

Louisiana District: Delivery Operations

AUDIT REPORT

Report Number 26-027-R26 | June 11, 2026



Plantation Station



Huntington Station



Southfield Station

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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

June 11, 2026

MEMORANDUM FOR: LARRY J. DARSAM, JR.
MANAGER, LOUISIANA 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 – Louisiana District: Delivery Operations
(Report Number 26-027-R26)

This report presents the results of our audits of mail delivery operations in the Louisiana District in the Southern 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. Recommendations 1 and 3 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 consider recommendation 2 closed with issuance of this report.

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, Southern 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.

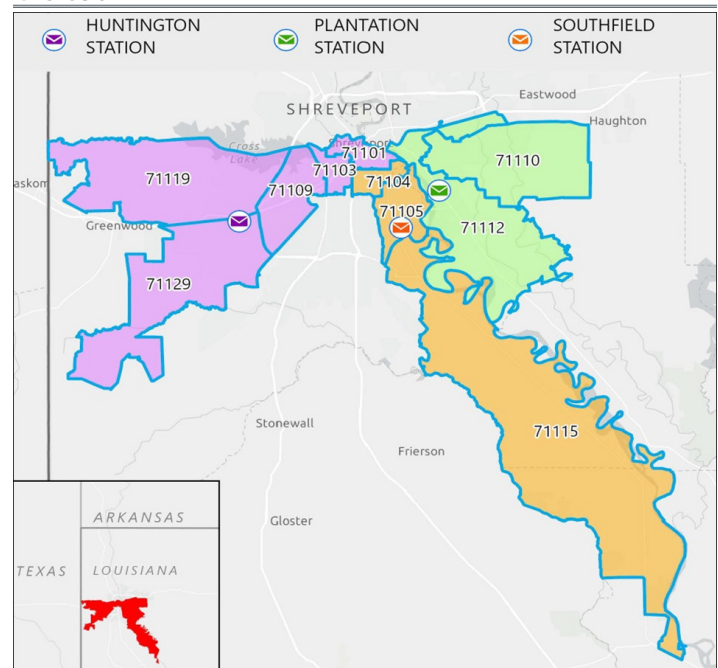
This report presents a summary of the results of our self-initiated audits of delivery operations and property conditions at three delivery units, as well as district-wide delivery operations in the Louisiana District in the Southern Area (Project Number 26-027). The delivery units included Huntington Station and Southfield Station in Shreveport, LA, and Plantation Station in Bossier City, LA (see Figure 1).

We previously issued interim reports¹ to district management for each of the three delivery units regarding the conditions we identified. In addition, we issued a report on the efficiency of operations at the Shreveport Processing and Distribution Center (P&DC) and Package Support Annex (PSA) which services these delivery units.² We judgmentally selected the three delivery units based on the

number of Customer 360 (C360)³ inquiries related to delivery,⁴ Informed Delivery⁵ contacts associated with the unit, and stop-the-clock (STC)⁶ 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 failures⁷ and undelivered routes.

These three delivery units had 95 city routes and 11 rural routes that served about 140,607 people in several ZIP Codes (see Figure 1). Specifically, of the people living in these ZIP Codes, 133,254 (95 percent) live in urban communities and 7,353 (5 percent) live in rural areas⁸ (see Table 1).

Figure 1. ZIP Codes for the Three Delivery Units Visited



Source: OIG analysis of ZIP Code data.

1 The reports were *Huntington Station, Shreveport, LA: Delivery Operations* (Report Number 26-027-1-R26, dated March 11, 2026); *Plantation Station, Bossier City, LA: Delivery Operations* (Report Number 26-027-2-R26, dated March 11, 2026); *Southfield Station, Shreveport, LA: Delivery Operations* (Report Number 26-027-3-R26, dated March 11, 2026).

2 This report was *Efficiency of Operations at the Shreveport Processing and Distribution Center and Package Support Annex, Shreveport, LA* (Report Number 26-026-R26, dated March 11, 2026).

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

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

5 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.

6 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."

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

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

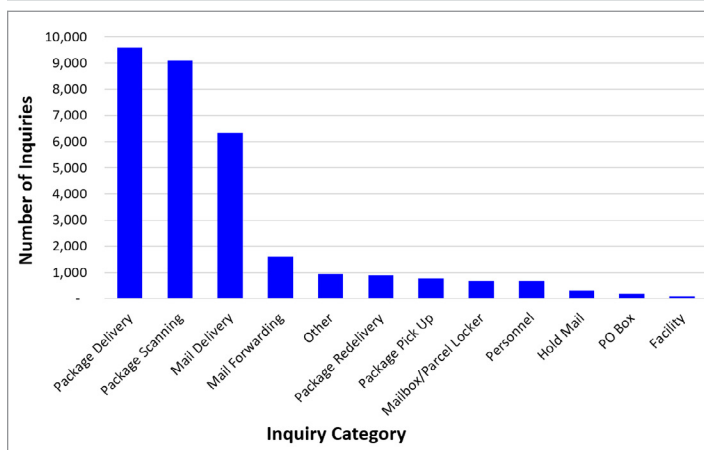
Table 1. Service Area and Population

Delivery Units	Service Area and ZIP Codes	Population	City Routes	Rural Routes
Huntington Station	71101, 71103, 71109, 71119, 71129	55,444	39	4
Plantation Station	71110, 71112	34,644	15	6
Southfield Station	71104, 71105, 71115	50,519	41	1
Total		140,607	95	11

Source: OIG analysis of Postal Service National Labeling List and Census data.

We conducted a text analysis of C360 inquiries for the entire Louisiana District between October 1, 2025, and February 28, 2026. In total, we reviewed and categorized the customer notes for 31,185 inquiries.⁹ See Figure 2 for the results.

Figure 2. C360 Inquiry Analysis



Source: OIG analysis of C360 inquiries.

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

- Within Package Delivery, the most common subcategories included delayed package delivery, non-receipt of items, and late package delivery.
- Within Package Scanning, the most common subcategories included false delivery scans, false delivery confirmations, and parcel locker key issues.
- Within Mail Delivery, the most common subcategories were missing mail, outgoing mail pickup, and lack of mail delivery.

We also analyzed the Postal Service’s Triangulation Report¹⁰ to determine how the Louisiana District performed for mail and package delivery in relation 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 November 1, 2025, through January 31, 2026, the Louisiana District had a below average opportunity ranking of 19 (38th percentile) for mail delivery and an above average opportunity ranking of 35 (70th percentile) for package delivery. See Table 2 for the results of our analysis.

⁹ We analyzed 32,769 inquiries and excluded 1,584 outliers - resulting in 31,185 records with at least 40 characters used to create the model by category.

¹⁰ 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. Louisiana District Average Ranking Compared to All 50 Districts

Month	Mail Delivery Opportunity Rank	Package Delivery Opportunity Rank
November 2025	11	30
December 2025	21	39
January 2026	24	35
Average	19	35

Source: Postal Service Triangulation Report.

We reviewed employee retention data for the Louisiana District from March 1, 2025, through February 28, 2026. During this period, the district hired 1,340 new carriers and clerks and retained 694 (51.8 percent) of them. Overall, the Louisiana District had an average employee retention record when compared to other districts we recently audited (see Table 3). In addition, the district had 508 authorized Executive and Administrative Schedule (EAS)¹¹ positions, of which 480 employees (5.5 percent vacancy rate) were on the rolls as of April 14, 2026.

Table 3. District Retention Information For Carriers & Clerks

District Audited	Retention Percent	One-Year Hiring Time Period
CA 3	68.0	Oct. 2024 – Sept. 2025
OH 1	52.0	Jan. 2025 – Dec. 2025
NY 3	41.7	Jan. 2025 – Dec. 2025
LA	51.8	Mar. 2025 – Feb. 2026

Source: Postal Service Workforce.

Louisiana District management stated that the district holds weekly complement meetings, engages in hiring events/job fairs, uses targeted mailings to recruit employees, and follows the 511 National Initiative (“Improving the Employee Experience – First 90 Days”).¹² Once employees are onboarded, the district stated that it follows the New Employee Experience and Retention Program (NEERP)¹³ and the New Employee Mentoring Program (NEMP)¹⁴ 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.

¹¹ EAS is a salary structure that applies to most managerial and administrative employees.

¹² 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.

¹³ 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.

¹⁴ 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.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations in the Louisiana District of the Southern Area.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,¹⁵ carrier separations and transfers, Voyager card¹⁶ transactions, property safety and security conditions, and package separations. Specifically, we analyzed key delivery metrics, including the number of carriers and routes, delayed mail volume, mail arrival times, package scanning compliance, and carrier staffing levels. During our site visits, we observed and assessed the operations and procedures within these categories and consulted with unit personnel regarding the issues we identified.

In addition to summarizing our findings at the three delivery units, we analyzed service performance scores for First-Class Mail, Marketing Mail,¹⁷ Priority Mail,¹⁸ and Ground Advantage¹⁹ products, and

reviewed carrier and clerk retention levels within the Louisiana District. We discussed our observations and conclusions, as summarized in Table 4, with management on May 28, 2026, and included its comments, where appropriate. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified issues related to service performance across the Louisiana District, and issues affecting delivery operations and property conditions at the delivery units audited (see Table 4). Specifically, we found issues with delayed mail, arrow keys, and property conditions at all three units, and package scanning, Voyager card transactions, and package separation issues at two units. 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		
	Huntington Station	Plantation Station	Southfield Station
Delayed Mail	Yes	Yes	Yes
Package Scanning	Yes	No	Yes
Arrow Keys	Yes	Yes	Yes
Carrier Separations & Transfers*	No	No	No
Voyager Card Transactions	Yes	No	Yes
Property Conditions	Yes	Yes	Yes
Package Separations	Yes	No	Yes

Source: Interim reports from select units.

* We analyzed employee data from March 1, 2025, to February 28, 2026. All carriers assigned to the units either reported to work or were accounted for by management during this time, indicating no issues with carrier separations and transfers.

¹⁵ 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.

¹⁶ The U.S. Postal Service uses credit cards, called Voyager cards, to pay for commercially purchased fuel, oil, and routine maintenance for its vehicles.

¹⁷ Marketing Mail is mail matter not required to be mailed as First-Class Mail or periodicals, which mailers can use to send specific types of mail such as flyers, circulars, and advertisements.

¹⁸ 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.

¹⁹ 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 Louisiana District

What We Found

We visited three delivery units in the Louisiana District on the morning of January 6, 2026, and identified about 4,295 pieces of delayed mail left from the prior day.²⁰ See Table 5 for the number of pieces by mail type and location and Figure 3 for examples of delayed mail found at the units. At the time of our visit, all three units underreported delayed mail in the Delivery Condition Visualization (DCV) system.²¹ Specifically, the units only reported the following delayed mailpieces:

- Huntington Station: 94 out of 1,666 (about 6 percent).
- Plantation Station: 250 out of 1,289 (about 19 percent).
- Southfield Station: 139 out of 1,340 (about 10 percent).

In addition, carriers at the Plantation and Southfield stations did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,²² to document undelivered mail brought back to the delivery unit.

Table 5. Types of Delayed Mail Identified

Type of Mail	Huntington Station	Plantation Station	Southfield Station	Total Count of Delayed Mail
Carrier Cases				
Letters	1,192	1,000	1,118	3,310
Flats	242	13	86	341
Packages	2	26	0	28
Other Areas*				
Letters	230	250	136	616
Totals	1,666	1,289	1,340	4,295

Source: OIG count of delayed mailpieces identified during our visit on January 6, 2026.

*Other areas included the hot cases (an area designated for the final withdrawal of mail by carriers before they leave the office) and the Postal Automated Redirection Systems area (designated for mail identified as undeliverable-as-addressed that will be matched with a change-of-address record).

Figure 3. Examples of Delayed Mail at Carrier Cases

Source: OIG photos taken before carriers arrived in the morning of January 6, 2026.

HUNTINGTON STATION



PLANTATION STATION



²⁰ The delayed mail we identified included individual piece counts and estimates based on conversion factors in Management Instruction PO-610-2007-1, Piece Count Recording System.

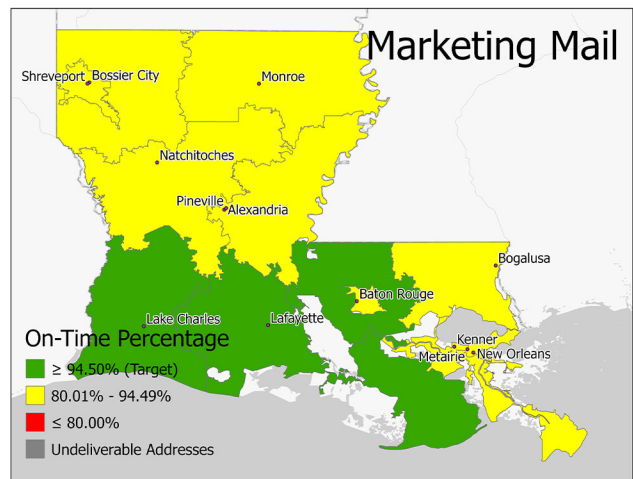
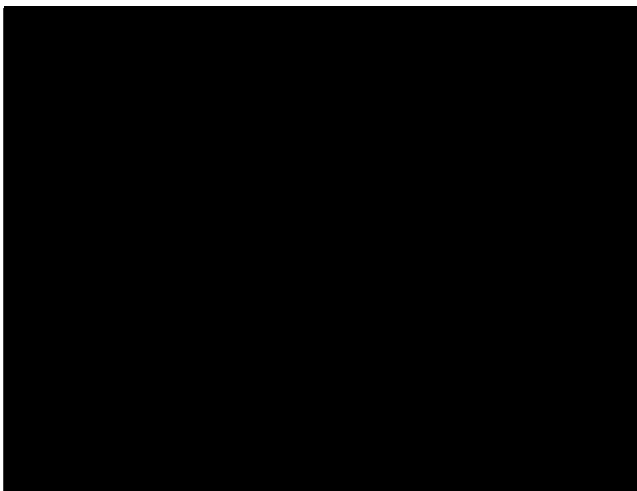
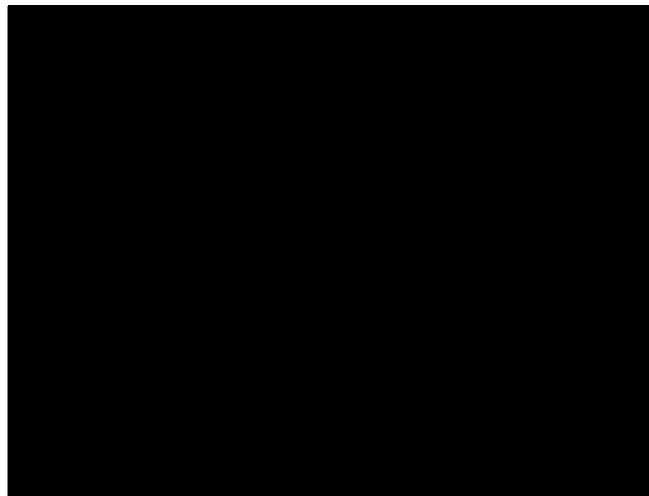
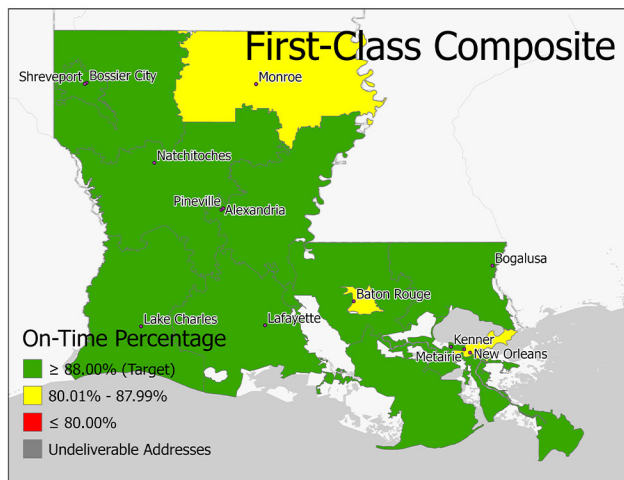
²¹ The DCV system is a tool used for unit management to manually self-report delayed mail, which provides a snapshot of daily mail conditions at the point in time when carriers have departed for the street.

²² PS Form 1571 lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

We analyzed service performance scores for First-Class Mail, Marketing Mail, Priority Mail, and Ground Advantage products mailed within the Louisiana District between October 1, 2025, and March 31, 2026. We found that First-Class, Priority Mail, and Ground

Advantage products met their targets in most of the district. However, Marketing Mail did not meet its target in much of the district. See Figure 4 for heat maps showing the performance of each product in the Louisiana District.

Figure 4. Service Performance Heat Maps by 3-Digit ZIP Code in the Louisiana 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 in the nation and mail coming into the district from other locations in the nation. Overall, we found that inbound First-Class Mail met the targets for most of the district. However, inbound and outbound Marketing Mail and Priority

Mail products and outbound First-Class Mail did not meet their targets for most of the district. In addition, inbound Ground Advantage products did not meet their targets for more than half of the district and outbound Ground Advantage products did not meet their targets throughout 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 reviews 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 for the entire district on January 5, 2026. Of the 332 units listed in the DCV system, 184 units (55.4 percent) reported 21,012 total pieces of delayed mail. Based on our observations and analyses, delivery units may not be accurately reporting delayed mail across the district.

Why Did It Occur

Management at all three units did not fully enforce the redline process²³ or complete a review of the workroom floor. In addition, it did not review all mail returned by carriers, require completion of PS Form 1571, or record undelivered mail in the DCV system. For example, the Huntington Station manager did not believe a case for missent, missorted, and missequenced (3M) mail was needed so carriers were placing 3M mail in the throwback case.²⁴ The Southfield Station closing supervisor stated that she had competing priorities and did not thoroughly check carrier cases for delayed mail. The Huntington Station acting supervisor stated that she was not aware of the requirements to complete PS Forms 1571 or record delayed volume in the DCV system because these tasks were not included in her on-the-job training.

What Should Have Happened

Management should have ensured that all mail was processed and delivered daily. Postal Service policy²⁵ states that all types of First-Class Mail, Priority Mail, and Priority Mail Express are always committed for delivery on the day of receipt. Policy also states that delivery units must follow the redline process,²⁶ which includes carriers completing a PS Form 1571 for any undelivered mail brought back to the delivery unit. Management should have verified that all mail was cleared from the workroom floor²⁷ and that carriers completed PS Forms 1571 for undelivered mail.²⁸ Additionally, management should have conducted a thorough walkthrough of the workroom to identify delayed mail and ensure that all outgoing mail was dispatched from the facility and delivered.

Postal Service policy states that managers are required²⁹ 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. In addition, management must update the DCV system 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. 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.

23 The redline process is a standardized framework encompassing manager and carrier responsibilities after carriers return to the delivery unit upon completion of delivery assignments, ensuring that any mail returned from the street is identified with a signed completed PS Form 1571 and that no mail is taken back to the carrier case.

24 The throwback case is a designated distribution case on the workroom floor in a delivery unit for the accumulation of missorted and undeliverable-as-addressed mailpieces.

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

26 *Standard Operating Procedures, Redline Policy*.

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

28 *Handbook M-41, City Delivery Carriers Duties and Responsibilities*, paragraph 44.4422, June 2019.

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

Management Actions

During our audit, district management provided evidence showing that management at the three facilities received training on proper delivery practices and the reporting of delayed mail. It also provided evidence that management at the three units are now following the redline process and monitoring the reporting of delayed mail at the units we visited, which should improve mail visibility.

Recommendation #1

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

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management stated that it would hold a virtual training session with delivery unit management in the district on the proper procedures for reporting delayed mail. The target implementation date is August 31, 2026. See [Appendix B](#) for management's comments in their entirety.

OIG Evaluation

The OIG considers management's comments responsive to recommendation 1, and corrective actions should resolve the issues identified.

Finding #2: Package Scanning and Handling

What We Found

We identified package scanning issues at the Huntington and Southfield stations and handling issues at the Huntington Station. We reviewed 473 scans at the Huntington Station that were over 1,000 feet from the intended delivery point between September 1 and November 30, 2025. We removed scans that could have been performed away from the delivery point per the policy, such as “Animal Interference” and “Unsafe Conditions,” from our review. The STC scan data for these packages showed 96 percent were scanned “Delivered” (see Table 6).

Table 6. STC Scans More Than 1,000 Feet Away From the Delivery Point

STC Scan Type	Count	Percent
Delivered	454	96.0
Delivery Attempted - No Access to Delivery Location	14	3.0
Held at Post Office at Customer Request	5	1.1
Total	473	100*

Source: OIG analysis of the Postal Service’s Product Tracking and Reporting (PTR) System data. 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.

On the morning of January 6, 2026, before carriers arrived for the day, we selected 48 packages from the carrier cases at the Huntington and Southfield stations to review and analyze scanning and tracking history. Of the 48 sampled packages, 23 (48 percent) had improper scans or handling issues, including:

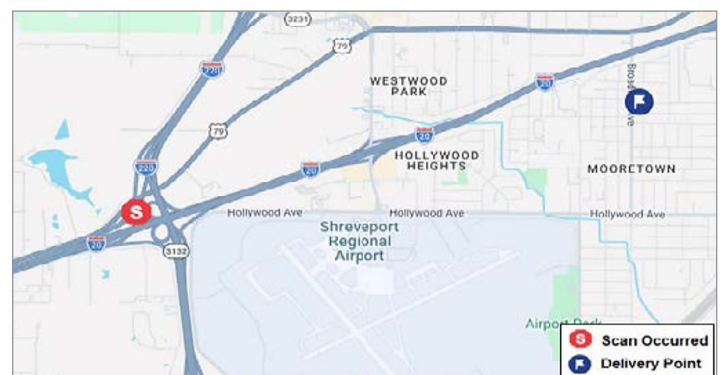
Huntington Station

- Four packages were scanned “Delivered, Caller Service or General Delivery,” “Delivered, PO Box,” or “Delivered, In/At Mailbox” but were found in the carrier cases. A “Delivered” scan should only be performed when a package is successfully left at the customer’s delivery address. Three of the four scans were made with an in-office scanner.

- Four packages were scanned “Held at Post Office at Customer Request.” These packages either did not have a hold request on file or were held at the carrier case since October 2025.
- Three packages were scanned “Delivery Attempted - No Access to Delivery Location” and “Delivery Exception, Animal Interference” between 0.3 and 4.2 miles away from the delivery point (see Figure 5 for an example). Scans should be made as close to the delivery point as possible.
- Three packages were scanned with an in-office scanner as “Mis-Shipped,” which indicates that the shipper misrouted the mailpiece. However, all three addresses were assigned to routes at the Huntington Station.
- Two packages were scanned “Vacant” but were held at the carrier case instead of being returned to the sender.
- One package was missing an “Arrival-at-Unit” scan, which is necessary to provide complete visibility.

In addition, employee barcodes were not properly managed at the Huntington Station. Specifically, unit supervisors left a hard copy of employee barcodes unsecured on top of the supervisor desk, which could allow employees to log into scanners as someone else.

Figure 5. Package Scanned 4.5 Miles Away From the Delivery Point in Shreveport, Louisiana



Source: Postal Service Single Package Look Up.

Southfield Station

- Five packages scanned “Delivery Attempted – No Access to Delivery Location,” “Insufficient Address,” or “Held at Post Office at Customer Request” were scanned between 0.2 and 0.8 miles away from the delivery point. Scans should be made as close to the delivery point as possible.
- One package was scanned, “Delivered, In/At Mailbox,” which should be performed only when a package is successfully left at the customer’s delivery address.

Why Did It Occur

Management at the two units did not adequately monitor and enforce proper package scanning and handling procedures. A Huntington Station supervisor believed it was acceptable to scan packages in the office with an in-office scanner at the end of the day to avoid scanning failures. The Huntington Station manager stated that the current issues are a result of the office not having a stable manager for an extended period, resulting in a lack of management oversight. In addition, although the manager constantly reminded the supervisors to secure the list of employee barcodes, it kept showing up on their desks. During our audit, the unit manager took corrective action by shredding the employee barcode list.

At the Southfield Station, the PM supervisor explained that, as the only closing supervisor with competing priorities, she cannot always interact with every carrier returning packages or conduct a thorough walkthrough.

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,³⁰ which includes scanning packages at the time and location of delivery.³¹

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 second most common C360 inquiry type in the district, as demonstrated in [Figure 2](#). By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance the customer experience and the Postal Service brand.

Management Actions

During this audit, district management provided evidence that managers and supervisors at the Huntington and Southfield stations were trained on the standard operating procedures governing package scanning and handling. District management also provided evidence that unit managers are now properly monitoring package scanning.

Due to management taking these corrective actions, we are not making a recommendation for the package scanning and handling issues.

Postal Service Response

The Postal Service agreed with the finding.

³⁰ *Delivery Done Right the First Time* stand-up talk, March 2020.

³¹ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

Finding #3: Arrow Keys

What We Found

Management at the three units did not properly document, update, or safeguard arrow keys. On January 8, 2026, we reviewed all three units' arrow key certifications listed in the Retail and Delivery Applications and Reporting (RADAR)³² system and conducted a physical inventory of keys at the units. The RADAR system listed a combined 88 keys as "In-Use," "In-Vault," or "Damaged," at the three units. Specifically, we found that:

- Huntington Station management reported 15 keys as "In-Use," "In-Vault," or "Damaged" in the RADAR system. Based on our physical review of arrow keys at the unit, the key listed as damaged was the only one missing, and an additional five keys found at the unit were not recorded in RADAR. Also, unit management recorded eight keys in RADAR as "Lost." However, we found five of these keys in carrier case drawers. Unit management also could not provide any documentation to support that the lost keys were reported to the U.S. Postal Inspection Service or that the damaged key was returned to National Materials Customer Service (NMCS).
- Plantation Station management reported 19 keys as "In-Use" or "In-Vault" in the RADAR system. We found the 19 keys at the unit. However, there were seven keys listed as "Lost" or "Damaged," for which management could not provide any documentation to support that the lost keys were reported to the Postal Inspection Service or that the damaged keys were returned to NMCS.
- Southfield Station management reported 19 keys as "In Use" in the RADAR system. We found the 19 keys at the unit. However, there were 20 keys listed as "Lost" or "Damaged" for which management could not provide any documentation to support that the keys were reported to the Postal Inspection Service or returned to NMCS.

Additionally, arrow keys were not always properly secured at the three units. Keys were stored in unlocked carts, unsecured rooms, or open and unattended accountability carts. Management also did not verify that the keys were returned by carriers at the end of the day.

Why Did It Occur

Management at the three units did not provide sufficient oversight to properly manage arrow keys and keep an accurate inventory of all the keys. For example, management stated that it relied on staff to manage the keys and was not aware that damaged keys should be returned to NMCS and lost keys should be reported to the Postal Inspection Service.

What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,³³ management must keep an accurate inventory of all arrow keys. Any missing arrow keys must be immediately reported to the Postal Inspection Service.³⁴ Further, damaged keys must be returned to the vendor, and the RADAR inventory log should record the status of the returned keys.³⁵

In addition, policy states that arrow keys must remain secured until they are individually assigned to personnel. A supervisor or clerk must verify that employees are 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.

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

³² The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

³³ *Arrow/Modified Arrow Lock (MAL) Key Accountability*, Standard Work Instruction, dated May 2024.

³⁴ *Requesting Arrow/MAL Locks and Keys in RADAR CRDO Field Users guide*, dated February 2025.

³⁵ *Arrow Key Guidebook*, Standard Work Instructions, updated August 2023.

keys open mail receptacles, lost or damaged keys can result in undelivered mail.

Management Actions

During our audit, management at the three units provided evidence showing that the district was following and monitoring arrow key procedures, received arrow key security training, and secured keys appropriately.

Recommendation #2

We recommend the **District Manager, Louisiana District**, verify that management at the Plantation and Southfield stations notify the Postal Inspection Service about lost keys, return damaged keys to National Materials Customer Service, and update inventories in the Retail and Delivery Applications and Reporting system accordingly.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management at the Plantation and Southfield stations stated that it updated the RADAR system, notified the Postal Inspection Service about lost keys, and returned damaged keys to NMCS. Management requested closure of the recommendation upon issuance of the final report.

OIG Evaluation

The OIG considers management's comments responsive to recommendation 2. Management provided documentation of updated arrow key certifications and support showing that it notified the Postal Inspection Service of the lost keys and returned the damaged keys to NMCS. Based on the actions taken, we will close the recommendation upon issuance of the final report.

Finding #4: Premium Fuel Voyager Card Transactions

What We Found

Unit management at the Huntington and Southfield stations did not always properly reconcile unauthorized Voyager card premium fuel transactions, which are considered high-risk transactions. We reviewed the Fuel Asset Management System (FAMS) reconciliation exception report for premium fuel transactions from May through September 2025 and identified 25 unauthorized premium fuel transactions valued at \$1,026.30 that were marked as reconciled by unit management. However, none of the comments addressed the unauthorized premium fuel transactions. In addition, 13 of these purchases were made by one carrier.

While management was aware that premium fuel should not be used for Postal Service vehicles, there was no indication in the FAMS reconciliation comments that the matter was addressed.

Why Did It Occur

Management at the Huntington and Southfield stations did not provide sufficient oversight to verify that supervisors were properly reconciling Voyager card transactions. In addition, Southfield Station management stated that some supervisors had not received adequate training on properly reconciling these transactions.

What Should Have Happened

According to Postal Service policy,³⁶ 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. Huntington and Southfield stations management paid a total of \$1,026.30 for unauthorized premium fuel purchases.³⁷

Management Actions

During our audit, management at the Huntington and Southfield stations provided evidence that employees received training on the proper procedures for vehicle fuel card purchases.

Recommendation #3

We recommend the **District Manager, Louisiana District**, enforce the requirement for management at the Huntington and Southfield stations to monitor fuel card purchases and verify that all high-risk fuel transactions have an appropriate comment.

Postal Service Response

The Postal Service agreed with this finding, recommendation, and monetary impact. Management stated that it would monitor high-risk transactions at the Huntington and Southfield stations to ensure that appropriate comments are entered. The target implementation date is October 31, 2026.

OIG Evaluation

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

³⁶ *FAMS User Guide*, Reconciliation by Exception Process, March 5, 2013.

³⁷ We consider the \$1,026.30 as unsupported, unrecoverable, questioned costs because premium fuel is prohibited and unauthorized per postal policy.

Finding #5: Property Conditions

What We Found

We found safety and security issues related to property conditions at all three units. Specifically:

Property Safety:

- Twenty fire extinguishers at the three units were missing monthly and annual inspections.
- Wires were exposed in the dock area at the Huntington Station (see Figure 6).

Figure 6. Wiring at the Huntington Station

Exposed



Source: OIG photo taken January 6, 2026.

Repaired (after OIG audit)



Source: Postal Service photo taken February 18, 2026.

- The roof leaked above the workroom floor at the Huntington Station. Management used a plastic tub and drop cloths to catch the rainwater.
- Three Postal Inspection Service doors were blocked at the Plantation and Southfield stations.

Property Security:

- An exit sign was not illuminated at the Plantation Station.
- No sign was posted in the Plantation Station employee parking lot entrance stating that vehicles are subject to search.

Why Did It Occur

Management did not provide sufficient oversight or take the necessary actions to identify and address property safety and security conditions at the three units.

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.³⁸ According to policy,³⁹ 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 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.

Management Actions

During our audit, management addressed all property condition issues identified at the three units. Due to management taking these corrective actions, we are not making a recommendation for property conditions.

Postal Service Response

The Postal Service agreed with the finding.

³⁸ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.

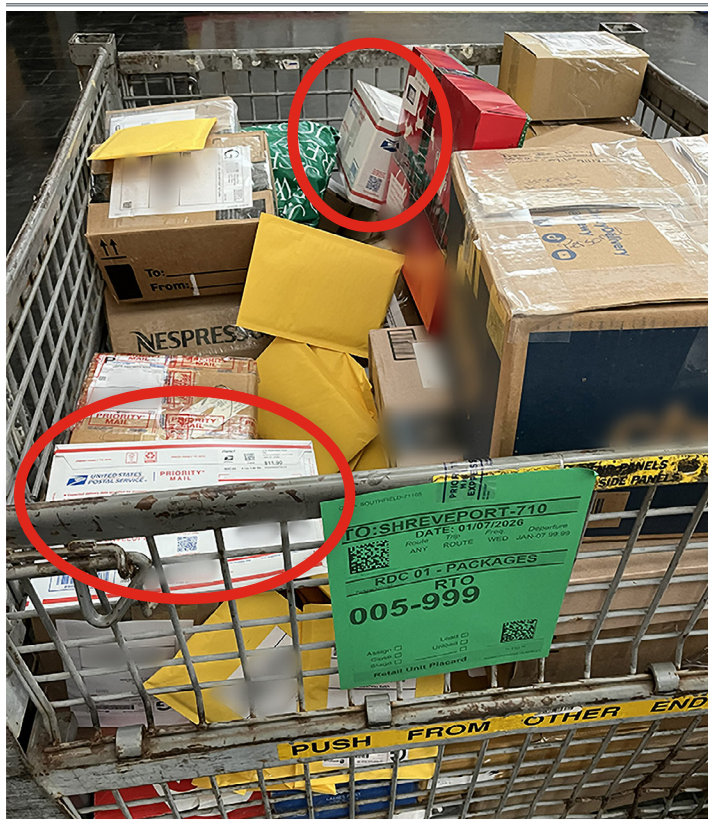
³⁹ Handbook RE-5, *Building and Site Requirements, Site Security*, 2-2.4 Site Signage, September 2009.

Finding #6: Separation of Packages for Dispatch

What We Found

We found that employees at the Huntington and Southfield stations did not consistently follow required package separation procedures for mail destined for the Shreveport P&DC and PSA. During evening operations on January 7, 2026, we observed Priority Mail and non-Priority Mail packages commingled within the same dispatch containers at the Huntington and Southfield stations (see Figure 7).

Figure 7. Commingled Packages at the Southfield Station



Source: OIG photo taken on January 7, 2026.

Why Did It Occur

Huntington Station management did not provide oversight to ensure that employees properly separated packages for dispatch. Despite knowing

the requirement, the unit manager stated that the unit receives minimal Priority Mail daily and the Shreveport P&DC had not expressed any concerns about the commingled packages.

Southfield Station management stated that it never received instructions to separate Priority Mail from non-Priority Mail. The station manager added that the unit usually receives a very low volume of Priority Mail and that the Shreveport P&DC had not raised any concerns about the commingled packages.

What Should Have Happened

The Postal Service requires all level 22 and above units to separate Priority Mail from non-Priority Mail packages and use a specific placard when dispatching to the processing facility.⁴⁰

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

During our audit, management at the Huntington and Southfield stations provided evidence showing that employees were properly trained and the units are monitoring package separations. Due to management taking these corrective actions, we are not making a recommendation on package separations.

Postal Service Response

The Postal Service agreed with the finding.

⁴⁰ Learn and Grow RDC/RSC Updates, May 2024.

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Appendix A: Additional Information

We conducted this audit from March 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 were sufficiently reliable for the purposes of this report.

Appendix B: Management's Comments



June 2, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Capping Report: Louisiana District: Delivery Operations (26-027-DRAFT)

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

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

Following are our comments on the three recommendations:

Recommendation 1: We recommend the District Manager, Louisiana District, train management at all delivery units in the district on the proper procedures for accurately 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 Louisiana district on the proper procedures for reporting delayed mail.

Target Implementation Date: 08/31/2026

Responsible Official: Manager, Louisiana District

Recommendation 2: We recommend the District Manager, Louisiana District, verify that management at the Plantation and Southfield stations notify the Postal Inspection Service about lost keys, return damaged keys to National Materials Customer Service, and update inventories in the Retail and Delivery Applications and Reporting system accordingly.

Management Response/Action Plan:

Management agrees with this recommendation. Management at Plantation and Southfield stations have updated RADAR and notified the Postal Inspection Service about lost keys and returned damaged keys to National Materials Customer Service. Management requests closure with issuance of final report.

Target Implementation Date: 08/31/2026

Responsible Official: Manager, Louisiana District

Recommendation 3: We recommend the District Manager, Louisiana District, enforce the requirement for management at the Huntington and Southfield stations to monitor fuel card purchases and verify that all high-risk fuel transactions have an appropriate comment.

Management Response/Action Plan:

Management agrees with this recommendation. Management will monitor high risk transactions at Huntington and Southfield stations to ensure appropriate comments are entered.

Target Implementation Date: 10/31/2026

Responsible Official: Manager, Louisiana District

E-SIGNED by LAWRENCE J DARSAM JR
on 2026-06-03 08:23:10 EDT

Larry J. Darsam Jr.
a/District Manager, Louisiana District

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

OFFICE OF INSPECTOR GENERAL

UNITED STATES



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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