

# Inglewood Carrier Annex in Inglewood, CA: Delivery Operations

## AUDIT REPORT

Report Number 24-027-3-R24 | January 29, 2024



# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

---

January 29, 2024

**MEMORANDUM FOR:** ABRAHAM P. COOPER  
MANAGER, CALIFORNIA 5 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 and WestPac

**SUBJECT:** Audit Report – Inglewood Carrier Annex, Inglewood, CA: Delivery  
Operations (Report Number 24-027-3-R24)

This report presents the results of our audit of mail delivery operations and property conditions at the Inglewood Carrier Annex in Inglewood, CA.

We appreciate the cooperation and courtesies 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 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 Inglewood Carrier Annex in Inglewood, CA (Project Number 24-027-3). The Inglewood Carrier Annex is in the California 5 District of the WestPac Area and services ZIP Codes 90301, 90302, 90303, 90304, and 90305 (see Figure 1). These ZIP Codes serve about 84,940 people in an urban area.<sup>1</sup>

This delivery unit has 76 city routes. The Inglewood Carrier Annex is one of three delivery units<sup>2</sup> the OIG reviewed during the week of November 13, 2023, that are serviced by the Los Angeles Processing and Distribution Center (P&DC).

We assessed all units serviced by the Los Angeles P&DC based on the number of Customer 360<sup>3</sup> (C360) delivery-related inquiries,<sup>4</sup> Informed Delivery<sup>5</sup> contacts, Stop-the-Clock<sup>6</sup> (STC) scans performed away from the delivery point, first and last mile failures,<sup>7</sup> and undelivered route information between July 1 and September 30, 2023.

We judgmentally selected the Inglewood Carrier Annex primarily based on the number of C360 inquiries related to delivery, Informed Delivery contacts, and STC scans performed away from the delivery point. See [Table 1](#) for a comparison of some of these metrics between the unit and the rest of the district.

**Figure 1. ZIP Codes Serviced by the Inglewood Carrier Annex**



Source: U.S. Postal Service Office of Inspector General.

1 We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.  
2 The other two units were the Dockweiler Station in Los Angeles, CA (Project Number 24-027-1) and the Downtown Long Beach in Long Beach, CA (Project Number 24-027-2).  
3 A cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.  
4 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 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."  
7 First mile failures occur when a mailpiece is collected and does not receive a processing scan at the P&DC on the day that it was intended. A last mile failure occurs 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. First and last mile failures can occur due to processing, transportation, or delivery operations.

**Table 1. Delivery Metric Comparison Between July 1 and September 30, 2023**

| Delivery Metric                           | Unit Average per Route | District Average per Route |
|---|------------------------|----------------------------|
| C360 Delivery Inquiries                   | 8.0                    | 5.9                        |
| Informed Delivery Contacts                | 15.9                   | 14.0                       |
| Scans Performed Away from Delivery Point  | 16.1                   | 27.2                       |
| Scans over 1,000 feet from Delivery Point | 0.7                    | 2.7                        |

Source: U.S. Postal Service Office of Inspector General (OIG) analysis of Postal Service's C360, Informed Delivery, Facility Database, and Product Tracking and Reporting (PTR) System data extracted on October 11, 2023. 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 Inglewood Carrier Annex in Inglewood, CA.

To accomplish our objective, we focused on five audit areas: delayed mail, package scanning, arrow keys,<sup>8</sup> carrier complement and timekeeping, and property conditions. Specifically, we reviewed delivery metrics, including the number of routes and carriers, mail arrival time, amount of reported delayed mail, package scanning, carrier complement and timekeeping, and distribution up-time.<sup>9</sup> During our site visit we observed mail conditions; package scanning procedures; arrow key security procedures; timekeeping documentation; and unit safety, security, and maintenance conditions. We also analyzed the scan status of mailpieces at the carrier cases and in the "Notice Left" area<sup>10</sup> and interviewed unit management and employees. We discussed our observations and conclusions as summarized in Table 2 with management on January 3, 2024, and included their comments, where appropriate.

<sup>8</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>9</sup> Time of day that clerks have completed distributing mail to the carrier routes.

<sup>10</sup> The area of a delivery unit where letters or packages that the carriers were unable to deliver are stored for customer pickup.

<sup>11</sup> Project Number 24-027.

We are issuing this interim report to provide the Postal Service with timely information regarding conditions we identified at the Inglewood Carrier Annex. We will issue a separate report<sup>11</sup> that provides the Postal Service with the overall findings and recommendations for all three delivery units. See [Appendix A](#) for additional information about our scope and methodology.

### Results Summary

We identified issues affecting delivery operations and property conditions at the Inglewood Carrier Annex. Specifically, we found issues with all five areas we reviewed (see Table 2).

**Table 2. Summary of Results**

| Audit Area                         | Issues Identified |    |
|------------------------------------|-------------------|----|
|                                    | Yes               | No |
| Delayed Mail                       | X                 |    |
| Package Scanning                   | X                 |    |
| Arrow Keys                         | X                 |    |
| Carrier Complement and Timekeeping | X                 |    |
| Property Conditions                | X                 |    |

Source: Results of our fieldwork during the week of November 13, 2023.

We did not identify any issues with carrier complement. We determined that all carriers assigned to the unit had reported to work between July 1 and September 29, 2023. However, we did identify issues with timekeeping management (see [Finding #4](#)).

# Finding #1: Delayed Mail

## What We Found

On the morning of November 14, 2023, we identified 33,433 delayed mailpieces<sup>12</sup> at 55 carrier cases and the hot case. Specifically, we identified about 25,645 letters, 7,359 flats, and 429 packages. In addition, management did not report this mail as undelivered in the Delivery Condition Visualization<sup>13</sup> (DCV) 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. Additionally, the carriers were not consistently using Postal Service (PS) Form 1571 to document the correct number of undelivered mailpieces nor completing the form properly, and supervisors did not always sign off on the document or complete the action taken section.

**Table 3. Type of Delayed Mail**

| Type of Mail  | Carrier Cases | Hot Case     | Total Count of Delayed Mail |
|---------------|---------------|--------------|-----------------------------|
| Letters       | 24,708        | 937          | 25,645                      |
| Flats         | 7,253         | 106          | 7,359                       |
| Packages      | 429           | 0            | 429                         |
| <b>Totals</b> | <b>32,390</b> | <b>1,043</b> | <b>33,433</b>               |

Source: OIG count of delayed mailpieces identified during our visit on November 14, 2023.

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

Source: OIG photos taken on November 14, 2023.



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

<sup>13</sup> A tool for unit management to manually self-report delayed mail that provides a snapshot of daily mail conditions at the point in time when carriers have departed for the street.

## What Should Have Happened

Management should have monitored and verified that the number of delayed mailpieces were reported in DCV. Management should have also instructed and monitored that carriers report undelivered mail on PS Forms 1571, and supervisors review the forms and address actions to be taken for undelivered mailpieces brought back by carriers. Postal Service policy<sup>14</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. In addition, managers are required<sup>15</sup> to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in DCV. Further, management must update DCV if volumes have changed prior to the end of the business day.

## Effect on the Postal Service and Its Customers

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

<sup>14</sup> *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

<sup>15</sup> *Informed Visibility Delivery Condition Visualization User Guide*, August 2023.

# Finding #2: Package Scanning

## What We Found

Employees improperly scanned packages at the delivery unit, scanned packages away from the intended delivery point, and improperly managed packages at the unit.

We reviewed package scanning data that occurred at the unit and removed any potentially accurate scans performed.<sup>16</sup> In total, employees improperly scanned 1,226 packages at the delivery unit between July and September 2023 (see Table 4). Further analysis of the STC scan data for these packages showed that 37 percent of them were scanned “Delivery Attempted – No Access to Delivery Location” and 37 percent “Delivered.”

**Table 4. STC Scans at Delivery Unit**

| STC Scan Type                                       | Count        | Percentage   |
|---|--------------|--------------|
| Delivery Attempted – No Access to Delivery Location | 455          | 37%          |
| Delivered   | 452          | 37%          |
| Refused No Authorized Recipient                     | 190          | 15%          |
| Receptacle Full / Item Oversized                    | 83           | 7%           |
| Delivery Exception – Animal Interference            | 35           | 3%           |
| No Secure Location Available                        | 7            | 1%           |
| No Authorized Recipient Available                   | 4            | 0.3%         |
| <b>Total</b>  | <b>1,226</b> | <b>100%*</b> |

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.

We also reviewed 34 scans occurring away from the delivery unit and over 1,000 feet<sup>17</sup> from the intended

delivery point between July and September 2023 (see Table 5). We removed scans that could have been performed within policy, such as animal interference and unsafe conditions. Further analysis of the STC scan data for these packages showed that 82.4 percent of them were scanned “Delivered.”

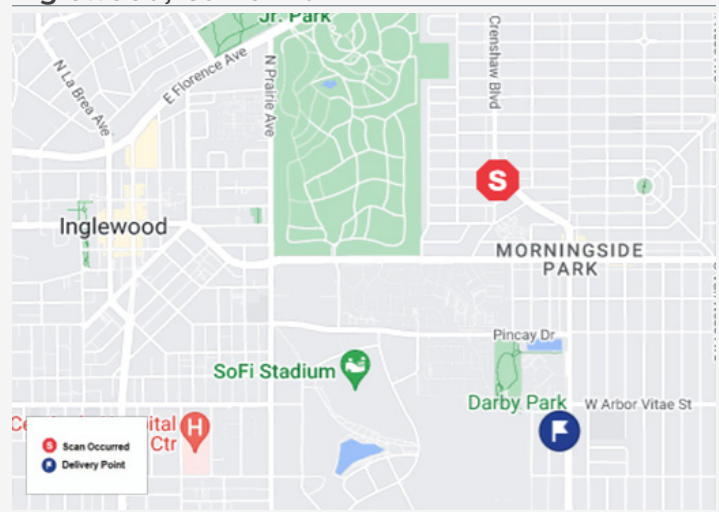
**Table 5. STC Scans Over 1,000 Feet Away From the Delivery Point**

| STC Scan Type                                       | Count     | Percentage   |
|---|-----------|--------------|
| Delivered   | 28        | 82.4%        |
| Delivery Attempted – No Access to Delivery Location | 5         | 14.7%        |
| Vacant  | 1         | 2.9%         |
| <b>Total</b>  | <b>34</b> | <b>100%*</b> |

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

For example, the map below (see Figure 3) shows an instance where a carrier scanned a package as delivered 1.3 miles away from the delivery point.

**Figure 3. Scan Away From the Delivery Point in Inglewood, California**



Source: Postal Service Single Package Look Up.

<sup>16</sup> This data does not include scans that could properly be made at a delivery unit, such as “Delivered - PO Box” and “Customer (Vacation) Hold.” Additionally, PO Box scans at the unit were only counted when the delivery point was an address away from the unit. This category does not include mail addressed for a PO Box.  
<sup>17</sup> Packages are expected to be scanned within a designated buffer distance from the delivery point. The OIG evaluates any package that was scanned more than 1,000 feet from the delivery point.

We also found issues with scanning and handling of packages in the unit. On the morning of November 14, 2023, before carriers arrived for the day, we selected 60 packages<sup>18</sup> to review and analyze for scanning and tracking history. Of the 60 sampled packages, 41 (68.3 percent) had improper scans or handling, including:

- Eighteen packages (12 from the carrier cases and six from the “Notice Left” area) were missing STC scans to let the customer know the reason for non-delivery.
- Twelve packages (five from the carrier cases and seven from the “Notice Left” area) were scanned away from the delivery point.
- Five packages (two from the carrier cases and three from the “Notice Left” area) did not include an “Arrival at Unit” scan.
- Five packages (four from the carrier cases and one from the “Notice Left” area) were scanned delivered, which should only be performed when a package is successfully left at the customer’s delivery address.
- One package from the “Notice Left” area was scanned “No Such Number” and should have been returned.

## Why Did It Occur

These scanning issues occurred because unit management did not adequately monitor and enforce proper package scanning and handling procedures, specifically, because:

- Unit management did not review scanning history reports regularly.
- Management was more focused on other priorities, such as delivering mail and balancing employee leave.
- Supervisors were not properly reviewing undelivered mail returned by carriers after they completed their street duties.

## 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 with proper service,<sup>19</sup> which includes scanning packages at the time and location of delivery.<sup>20</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 and retain undelivered mail beyond the established number of days, customers are unable to determine the actual status of their packages. Specifically, in this office, C360 inquiries and Informed Delivery data analysis, detailed in the background, demonstrated that package delivery and tracking information were the most common inquiries submitted by customers at the unit. By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance both the customer experience and the Postal Service brand.

<sup>18</sup> We judgmentally selected 30 packages from the carrier cases and 30 packages from the “Notice Left” area.

<sup>19</sup> *Delivery Done Right the First Time* stand-up talk, March 2020.

<sup>20</sup> *Carriers Delivering the Customer Experience* stand-up talk, July 2017.



## Finding #3: Arrow Keys

### What We Found

Unit management did not properly manage and safeguard arrow keys. On the morning of November 16, 2023, we reviewed what the unit reported on their most recent certification list in the Postal Retail and Delivery Applications and Reports (RADAR)<sup>21</sup> system and conducted a physical inventory of keys at the unit. There were 130 keys listed on the RADAR certification list. Of those 130, 88 were missing. Additionally, we found 73 keys in the [REDACTED] that were not on the RADAR certification list. Unit management had not reported any of the missing keys to the U.S. Postal Inspection Service and had not updated the unit's arrow key inventory key log in over a year.

In addition, arrow keys were not always kept in a secure place. Specifically, arrow and Modified Arrow Lock<sup>22</sup> (MAL) keys were kept [REDACTED]. There were 259 MAL keys and 62 arrow keys found unsecure in the [REDACTED]. In addition, all 321 of these keys had not been documented in RADAR as of

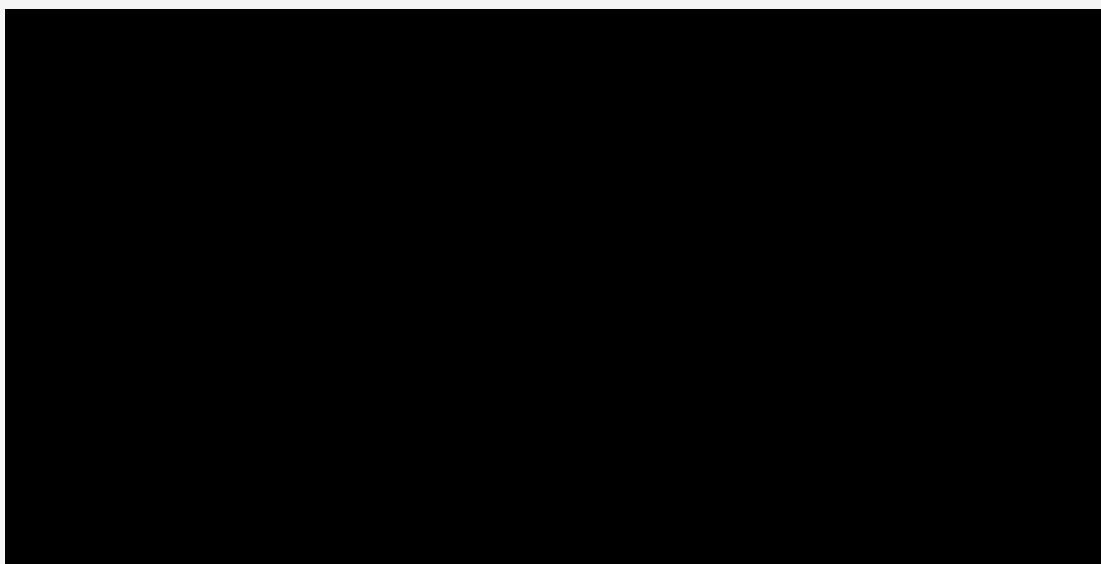
November 16, 2023 (see Figure 4). Further, we found an additional 16 MAL and five arrow keys unsecured in the [REDACTED]. These keys were also not entered in RADAR. During our site visit, management moved and secured all 342 keys to the safe in the [REDACTED].

### Why Did It Occur

Management did not provide sufficient oversight to properly manage and safeguard arrow keys. Specifically, management stated that the logs had not been updated, and the RADAR certification was completed without sufficiently inventorying actual keys on hand. The officer-in-charge (OIC) stated that he was instructed to complete the bi-annual certification without physically inventorying the keys. Also, management was not aware of the elevation of arrow key accountability as a national issue within the Postal Service. Additionally, the postmaster stated that when he inquired about the storage of the extra keys [REDACTED], he was informed that this was how they were normally stored.

### Figure 4. Arrow and MAL-Lock Keys Found in [REDACTED]

Source: OIG photos taken on November 16, 2023.



<sup>21</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>22</sup> Modified Arrow Lock (MAL) keys are made to be more secure.

## What Should Have Happened

Management should have enforced and verified that arrow key security procedures were properly followed. According to Postal Service policy,<sup>23</sup> management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the U.S. Postal Inspection Service. In addition, policy states that arrow keys must remain secured until they are individually assigned to personnel. A supervisor or clerk must supervise employees signing out keys on the inventory log. Upon return, arrow keys should be deposited in a secure location, and a supervisor or clerk must verify 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.

---

<sup>23</sup> USPS Arrow Key Standard Work Instructions, updated August 2023.

# Finding # 4: Timekeeping Management

## What We Found

We determined that management did not complete, print, and retain PS Forms 2240, *Pay, Leave, or Other Hours Adjustment Request* for 17 pay adjustments made between July 1 and September 29, 2023 (pay periods 15-1 through 21-1).

We also determined that the unit had 20 disallowed time occurrences and three instances of unauthorized overtime between July 1 and September 29, 2023. Management did not complete any of the PS Forms 1017-A, Time Disallowance Record,<sup>24</sup> in the Time and Attendance Collection System<sup>25</sup> (TACS). Additionally, they did not print and retain the forms for these occurrences. We also noted that the binders were unsecured on a supervisor's desk.

## Why Did It Occur

The PM supervisor stated that he generated the PS Forms 1017-A and 1017-B, and the postmaster met with and initiated the process of having the employees sign the form. However, the OIC could not verify the forms were properly maintained because he did not have access to the files kept by the postmaster, who was out on extended leave. Regarding disallowed time occurrences and instances of unauthorized overtime, management was aware of the policy but stated management oversight as the reason the forms were not properly maintained in the designated binders.

## What Should Have Happened

Postal Service policy<sup>26</sup> states that pay adjustment certifications are to be kept on file and attached to supporting documentation for the current calendar year plus the three previous years. Policy<sup>27</sup> further states unit personnel must complete PS Form 1017-A and PS Form 1017-B entries and place them in a notebook binder that is secured from unauthorized access documenting the reason for the disallowed

time or unauthorized overtime. Postal guidance<sup>28</sup> provides instructions on how to complete the entries in TACS.

## Effect on the Postal Service and Its Customers

When proper documentation of pay adjustments, time disallowance, and unauthorized overtime are not completed, management could incur excess administrative time. In addition, the Postal Service risks violation of the Fair Labor Standards Act<sup>29</sup> when unit management does not maintain documentation that shows the justifiable reason and employee notification for disallowed time.

24 Form used only when a supervisor observes, or has reason to know, that an employee did not work while "on the clock." The supervisor must document the basis for any such disallowance. These forms serve as a cumulative record of disallowed time.

25 The system used by the Postal Service to automate the collection of employee time and attendance information.

26 *AdjustPay User Guide*, Course No. 31202-25, updated February 9, 2017.

27 Handbook F-21, *Time and Attendance*, February 2016.

28 TACS Training Page, *Training Video 1017-A 1017-B Enhancement Demo*.

29 29 United States Code, Chapter 8 § 211.

## Finding # 5: Property Conditions

### What We Found

We found safety, security, and maintenance issues at the Inglewood Carrier Annex. Regarding property safety we observed:

- All 17 fire extinguishers were missing annual inspections.
- There were three of 17 fire extinguishers missing monthly inspections.
- There was a blocked fire extinguisher.
- A broken camera on the dock (see Figure 5).
- Several doors on the workroom floor were missing appropriate “This is Not an Exit” signs.
- An electrical cord was hanging down from the ceiling over supervisor’s desk, posing a hazard (see Figure 6).
- Cleaning solutions were improperly stored near a charging device in a storage room (see Figure 7).
- There was a broken dock lift (see Figure 8).
- A faded fire extinguisher location sign near the dock.
- There was a sinkhole near a sidewalk at the dock area.

**Figure 5: Broken Camera on Dock**



Source: OIG photo taken on November 15, 2023.

**Figure 6. Electrical Cord Hanging Across Workroom Floor**



Source: OIG photo taken on November 15, 2023.

**Figure 7. Improper Storage of Cleaning Solution Near Charging Device in Storage Room**



Source: OIG photo taken on November 15, 2023.

Figure 8. Broken Dock Lift



Source: OIG photos taken on November 15, 2023.

Regarding property security, we observed:

- An entrance gate was not functioning.
- An area of the employee parking lot fencing was cut (see Figure 9).

Figure 9: Unsecured Fencing



Source: OIG photo taken on November 15, 2023.

Regarding property maintenance, we observed:

- An inoperable urinal in the men's restroom.
- The lunchroom lights were not functioning properly.
- There were multiple stained ceiling tiles throughout the unit (see Figure 10).
- A loose faucet in the women's restroom.
- A broken door latch in the women's restroom.
- There was trash scattered around the grounds and dock area.
- A toilet in the women's restroom needed re-caulking around the upper seal.
- The air vents/handlers showed signs of dirt and staining of ceiling tiles (see Figure 11).

**Figure 10: Stained Ceiling Tiles**



Source: OIG photos taken on November 15, 2023.

**Figure 11: Dirty Air Vents**



Source: OIG photo taken on November 15, 2023.

### **Why Did It Occur**

Management did not provide sufficient oversight and take the necessary actions to verify that property condition issues were corrected and follow up on after time passed. Additionally, property conditions were overlooked because management stated that other duties, such as getting the mail out for delivery each day and managing frequent carrier absences, took priority over addressing facility condition issues.

### **What Should Have Happened**

Management should have provided sufficient oversight of personnel responsible for maintaining facilities, reported safety and maintenance issues as they arose, and followed up for completion. The Postal Service requires management to maintain a safe environment for employees.<sup>30</sup> In addition, the Occupational Safety and Health Administration required employers to provide a safe and healthy workplace free of recognized hazards.

### **Effect on the Postal Service and Its Customers**

Management’s attention to maintenance, 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.

### **Management’s Comments**

Management agreed with all findings in the report. See [Appendix B](#) for management’s comments in their entirety.

<sup>30</sup> Postal Service Handbook EL-801, *Supervisor’s Safety Handbook*.

# Appendix A: Additional Information

We conducted this audit from November 2023 through January 2024 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 Inglewood Carrier Annex 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 PTR, DCV, TACS and electronic Facilities Management System<sup>31</sup> 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.

<sup>31</sup> A custom-built Postal Service system used to manage work orders, contracts, and payments for facility construction, repairs, and alteration contracts, along with real estate contracts.

# Appendix B: Management's Comments



January 9, 2024

JOHN CIHOTA  
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Inglewood Carrier Annex, Inglewood, CA: Delivery Operations (Report Number 24-027-3-DRAFT)

Thank you for providing the Postal Service an opportunity to review and comment on the findings contained in the draft audit report, *Inglewood Carrier Annex, Inglewood, CA: Delivery Operations*.

Management agrees with the five findings in the report on delayed mail, package scanning, arrow keys, carrier complement and timekeeping, and property conditions.

Management has begun taking steps to address the four findings.

*Delayed Mail:* District level management will conduct reviews to ensure proper oversight and compliance with DCV reporting. Local management will train required personnel on proper closing procedures and provide service talks to carriers to reinforce completing PS Form 1571 for undeliverable mail.

*Arrow Keys:* The office will be trained on Standard Work and operating procedures for Arrow Key Management including updating key logs. District level Management will conduct reviews to verify compliance with arrow key policy.

*Package Scanning:* District level management will conduct reviews to monitor oversight and compliance with scanning and handling procedures of packages and certified mail.

*Timekeeping Management:* Local management will be retrained on proper filing and record keeping procedures when processing pay adjustments, disallowing time, and recording unauthorized overtime. Additionally, management will create binders to store 1017 A & B hard copies as required by USPS. policy.

*Property Conditions:* Ten property condition issues have been abated. The remaining ten have work orders submitted.

E-SIGNED by Abraham.P Cooper  
on 2024-01-11 20:54:42 EST

---

Abraham Cooper  
Manager, California 5 District

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



OFFICE OF  
**INSPECTOR GENERAL**  
UNITED STATES POSTAL SERVICE



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

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

For media inquiries, please email [press@uspsig.gov](mailto:press@uspsig.gov) or call (703) 248-2100