is less than the Postal Service’s retail and delivery operations employee availability goal of 93.95 percent for fiscal year 2026. The Strathmoor Station is one of three delivery units⁴ the OIG reviewed during the week of May 4, 2026, that are serviced by the Detroit Processing and Distribution Center (P&DC).

We assessed all units serviced by the Detroit P&DC based on the number of Customer 360 (C360)⁵ delivery-related inquiries,⁶ stop-the-clock (STC)⁷ scans performed away from the delivery point and at the unit, undelivered route information, and Leg 1 and Leg 3 failures⁸ between January 1 and March 31, 2026.

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

1 We obtained ZIP Code information related to population and urban classification from 2020 Census Bureau information.
2 Assignments based on the Postal Service’s Time and Attendance Collection System (TACS). TACS is the system used by the Postal Service to automate the collection of employee time and attendance information.
3 The Postal Service calculates employee availability by dividing straight time hours worked by potential straight time hours. Potential straight time hours generally include actual straight time hours worked, sick leave taken, and leave without pay.
4 The other two units were the Grand Shelby Carrier Annex, Detroit, MI (Project Number 26-087-1) and the Gratiot Station, Detroit, MI (Project Number 26-087-2).
5 Customer 360 is a cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.
6 Delivery-related inquiries include a compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.
7 An STC scan is a scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mailpiece. Examples of STC scans include “Delivered,” “Available for Pickup,” and “No Access.”
8 Leg 1 failures occur when 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.

Table 1. Delivery Metric Comparison Between January 1 Through March 31, 2026

Delivery Metric	Unit	District
C360 Delivery Inquiries (average per route)	7.0	4.7
Leg 1 Failures (percent of sampled pieces)	15.2	8.8
Leg 3 Failures (percent of sampled pieces)	2.0	1.9

Source: OIG analysis of Postal Service's C360 and Informed Visibility data extracted April 14, 2026. Informed Visibility provides service performance measurements and diagnostics of market-dominant products, mail inventory, and predictive workloads of all mail.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Strathmoor Station in Detroit, MI.

To accomplish our objective, we combined preliminary data analyses with an on-site inspection performed May 5 through 7, 2026. Prior to the visit, we analyzed staffing levels, mail arrival times, package scanning performance, reported mail delays and arrow key⁹ inventories, Voyager card¹⁰ exceptions, and property safety and security issues. While on-site, we reviewed operational compliance focusing on mail conditions, package scanning procedures, arrow key accountability, carrier separation and transfer documentation, Voyager card exception justification, and property safety and security conditions. We discussed our observations and conclusions with management on June 24, 2026, and included its comments, where appropriate.

We are issuing this interim report to provide the Postal Service with timely information regarding conditions we identified at the Strathmoor Station. We will issue a separate capping report¹¹ that provides the Postal Service with the overall findings and recommendations for all three delivery units, as

well as the district. The capping report will include actions taken by management to address the issues identified in this interim report. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified issues affecting delivery operations and property conditions at the Strathmoor Station. Specifically, we found issues with five of the areas we reviewed (see Table 2).

Table 2. Summary of Results

Audit Area	Deficiencies Identified	
	Yes	No
Delayed Mail	X	
Package Scanning	X	
Arrow Keys	X	
Carrier Separations and Transfers		X
Voyager Card Transactions	X	
Property Conditions	X	

Source: Results of our fieldwork during the week of May 4, 2026.

For carrier separations and transfers, we analyzed employee data from February 7 through March 20, 2026. All carriers assigned to the unit either reported to work or were accounted for by management during this time, indicating no issues with employee separations and transfers.

⁹ Arrow keys are distinctively shaped keys that carriers use to open mail-receiving receptacles, such as street collection boxes and panels of apartment house mailboxes equipped with an arrow lock. Arrow keys are accountable property and are subject to strict controls.
¹⁰ The Postal Service uses credit cards, called Voyager cards, to pay for commercially purchased fuel, oil, and routine maintenance for its vehicles.
¹¹ The capping report project number is 26-087.

Finding #1: Delayed Mail

What We Found

On the morning of May 5, 2026, we identified 5,226 delayed mailpieces¹² at 14 out of 37 carrier cases and the hot case.¹³ Specifically, we identified 4,858 letters and 368 flats. In addition, management did not report

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 Figure 2 for examples of delayed mail found at carrier cases.

Table 3. Types of Delayed Mail Identified

Type of Mail	Carrier Case	Hot Case	Total Count of Delayed Mail
Letters	3,178	1,680	4,858
Flats	368	0	368
Totals	3,546	1,680	5,226

Source: OIG count of delayed mailpieces identified during our visit on May 5, 2026.

Figure 2. Examples of Delayed Mail

Carrier Case



Hot Case



Source: OIG photos taken before carriers arrived on the morning of May 5, 2026.

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

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

¹⁴ DCV is a tool for unit management to manually self-report delayed mail, which provides a snapshot of daily mail conditions at the point in time when carriers have departed for the street.

Why Did It Occur

The delayed mail we identified was due to insufficient management oversight. Specifically, the station manager did not provide proper supervision or training over the supervisors. The current PM supervisor was in an acting role and had been at the unit for less than three months. The station manager also stated that the unit had experienced turnover involving two other PM supervisors within the last year. Due to ongoing changes in supervisory personnel, management acknowledged that it had not consistently enforced accountability among carriers for bringing mail back from their routes. In addition, the station manager stated that he needed to provide more training for the PM supervisor and carriers.

Management stated that it had planned to have three employees process mail on the Monday prior to our visit since it was typically a high mail volume day. However, only two employees were available to work that day, and the third employee did not report to work as scheduled. Due to the shortage of clerks, the employees were unable to finish sorting the hot case mail before the carriers departed for their routes.

Furthermore, management did not report delayed mail in the DCV system because the acting PM supervisor stated that she was so focused on learning other tasks, such as reviewing employee time records, that she failed to notify the station

manager of the mail brought back. She also stated that she did not have access to the DCV system. In addition, the AM supervisor stated that he overlooked reporting hot case mail as he was assisting a carrier.

What Should Have Happened

Management should have ensured that all mail was processed and delivered daily. Postal Service policy¹⁵ 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 required¹⁶ 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 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 the DCV system provides management at the local, district, area, and headquarters levels with an inaccurate status of mail delays and can result in improper actions taken to address issues.

Postal Service Response

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

¹⁵ *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

¹⁶ *Informed Visibility DCV Report Notes*, October 2025.

Finding #2: Package Scanning

What We Found

Employees scanned packages improperly at the delivery unit and scanned packages away from the intended delivery point. Specifically, on the morning of May 5, 2026, before carriers arrived for the day, we selected all six packages from the carrier cases to review and analyze scanning and tracking history. Of the six sampled packages, four (66.7 percent) had improper scans, including:

- Three packages were scanned “Insufficient Address” and “Held at Post Office at Customer Request” at the delivery unit using an in-office scanner. Two of these packages were heavy and oversized and should have been scanned “Available for Pick-up.” The third package did not have a customer hold request.
- One package scanned, “Delivery Attempted – No Access to Delivery Location,” was scanned 0.5 miles away from the delivery point (see Figure 3). Scans should be made as close to the delivery point as possible.

Figure 3. Scan Away From the Delivery Point in Detroit, Michigan



Source: Postal Service Single Package Look Up.

Why Did It Occur

These scanning issues occurred because management did not adequately monitor and enforce proper package scanning procedures. Management stated that it typically confirmed that packages received a completion scan but checking scan integrity was not part of its process. Management also stated that it did not conduct a thorough walkthrough of the unit to make sure it was clear of packages due to competing priorities, including assisting at the retail window and reviewing employee time records.

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,¹⁷ which includes scanning packages at the time and location of delivery.¹⁸

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.

¹⁷ *Delivery Done Right the First Time* stand-up talk, March 2020.

¹⁸ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

Finding #3: Arrow Keys

What We Found

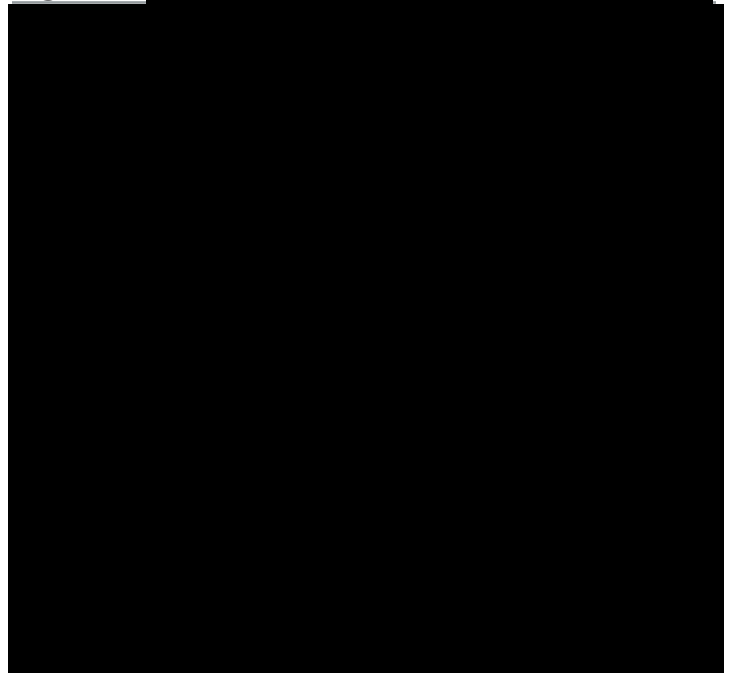
Management did not properly update the arrow key inventory log and safeguard arrow keys. On the morning of May 7, 2026, we reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)¹⁹ system and conducted a physical inventory of keys at the unit. Management reported 14 keys in RADAR as "In-Use," "In-Vault," or "Damaged." Based on our physical review of arrow keys at the unit, 10 of the 14 keys were missing. We also found five keys reported in RADAR as "Lost." Management could not provide documentation to support that the lost keys were reported to the U.S. Postal Inspection Service or that one damaged key was returned to the National Materials Customer Service (NMCS).

In addition, arrow keys were not always kept secure. Specifically, arrow keys were [REDACTED] (see Figure 4). We also determined that management did not enforce the requirement for carriers to sign for their arrow keys to acknowledge their receipt and did not verify that all keys were returned at the end of the day.

Why Did It Occur

The station manager stated that he relied on his PM supervisor to conduct the arrow key inventory and subsequently certified the keys in RADAR without physically verifying the keys on hand. He also stated that he did not provide proper oversight to ensure that the PM supervisor completed the inventory accurately. The station manager attributed these issues to the turnover of two PM supervisors in the past year and acknowledged that the current acting supervisor had not received adequate training. The station manager also stated that he was aware that lost keys must be reported to the Postal Inspection Service and that the damaged keys must be returned to NMCS. However, he was unable to provide documentation that either was performed.

Figure 4. [REDACTED]



Source: OIG photo taken on May 7, 2026.

Furthermore, the station manager stated that he did not know the [REDACTED]. He also stated that the supervisors did not always monitor the sign-in and sign-out process, as the supervisors were occupied with other duties and he did not have any clerks to whom he could delegate this responsibility.

What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,²⁰ management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the U.S. Postal Inspection Service. Further, when damaged arrow keys are returned to NMCS, the key status in RADAR should be changed from "Damaged" to "Returned," and the tracking number should be retained.

¹⁹ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

²⁰ Standard Work Instruction: U.S. Postal Service Arrow Key Guidebook, dated March 2025.

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.

Finding #4: Voyager Card Transactions

What We Found

Management did not always properly reconcile Voyager card premium fuel transactions. Specifically, we reviewed the Fuel Asset Management System (FAMS) reconciliation exception report for premium fuel transactions, which are considered high-risk transactions, from October 13, 2025, through March 31, 2026, and identified seven unauthorized premium fuel transactions valued at \$315.52. Although the transaction exceptions were marked as reconciled by unit management, none of the comments addressed the unauthorized premium fuel purchases.

Why Did It Occur

The station manager stated that the transactions occurred some time ago and he could not recall the reason he selected the incorrect comments. As of May 2026, the unit did not have any premium fuel purchases made since December 13, 2025.

What Should Have Happened

According to Postal Service policy,²¹ 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 premium fuel transactions are not properly reviewed and documented, there is an increased risk that the Postal Service may pay higher prices for questionable and unnecessary purchases.

Postal Service Response

The Postal Service agreed with this finding.

²¹ FAMS User Guide, Reconciliation by Exception Process, March 5, 2013.

Finding #5: Property Conditions

What We Found

We found safety issues related to a broken dock lift which was used to move the mail from the truck to the dock. Specifically, during our site visit, employees were unloading mail equipment from the truck using the truck's ramp. However, there was a gap between the ramp and the dock. As a result of this gap, the mail equipment tipped and injured an employee during our audit.

Why Did It Occur

Management was aware of the issue and had placed a work order in February and another in March 2026 for the dock lift to be fixed. However, the station manager stated that repairs to the dock lift were delayed due to their high cost.

What Should Have Happened

Management should have reported safety issues as they arose, and followed up for completion. The Postal Service requires management to maintain a safe environment for employees and customers.²²

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.

²² Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July, 2020.

Appendix A: Additional Information

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

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

- Control Activities
- Information and Communication
- Monitoring

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to control activities, information and communication, and monitoring that were significant within the context of our objectives. We will issue a separate report that provides the Postal Service with the overall findings and recommendations for the Strathmoor Station, Grand Shelby Carrier Annex, and the Gratiot Station, as well as the district.

We assessed the reliability of DCV, Product Tracking and Reporting,²³ and FAMS 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.

²³ The system of record for all delivery status information for mail and packages with trackable services and barcodes.

Appendix B: Management's Comments



June 25, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Strathmoor Station, Detroit, MI: Delivery Operations
(Report Number 26-087-3-DRAFT)

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

Management generally agrees with the five findings related to delayed mail, package scanning, arrow keys, Voyager Card transactions, 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* and follow the *Redline process*. In addition, the acting PM supervisor has been given access to DCV. 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.

Voyager Card Transactions: Management will provide a service talk on guidelines for the purchase of unleaded fuel for Postal Service vehicles. In addition, management will reiterate the responsibility of the site manager to ensure driver receipts, and "high-risk" transactions are reconciled within Fuel Asset Management System (FAMS).

Property Conditions: Management is working to abate the safety issue found during the audit, which requires the submission of workorders for assistance from other resources.

E-SIGNED by RICHARD T MORETON
on 2026-06-25 11:44:30 EDT

Richard T. Moreton
District Manager, Michigan 1 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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