

# Woodland Hills Main Post Office, Woodland Hills, CA: Delivery Operations

## AUDIT REPORT

Report Number 25-124-4-R26 | October 14, 2025



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# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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October 14, 2025

**MEMORANDUM FOR:** AL SANTOS  
MANAGER, CALIFORNIA 3 DISTRICT

A handwritten signature in black ink, reading "Joseph E. Wolski", is centered below the memorandum header.

**FROM:** Joseph E. Wolski  
Director, Field Operations, Atlantic & WestPac

**SUBJECT:** Audit Report – Woodland Hills Main Post Office, Woodland Hills, CA:  
Delivery Operations (Report Number 25-124-4-R26)

This report presents the results of our audit of delivery operations and property conditions at the Woodland Hills Main Post Office (MPO), Woodland Hills, CA.

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

# Results

## Background

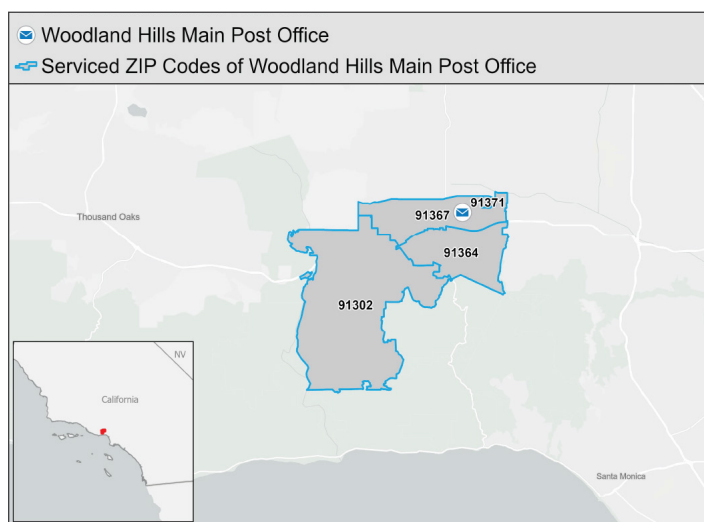
The U.S. Postal Service's mission is to provide timely, reliable, secure, and affordable mail and package delivery to more than 160 million residential and business addresses across the country. The U.S. Postal Service Office of Inspector General (OIG) reviews delivery operations at facilities across 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 Woodland Hills MPO in Woodland Hills, CA (Project Number 25-124-4). The Woodland Hills MPO is in the California 3 District of the WestPac Area and serves about 98,839 people in ZIP Codes 91302, 91364, 91367, and 91371, which are considered a predominantly urban area (see Figure 1). Specifically, 96,199 (97 percent) live in urban communities and 2,640 (3 percent) live in rural communities.<sup>1</sup> The unit also services ZIP Code 91365 for PO Box routes.

This delivery unit has 72 city routes and six rural routes. From June 14 through July 11, 2025, the delivery unit had six supervisors assigned, including one Relief Supervisor.<sup>2</sup> Of these supervisors, during the week of our visit one was on leave, and one was on a short-term detail to a different facility, but the unit had a supervisor from another facility as a replacement. Thus, at the time of our visit, the unit had five supervisors that reported to work. As of July 11, 2025,<sup>3</sup> the year-to-date employee availability<sup>4</sup> rate for the Woodland Hills MPO was 93.5 percent, which is slightly under the Postal Service's retail and delivery operations employee availability goal of 93.7 percent for fiscal year 2025. The Woodland Hills MPO is one

of four delivery units<sup>5</sup> the OIG reviewed during the week of August 11, 2025, that are serviced by the Santa Clarita Processing and Distribution Center (P&DC).

**Figure 1. ZIP Codes Serviced by the Woodland Hills MPO**



Source: OIG analysis of ZIP Code data.

We assessed all units serviced by the Santa Clarita P&DC based on the number of Customer 360 (C360)<sup>6</sup> delivery-related inquiries,<sup>7</sup> stop-the-clock (STC)<sup>8</sup> scans performed away from the delivery point and at the unit, undelivered route information, and Leg 1 and Leg 3 failures<sup>9</sup> between March 18 and June 18, 2025.

We judgmentally selected the Woodland Hills MPO primarily based on the number of C360 inquiries related to delivery and STC scans performed away from the delivery point. The unit also had 21 Leg 3 failures. See [Table 1](#) for a comparison of some of these metrics between the unit and the rest of the district.

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

<sup>2</sup> 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.

<sup>3</sup> The last day of Pay Period 15, July 10, 2025.

<sup>4</sup> 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.

<sup>5</sup> The other three units were the Chandler Station, North Hollywood, CA (Project Number 25-124-1); the Encino Branch, Encino, CA (Project Number 25-124-2); and the Sherman Oaks Branch, Sherman Oaks, CA (Project Number 25-124-3).

<sup>6</sup> A cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.

<sup>7</sup> A compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.

<sup>8</sup> 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."

<sup>9</sup> Leg 1 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. Leg 3 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.

Table 1. Delivery Metric Comparison From March 18 Through June 18, 2025

Delivery Metric	Unit Average per Route	District Average per Route
C360 Delivery Inquiries	5.6	4.7
Scans Over 1,000 Feet From Delivery Point	16.8	12.5

Source: OIG analysis of Postal Service’s C360, Product Tracking and Reporting (PTR) System data extracted July 28, 2025. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Woodland Hills MPO in Woodland Hills, CA.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,<sup>10</sup> carrier separations and transfers, Voyager card<sup>11</sup> premium fuel transactions, property safety and security conditions, and package separations. 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 August 12–14, 2025, we reviewed mail conditions, package scanning procedures, arrow key security procedures, carrier separation and transfer procedures, Voyager card premium fuel transactions, unit safety and security conditions, and package separation procedures. 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 September 24, 2025, and included its comments, where appropriate.

We are issuing this interim report to provide the Postal Service with timely information regarding conditions we identified at the Woodland Hills MPO,

<sup>10</sup> A distinctively shaped key carriers use to open mail-receiving receptacles, such as street collection boxes and panels of apartment house mailboxes equipped with an arrow lock. Arrow keys are accountable property and are subject to strict controls.  
<sup>11</sup> The U.S. Postal Service uses credit cards, called Voyager cards, to pay for the commercially purchased fuel, oil, and routine maintenance for its vehicles.  
<sup>12</sup> Project Number 25-124.

Woodland Hills, CA. We will issue a separate capping report<sup>12</sup> that provides the Postal Service with the overall findings and recommendations for all four 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 Woodland Hills MPO. Specifically, we found issues with four 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	
Package Separations		X

Source: Results of our fieldwork during the week of August 11, 2025.

- We analyzed employee data from June 7 through July 18, 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.
- We reviewed Voyager card premium fuel transactions from February 4 through July 31, 2025, and identified 16 unauthorized premium fuel transactions for \$652 that appeared to be addressed by management during the reconciliation process. Additionally, we did not identify any recurring systemic issues.

- We observed package separation procedures on August 13, 2025, and determined the unit properly separated Priority Mail from non-Priority Mail packages.

# Finding #1: Delayed Mail

## What We Found

On the morning of August 12, 2025, we identified 6,309 delayed mailpieces at 13 carrier cases and the loading dock. Specifically, we identified 2,946 letters, 857 flats, 2,210 Every Door Direct Mail (EDDM)<sup>13</sup> and 296 packages. Over half of the delayed mail was carrier collection mail from prior to Tuesday morning that we found at the loading dock. EDDM advertisements were in several carrier cases without an indication of the scheduled delivery date.<sup>14</sup> In addition, management did not report delayed mail as undelivered or accurately report the delayed collection mail in the Delivery Condition Visualization (DCV)<sup>15</sup> system. Further, not all carriers completed Postal Service (PS) Forms 1571, *Undelivered Mail Report*,<sup>16</sup> to document undelivered mailpieces.

See Table 3 for the number of pieces for each mail type and Figures 2 and 3 for examples of delayed mail found in carrier cases and at the dock.

**Table 3. Types of Delayed Mail Identified**

Type of Mail	Carrier Case	Collection Mail at the Dock	Total Count of Delayed Mail
Letters	513	2,433	2,946
Flats	110	747	857
EDDM	2,210		2,210
Packages		296	296
<b>Totals</b>	<b>2,833</b>	<b>3,476</b>	<b>6,309</b>

Source: OIG count of delayed mailpieces identified during our visit August 12, 2025.

**Figure 2. Examples of Delayed Mail in the Carrier Cases**



Source: OIG photos taken before carriers arrived in the morning of August 12, 2025.

<sup>13</sup> EDDM is a service designed mainly for local business to send geographically targeted advertising mail to every household or business on a postal delivery route.  
<sup>14</sup> The Postal Service uses colored tags to indicate the delivery day. Each color corresponds to a different day of the week. See Poster 215 – *Destination Delivery Code Application for Delivery Units*, June 2008.

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

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

**Figure 3. Examples of Delayed Collection Mail on the Dock**



Source: OIG photos taken before carriers arrived in the morning of August 12, 2025.

### Why Did It Occur

The delayed mail we identified occurred because management did not follow established procedures. Specifically, the PM supervisor did not follow the Redline process, which includes carriers completing a PS Form 1571 for any undelivered mail brought back to the delivery unit. Instead, the PM supervisor allowed carriers to leave mail on their case, and the PM supervisor said she would put it in a tray and complete a PS Form 1571 and label it “Clean Up.” We also found one case with over 250 pieces of delayed mail without a PS Form 1571. In addition, management did not accurately report delayed mail in the DCV system or verify the delivery date was annotated for EDDM mail because the PM supervisor has only been in this position for eight months, and the postmaster acknowledged that the PM supervisor has not been fully trained in all aspects of the closing process.

Further, management was not transporting collection mail to the P&DC that carriers brought back after the

last truck left the unit. Also, if the last truck to the plant was getting full, the unit would prioritize collection mail from the retail unit and not send all collection mail brought to the unit by carriers. The district manager stated the delivery unit did not have to take the late collection mail to the plant. According to new Postal Service training material, this late collection mail does not have to go to the plant for Regional Transportation Optimization (RTO)<sup>17</sup> offices; however, this unit is a Non-RTO office.

### What Should Have Happened

Management should have ensured that all mail was processed and delivered daily. EDDM mail at carrier cases should have been tagged to indicate the intended delivery dates. Postal Service policy<sup>18</sup> states that all types of First-Class Mail, Priority Mail, and Priority Express Mail are always committed for delivery on the day of receipt. Further, management should have adhered to the redline process.<sup>19</sup> Also, if collection mail does not make it on the final dispatch truck to the plant, management should have initiated procedures to transport it to the processing plant that evening instead of retaining it in the facility until the next day.<sup>20</sup> Since Woodland Hills is not a RTO delivery unit, all collection mail should have been taken to the plant to be processed the same day of acceptance by the Postal Service.

### Effect on the Postal Service and Its Customers

When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. In addition, inaccurate reporting of delayed mail in DCV provides management at the local, district, area, and headquarters levels with an inaccurate status of mail delays and can result in improper actions taken to address issues.

### Postal Service Response

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

<sup>17</sup> RTO is the Postal Service’s effort to align transportation schedules between processing facilities and Post Office locations to improve operational efficiencies. RTO aims to improve the efficiency of the transportation network for Post Office locations that serve ZIP Codes more than 50 miles from its assigned plant.

<sup>18</sup> *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

<sup>19</sup> *Redline Policy Stand Operating Procedures*.

<sup>20</sup> *Dispatch Deviation Policy Standard Operating Procedure*, July 19, 2024.

# Finding #2: Package Scanning

## What We Found

Employees scanned packages away from the intended delivery point and handled packages incorrectly at the unit. We also found issues with employee barcode management.

We reviewed 1,237 scans made over 1,000 feet away from the delivery point from April through July 2025. Further, 98.3 percent of the scans were scanned Delivered (see Table 4).

Table 4. STC Scan Types Over 1,000 Feet Away From Delivery Point

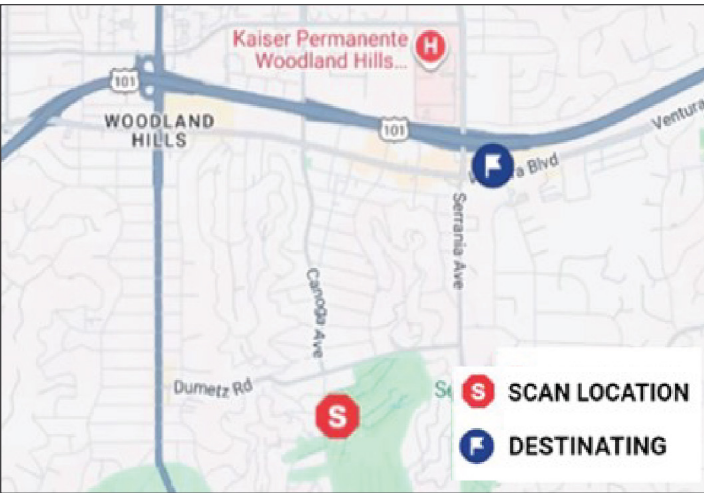
Scan Type	Count	Percent of Scans
Delivered	1,216	98.3
Delivery Attempted – No Access	17	1.4
Forwarded	2	.2
No Authorized Recipient Available	1	.1
No Secure Location Available	1	.1
Total	1,237	100*

Source: OIG analysis of the Postal Service’s PTR system data.  
\*Total percentage does not equal 100 percent due to rounding.

We also found issues with scanning and handling of packages in the unit. On the morning of August 12, 2025, before carriers arrived for the day, we selected 30 packages from the carrier cases to review and analyze scanning and tracking history. Of the 30 sampled packages, 21 (70 percent) had improper scans or handling issues, including:

- 20 packages were scanned Delivered, which should only be performed when a package is successfully left at the customer’s delivery address.
- One package scanned “Delivery Attempted – No Access to Delivery Location,” was scanned 1.5 miles away from the delivery point (see Figure 4).

Figure 4. Scan Away From the Delivery Point in Woodland Hills, CA



Source: Postal Service Single Package Look Up.

Also, employee badge barcodes were not properly managed at the facility. Specifically, a carrier hung a list of employee badge barcodes in their carrier case, which could allow employees to log into a scanner as someone else.

## Why Did It Occur

These scanning issues occurred because unit management did not adequately monitor and enforce proper package scanning and handling procedures. The station manager stated that she usually monitors scans daily by reviewing district reports, which detail package scanning failures. The postmaster stated that district reports consistently show that the unit scans packages away from the delivery point. She added that many of these scans are attributed to scanner connectivity issues, but others are true scanning violations that she is addressing with unit staff. Regarding the issue of carriers scanning hold packages delivered rather than “Customer Hold” or “Available for Pick-up.” We attribute this to be a misunderstanding of proper scanning procedure.

Management was not aware that a carrier case contained a list of employee badge barcodes. The postmaster removed the list when we brought it to their attention.

### What Should Have Happened

Management should have monitored scan performance daily and enforced compliance. The Postal Service's goal is to ensure proper delivery attempts for mailpieces to the correct address,<sup>21</sup> which includes scanning packages at the time and location of delivery.<sup>22</sup> In addition, temporary badges must be controlled and issued by the facility head.<sup>23</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 cannot determine the actual status of their packages. By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance the customer experience and the Postal Service brand.

#### Postal Service Response

The Postal Service agreed with this finding.

<sup>21</sup> *Delivery Done Right the First Time* stand-up talk, March 2020.

<sup>22</sup> *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

<sup>23</sup> *AS-805 Information Security*, September 2022.

## Finding #3: Arrow Keys

### What We Found

Unit management did not properly update the arrow key inventory log and safeguard arrow keys. On the morning of August 13, 2025, we reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)<sup>24</sup> system and conducted a physical inventory of keys at the unit. Unit management reported 547 keys in RADAR as "In-Use," "Damaged," "In-Vault," "Returned" and "Taken by USPS."

Based on our physical review of arrow keys at the unit, 67 of the 547 keys were missing, and an additional three keys found at the unit were not recorded in RADAR. In addition, unit management recorded seven keys in RADAR as "Stolen." However, unit management had reported none of these keys, nor the 67 keys we identified as missing, to the U.S. Postal Inspection Service.

In addition, arrow keys were not always kept secure. Specifically, we observed carriers returning the keys at the end of the day and placing them [REDACTED]. [REDACTED] The supervisor walked away multiple times without securing the keys.

### Why Did It Occur

Management did not provide sufficient oversight to properly manage and safeguard the arrow keys. Specifically, management was unaware of the missing or extra keys because it certified the

arrow key list in RADAR without properly reconciling it to the physical keys on hand. In addition, the PM supervisor was unfamiliar with the arrow key security requirements and procedures.

### What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,<sup>25</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. Further, broken keys must be updated on the RADAR inventory log.

In addition, policy states that arrow keys must remain secured when not assigned to personnel. 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 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.

### Postal Service Response

The Postal Service agreed with this finding.

<sup>24</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>25</sup> *Standard Work Instruction: Arrow/Modified Arrow Lock (MAL) Key Accountability*, dated May 2024.

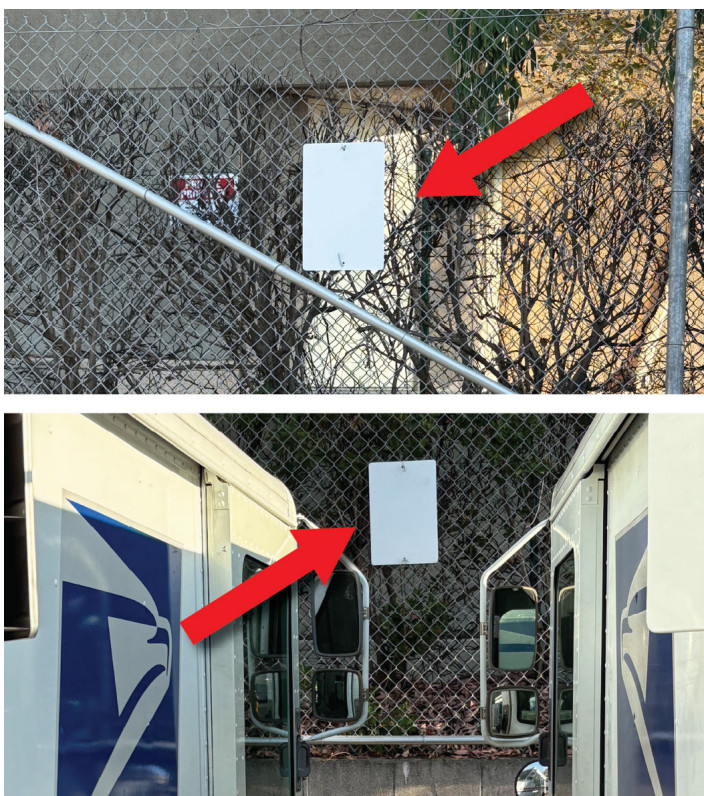
## Finding # 4: Property Conditions

### What We Found

We found security property issues at the Woodland Hills MPO:

- Signs along the fence in the parking lot were weather-damaged and could not be read (see Figure 5).
- There was no sign in the employee parking lot stating vehicles may be subject to search.

**Figure 5. Weather-damaged Signs**



Source: OIG photos taken August 13, 2025.

### Why Did It Occur

The postmaster was unaware that the signs in the parking lot had been neglected and that a “subject to search” sign was required in the employee parking lot.

### What Should Have Happened

Management should have installed the required signage, which helps maintain a safe environment for employees and customers.<sup>26</sup>

According to policy,<sup>27</sup> the Postal Service is required to provide signage that vehicles may be subject to search.

### Effect on the Postal Service and Its Customers

Management’s attention to security deficiencies can reduce the risk of injuries to employees and customers; reduce related costs, such as workers’ compensation claims, lawsuits, and penalties; and enhance the customer experience and Postal Service brand.

### Postal Service Response

The Postal Service agreed with this finding.

<sup>26</sup> Postal Service Handbook EL-801, *Supervisor’s Safety Handbook*, July 2020.

<sup>27</sup> Handbook RE-5, *Building and Site Requirements*, Site Security, 2-2.4 – Site Signage, September 2009.

# Appendix A: Additional Information

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We conducted this audit from August through October 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 Woodland Hills MPO 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 did not identify 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 Chandler Station, Encino Branch, Sherman Oaks Branch, the Woodland Hills MPO, as well as the district.

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

# Appendix B: Management's Comments



September 25, 2025

LAURA LOZON  
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Woodland Hills MPO, Woodland Hills, CA: Delivery Operations (Report Number 25-124-4-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings contained in the draft audit report, *Woodland Hills MPO, Woodland Hills, CA: Delivery Operations*.

Management generally agrees with the four findings related to delayed mail, package scanning, arrow keys, 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 will also reiterate the requirement to use PS Form 1571 *Undelivered Mail Report* and follow the *Redline process*. Reviews will be conducted to monitor for compliance.

*Package Scanning:* Management will provide a service talk on proper scanning procedures and conduct reviews to monitor compliance.

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

*Property Conditions:* Management has abated the security issues found during the audit.

E-SIGNED by ALFRED SANTOS JR  
on 2025-10-02 09:52:12 EDT

Al Santos  
District Manager, California 3 District

cc: Vice President, Area Retail & Delivery Operations (WestPac)  
Corporate Audit Response Management

# OFFICE OF INSPECTOR GENERAL

UNITED STATES POSTAL SERVICE



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