

# Efficiency of Operations at the Los Angeles Processing and Distribution Facility, Los Angeles, CA

## AUDIT REPORT

Report Number 24-026-R24 | January 29, 2024



# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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January 29, 2024

**MEMORANDUM FOR:** VINCENT P. MAHONEY  
SOUTHERN CALIFORNIA DIVISION DIRECTOR, PROCESSING  
OPERATIONS

PEDRO ORTIZ  
SOUTHERN CALIFORNIA DIVISION DIRECTOR, LOGISTICS

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

**FROM:** Joseph Wolski  
Director, Field Operations, Atlantic and WestPac

**SUBJECT:** Audit Report – Efficiency of Operations at the Los Angeles Processing  
and Distribution Center, Los Angeles, CA – (Report Number 24-026-R24)

This report presents the results of our audit of the Los Angeles Processing and Distribution Center.

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Monica Brym, Audit Manager, or me at 703-248-2100.

Attachment

cc: Postmaster General  
Chief Processing and Distribution Officer and Executive Vice President  
Chief Logistics Officer and Executive Vice President  
Vice President, Processing and Maintenance Operations  
Vice President, Logistics  
Vice President, Western Regional Processing Operations  
WestPac Regional Director, Logistics  
Corporate Audit Response Management

# Results

## Background

The U.S. Postal Service needs effective and productive operations to fulfill its mission of providing prompt, reliable, and affordable mail service to the American public. It has a vast transportation network that moves mail and equipment among about 330 processing facilities and 31,000 post offices, stations, and branches. The Postal Service is transforming its processing and logistics networks to become scalable, reliable, visible, efficient, automated, and digitally integrated. This includes modernizing operating plans and aligning the workforce; leveraging emerging technologies to provide world-class visibility and tracking of mail packages in near real-time; and optimizing the surface and air transportation network. The U.S. Postal Service Office of Inspector General (OIG) reviews the efficiency of mail processing operations at facilities across the country and provides management with timely feedback to further the Postal Service's mission.

This report presents the results of our self-initiated audit of the efficiency of operations at the Los Angeles Processing and Distribution Center (P&DC) in Los Angeles, CA (Project Number 24-026). We judgmentally selected the Los Angeles P&DC based on factors affecting delivery and customer service<sup>1</sup> at the delivery units it services. In addition, we reviewed several P&DC performance indicators including first and last mile failures;<sup>2</sup> workhours; scanning compliance;<sup>3</sup> and late, canceled, and extra trips.

The Los Angeles P&DC is in the Southern California Division and processes letters, flats, and packages. The Los Angeles P&DC services multiple 3-digit ZIP Codes in urban and rural communities<sup>4</sup> (see Table 1).

## Objective, Scope, and Methodology

Our objective was to evaluate the efficiency of operations at the Los Angeles P&DC.

To accomplish our objective, we focused on five audit areas: mail clearance times;<sup>5</sup> delayed mail; late, canceled, and extra outbound trips; dock scanning; and security of registry items. We reviewed Surface Visibility Web (SVWeb)<sup>6</sup> data for late, canceled, and extra trips, as well as scan compliance for the period from October 1, 2022, to September 30, 2023. Further, we identified mail clearance time goals for the Los Angeles P&DC and compared them with operations shown in the Run Plan Generator report.<sup>7</sup> During our site visit the week of November 13, 2023, we interviewed P&DC management and observed mail processing and dock operations.

**Table 1. Population Demographics**

3-Digit ZIP Codes	Urban Population	Rural Population	Total Population
900	2,447,367	806	2,448,173
902	1,238,096	5,571	1,243,667
903	131,141	0	131,141
904	95,595	11	95,606
905	177,415	0	177,415
907	631,159	353	631,512
908	477,485	0	477,485

Source: Postal Service National Distribution Labeling List and 2020 Census Bureau data.

1 These include the number of Customer 360 (C360) delivery-related inquiries, Informed Delivery contacts, stop-the-clock (STC) scans performed away from the delivery point, and undelivered route information.  
2 First mile failures occur when a mailpiece is collected and does not receive a processing scan at a processing facility on the day that it was intended. Last mile failures occur after the mailpiece has been processed at a processing facility on a final processing operation and is not delivered to the customer on the day it was intended.  
3 Scans include load, depart, unload, close, assign, and arrive.  
4 We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.  
5 The latest time committed mail can clear an operation for proper dispatch or delivery.  
6 A website dedicated to the Surface Visibility program, which provides real-time transportation updates and reports on the movement of trailers in the surface network. The data captured to identify early, on-time, late, or canceled trips is also used to evaluate and improve transportation schedules.  
7 An application mail processing facilities use to plan machine utilization based on volume, clearance times, and other criteria.

During this time, the OIG also audited three delivery units<sup>8</sup> serviced by the Los Angeles P&DC. We will provide the results of those audits to California 5 District management in separate reports. See [Appendix A](#) for additional information about our scope and methodology.

## Results Summary

We identified deficiencies for four of the five areas we reviewed that affected the efficiency of operations at the Los Angeles P&DC. We also identified other issues related to safety and security, as well as the profile of packages arriving from delivery units (see Table 2).

**Table 2. Summary of Results**

Audit Area	Issues Identified	
	Yes	No
Clearance Times		X
Delayed Mail	X	
Late, Canceled, and Extra Outbound Trips	X	
Scan Compliance	X	
Security of Registry Items	X	
Other Issues	X	

Source: Results of OIG data review from fiscal year (FY) 2023 and fieldwork conducted from November 13 to 16, 2023.

We analyzed mail processing schedules and data to verify the plant was meeting the scheduled clearance times.

<sup>8</sup> The three delivery units were Dockweiler Station in Los Angeles, CA (project number 24-027-1); Downtown Long Beach Station in Long Beach, CA (project number 24-027-2); and Inglewood Carrier Annex in Inglewood, CA (project number 24-027-3).

# Finding #1: Delayed Mail

## What We Found

On each day of our observations from November 14 to 16, 2023, we identified delayed mail at the facility. We identified pieces left behind on several processing machines after operations were completed that were at risk of being delayed. We observed mailpieces on several machines including the Advanced Parcel Bundle Sorter (APBS), Delivery Barcode Sorter (DBCS), Delivery Barcode Sorter Input/Output Subsystem (DIOSS), High Output Package Sorter (HOPS), and Universal Sorting System (USS)<sup>9</sup> (see Figure 1). For example, on the HOPS we found over 140 packages on November 15, and 60 packages on November 16, 2023.

After we informed plant management of the issue, we observed employees and supervisors checking some machines in the facility for mail after operations were completed on the morning of November 16, 2023.

During the week of our fieldwork, we also observed delayed Registered Mail in the registry cage. On Wednesday, November 15, 2023, there were several mailpieces that should have been prepared in the morning for dispatch and delivery that day. However, on November 16, 2023, we observed a portion of the same mailpieces from the day before still in the registry cage and had not been processed or dispatched.

Figure 1. Examples of Mail Found on Processing Machines



Source: OIG photos taken on November 15 through 16, 2023.

<sup>9</sup> APBS, HOPS, and USS process packages; and the DBCS and DIOSS process letters.

**Table 3. Reported Delayed Mail**

Date	Delayed Letters Reported in MCV	Delayed Flats Reported in MCV	Delayed Packages Reported in MCV	Total Reported in MCV
November 14	20,837	9,765	44,279	74,881
November 15	23,604	9,270	63,182	96,056
November 16	29,255	6,030	94,903	130,188
Total	73,696	25,065	202,364	301,125

Source: MCV.

Plant management reported delayed mail in the Mail Condition Visualization (MCV)<sup>10</sup> system on each day of our observations. This did not include mailpieces we identified that were left behind on the machines and in the registry cage. In total, 301,125 delayed mailpieces were reported in the MCV system during our visit (see Table 3).

From November 14 to 16, 2023, the plant processed more than 36 million mailpieces; delayed mail was less than 1 percent of the total mail processed. Additionally, the P&DC processed most of these mailpieces later on the same day the pieces were reported delayed.

### Why Did it Occur

Supervisors did not verify that all machines were swept for mailpieces left behind after sorting operations were completed. Management agreed employees should have ensured the machines were clear of all mailpieces at the end of the operation and properly dispatched. In addition, management did not verify that employees processed and dispatched all registry items the day received.

### What Should Have Happened

Postal Service policy<sup>11</sup> states that management should continually gauge how well they are managing the flow of mail and have managerial control over the workload, personnel, and equipment needed for a well-run operation.

### Effect on the Postal Service and its Customers

When mail is not processed in accordance with proper procedures, there is an increased likelihood that mail will not be taken to the dock in time for dispatch to delivery units, which can result in delays and service failures. When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand.

#### Recommendation #1

We recommend the **Southern California Division Director, Processing Operations**, reinforce the operational procedures to conduct sweeps for mailpieces left behind after operations are completed at the Los Angeles Processing and Distribution Center.

#### Recommendation #2

We recommend the **Southern California Division Director, Processing Operations**, verify registry clerks prepare and dispatch registry items in a timely manner at the Los Angeles Processing and Distribution Center.

<sup>10</sup> Mail Condition Visualization provides near real-time visibility of a facility's on-hand volume, delayed processing volume, delayed dispatch volume, and oldest mail date by mail category and processing operation and stores historical trailer information.

<sup>11</sup> Handbook PO-413, *Platform Operations*, Sections 2-1.1 and 2-4.41, dated December 2013.

# Finding #2: Late, Canceled, and Extra Trips

## What We Found

From October 1, 2022, through September 30, 2023 (FY 2023), there were a total of 233,298 outbound trips from the Los Angeles P&DC. Of the total trips, there were 36,225 outbound late trips, 21,997 outbound canceled trips, and 21,487 outbound extra trips at the Los Angeles P&DC. This represented about 34.1 percent of all outbound trips (see Table 4).

**Table 4. Outbound Late, Canceled, and Extra Trips**

Transportation Metric	Number	Percentage of Total Trips
Late Trips	36,225	15.5%
Canceled Trips	21,997	9.4%
Extra Trips	21,487	9.2%

Source: SVWeb.

Outbound trips from the P&DC to other plants were late at a much higher rate than trips to delivery units. Specifically, in FY 2023, 29.2 percent of total outbound trips to other plants were late compared to 12.6 percent of total outbound trips to delivery units. In addition, the outbound trips to other plants were, on average, 59.7 minutes late.

We did not identify systemic issues with canceled and extra trips. Canceled trips were due to lower mail volumes or issues with driver availability. In the first two months of FY 2024, outbound canceled trips improved compared to the same period last year.

Regarding extra trips, management stated that most of them were related to an initiative to increase the transportation of mail volume from air to surface and reduce transportation costs.

## Why Did it Occur

Based on discussions with plant management, late outbound trips were attributed primarily to mail flow issues associated with the expansion of the facility in December 2022 and increased mail transports. According to plant management, the

expansion increased the time needed to move mail from processing operations to the docks. Plant management stated they have adjusted operations to improve the timely flow of mail to the docks for dispatch. In addition, plant management indicated the facility is responsible for more plant-to-plant trips now, due to the closures of other facilities in the division and related processing changes. Plant management said that the increased truck volume, initial mail volume changes due to the facility closures, and traffic, have caused challenges in planning for transportation.

## What Should Have Happened

According to Postal Service policy,<sup>12</sup> key elements to effective dispatch and routing include evaluating transportation performance to planned schedules and ensuring that planned dispatches are compatible with an effective mail arrival profile at the destination.

## Effect on the Postal Service and Its Customers

When there are late trips, there is an increased risk the mail will not be delivered on time, which can adversely affect Postal Service customers, harm the brand, send mailers to competitors, increase operating costs, and cause the Postal Service to lose revenue.

### Recommendation #3

We recommend the **Southern California Division Director, Processing Operations**, and the **Southern California Division Director, Logistics**, identify and implement strategies to increase the number of on-time trips to plants from the Los Angeles Processing and Distribution Center.

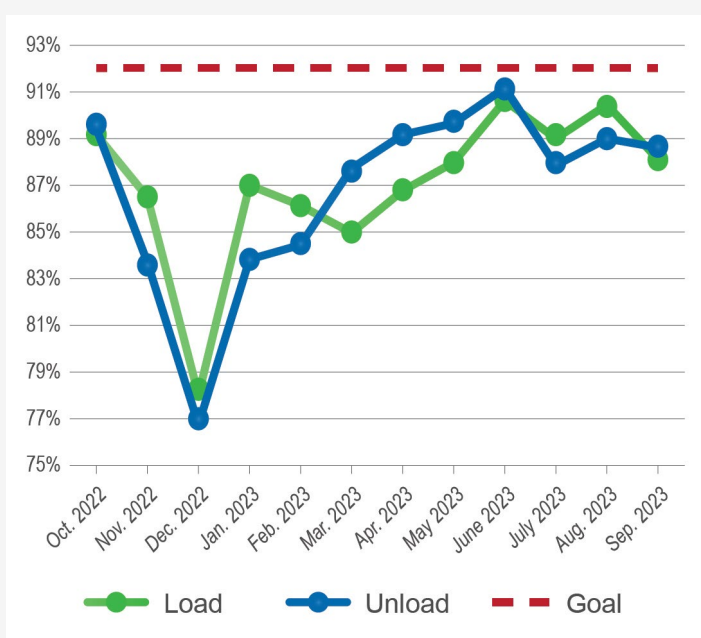
<sup>12</sup> Handbook M-22, *Dispatch and Routing Policies*, dated July 2013.

# Finding #3: Scan Compliance

## What We Found

The Los Angeles P&DC did not consistently meet load and unload scan<sup>13</sup> goals. From October 1, 2022, through September 30, 2023, the average compliance for load scans at the Los Angeles P&DC was 87.1 percent, while average scanning for unload was 86.8 percent (see Figure 2). The Postal Service’s goal for load and unload scans was 92 percent in FY 2023. These scans help the Postal Service track mail as it flows through the network.

**Figure 2. Scanning Compliance at the Los Angeles P&DC From October 2022 – September 2023**



Source: SVWeb.

## Why Did it Occur

Load and unload scans were not performed consistently due to a lack of management oversight. Management stated that employees often do not return scanners at the end of their tours. In addition, management stated they need an estimated 35 additional scanners to meet scanning needs. Management has not taken formal action with employees who are not returning scanners and acknowledged they should do so. In addition,

management said they needed to place an order for additional scanners.

## What Should Have Happened

Postal Service policy<sup>14</sup> states that employees are required to perform outbound and inbound scans of containers and trailers to ensure 100 percent mail visibility.

## Effect on the Postal Service and Its Customers

Low scanning compliance contributes to inaccurate utilization data, missent mail, and operational inefficiencies. Management uses scanning data to streamline outbound container operations, enhance dispatch quality, and increase efficiency in the use of transportation containers and trailers. When scans are not made, management may not have the information needed to make accurate operational decisions.

### Recommendation #4

We recommend the **Southern California Division Director, Processing Operations**, establish and enforce an accountability process for scanners at the Los Angeles Processing and Distribution Center.

### Recommendation #5

We recommend the **Southern California Division Director, Logistics**, provide an adequate number of scanners for employees to complete all required scans at the Los Angeles Processing and Distribution Center.

<sup>13</sup> Load scans are performed when a container is loaded onto a trailer for dispatch and unload scans are performed when a container is removed from a trailer.

<sup>14</sup> *Surface Visibility Program User booklet*, updated January 10, 2023.



## Finding #4: Registry Cage

### What We Found

Employees at the Los Angeles P&DC did not consistently follow procedures for the security and timely dispatch of Registered Mail.<sup>15</sup> We observed registry items left unattended on the docks several times on the mornings of November 14 and 15, 2023. While the clerks followed the hand-to-hand procedure when transferring a registry item to another person, we observed that clerks left registry items unattended on multiple occasions (see Figure 3).

**Figure 3. Unattended Registry Items**



Source: OIG photo taken on November 14, 2023.

### Why Did it Occur

Registered Mail was not always safeguarded or processed and dispatched timely due to a lack of management oversight. Specifically, management did not monitor employees to ensure they properly safeguarded registry items departing from the facility.

### What Should Have Happened

Management should ensure that all registry items are kept under the immediate control, at all times, by the responsible employee.<sup>16</sup>

### Effect on the Postal Service and Its Customers

Registered Mail provides added protection to the customer by providing evidence of secure mail and delivery for valuable and important items. When Registered Mail is not secured in accordance with proper procedures, there is an increased risk of loss or theft of items that customers have entrusted the Postal Service to provide added protection for secure delivery.

#### **Recommendation #6**

We recommend the **Southern California Division Director, Processing Operations**, verify personnel responsible for Registered Mail properly safeguard registry items on the dock at the Los Angeles Processing and Distribution Center.

<sup>15</sup> Registered Mail provides added protection for valuable and important customer and internal mail with evidence of mailing and delivery.

<sup>16</sup> Handbook DM-901, *Registered Mail*, section 6-2.3.3, dated January 2016.

# Finding #5: Safety and Security

## What We Found

During our site observations, we observed several safety and security issues. Specifically, we observed the following safety issues:

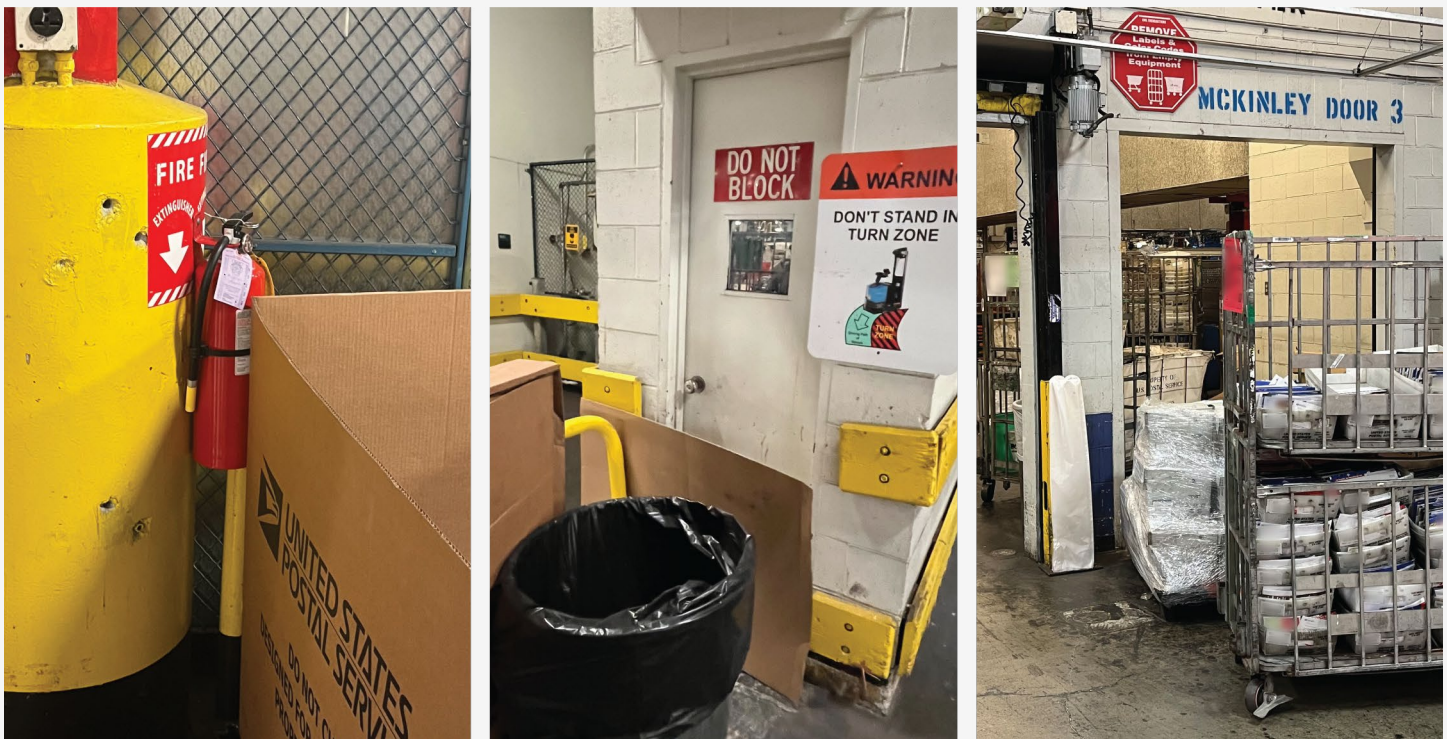
- Trucks and trailers parked at the docks without wheel chocks placed next to the tire to prevent them from rolling away (see Figure 4).
- One blocked fire extinguisher and several doorways in the facility (see Figure 5).

Figure 4. Trailers Without Wheel Chocks



Source: OIG photos taken on November 14 and November 15, 2023.

Figure 5. Blocked Fire Extinguisher and Doorways



Source: OIG photos taken on November 14 and November 16, 2023.

We observed the following security issue:

- Several exit doors on the dock area were propped open (see Figure 6).

**Figure 6. Propped Open Exit Doors**



Source: OIG photos taken on November 14 and November 16, 2023.

### Why Did it Occur

The inconsistent use of wheel chocks, blocked fire extinguishers, and unsecured exit doors was due to a lack of management oversight. Dock supervisors did not verify that drivers were using wheel chocks. We discussed this issue with plant management and noted improvement on the last day of our observations.

Management was aware that the dock exit doors were not secured. Plant management stated that the badge system on the dock did not work so they leave exit doors open to allow the drivers access to the docks. Plant management stated they are working with headquarters to upgrade the badge system at the P&DC.

### What Should Have Happened

The Postal Service requires management to maintain a safe environment for employees and customers.<sup>17</sup> Postal Service policy<sup>18</sup> states that drivers must prevent trailers from rolling away from docks by using wheel chocks. Postal Service policy<sup>19</sup> also addresses the importance of keeping fire-fighting equipment

and exit doors free from obstructions at all times. Postal Service policy also states that door locks must not be disabled or doors propped open.<sup>20</sup>

### Effect on the Postal Service and Its Customers

When employees do not observe safe working practices and safety rules, there is an increased risk of employee accidents and injuries. Management's attention to maintenance, safety, and security deficiencies can reduce the risk of injuries to employees; reduce related costs, such as workers' compensation claims, lawsuits, and Occupational Safety and Health Administration<sup>21</sup> penalties.

#### Recommendation #7

We recommend the **Southern California Division Director, Logistics**, verify all drivers are using wheel chocks at the Los Angeles Processing and Distribution Center.

#### Recommendation #8

We recommend the **Southern California Division Director, Processing Operations**, keep fire-fighting equipment and exit doors free from obstructions at all times at the Los Angeles Processing and Distribution Center.

#### Recommendation #9

We recommend the **Southern California Division Director, Processing Operations**, upgrade the badge system and properly secure exit doors in the dock area of the Los Angeles Processing and Distribution Center.

<sup>17</sup> Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, section 1-1, dated July, 2020.  
<sup>18</sup> Handbook EL-803, *Maintenance Employee's Guide to Safety*, Section 1.-C dated July 2020.  
<sup>19</sup> Handbook EL-814, *Postal Employee's Guide to Safety*, Section V, dated April 2023.  
<sup>20</sup> Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, section 8-16, dated July, 2020.  
<sup>21</sup> Occupational Safety and Health Act of 1970.

# Finding #6: Profile of Packages Arriving From Delivery Units

## What We Found

During our observations, we found that the P&DC was receiving packages not properly separated, as required,<sup>22</sup> from some delivery units. In July 2023, the Postal Service made significant changes to its package processing operations. Specifically, delivery and retail units changed the way they separated packages to facilitate the new Ground Advantage<sup>23</sup> service. For example, on the evening of November 13, 2023, we observed several containers of packages arriving from delivery units to the Los Angeles P&DC that had a placard on the container indicating it should contain only Priority Mail<sup>24</sup> but it also contained Ground Advantage packages. Management stated that, since the new requirement was established, packages have arrived incorrectly separated from many delivery units daily. Packages that were not properly separated required manual sortation or additional processing time on machines.

## Why Did it Occur

Management did not communicate effectively to the delivery units when the units sent packages to the facility that were not properly sorted or did not use proper placards for the containers. Plant management stated that they communicate the issue with district management in emails. However, plant management acknowledged they did not use the Mail Arrival Quality/Plant Arrival Quality (MAQ/PAQ) system<sup>25</sup> to communicate directly with delivery units about this issue.

## What Should Have Happened

Management should use the MAQ/PAQ system to communicate and resolve issues with mail separations for packages from the delivery units.<sup>26</sup>

## Effect on the Postal Service and Its Customers

Proper mail preparation is required for visibility throughout the Postal Service network. When mail is not properly separated for dispatch to the processing

facility, in accordance with proper procedures, there is an increased likelihood that mail will require additional processing steps. This can result in delays and service failures and increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand.

### Recommendation #10

We recommend the **Southern California Division Director, Processing Operations**, perform an analysis of improperly separated packages arriving at the Los Angeles Processing and Distribution Center from delivery units and document systemic issues into the Mail Arrival Quality/Plant Arrival Quality system.

## Management's Comments

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

Regarding recommendations 1, 2, 3, 4, 5, 6, 7, 8 and 10, the target implementation date for corrective action is March 31, 2024. Regarding recommendation 9, the target implementation date is April 30, 2024.

## Evaluation of Management's Comments

The OIG considers management's comments responsive to the recommendations in the report, and the corrective actions should address the issues identified.

All recommendations require OIG concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. All recommendations should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendations can be closed.

<sup>22</sup> As of September 26, 2023, the Postal Service required certain delivery units to separate Priority Mail from other packages for dispatch to the processing facility.

<sup>23</sup> An affordable and reliable way to send parcels inside the U.S. Parcels under 70 pounds arrive in 2-5 business days.

<sup>24</sup> An expedited service and may contain any mailable matter weighing no more than 70 pounds arrive in 1-3 business days.

<sup>25</sup> The MAQ/PAQ system facilitates communication and resolution of issues with the movement of mail, including collection mail, between postal facilities.

<sup>26</sup> MAQ/PAQ User Guide, chapter 1.

# 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. We discussed our observations and conclusions with management on January 10, 2024, and included their comments where appropriate.

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

determined that the following three components were significant to our audit objective:

- Control Activities
- Information and Communication
- Monitoring

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to control activities, information and communication, and monitoring that were significant within the context of our objectives. Our recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of Web End of Run,<sup>27</sup> MCV, and SVWeb 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.

## Prior Audit Coverage

Report Title	Objective	Report Number	Final Report Date	Monetary Impact
<i>Late and Extra Trips at the Los Angeles, CA, Processing and Distribution Center</i>	To assess the causes of late and extra trips from the Los Angeles P&DC to delivery units.	21-028-R21	January 11, 2021	None

<sup>27</sup> Web End of Run is a Web-based application used in collecting operational data from automated and mechanized mail processing equipment.

# Appendix B: Management's Comments



January 17, 2024

JOHN CIHOTA  
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Efficiency of Operations at the Los Angeles Processing and Distribution Center, Los Angeles, CA (Report Number 24-026-DRAFT)

Thank you for providing the Postal Service an opportunity to review and comment on the findings contained in the draft audit report, *Efficiency of Operations at the Los Angeles Processing and Distribution Center, Los Angeles, CA*.

Management generally agrees with the five findings on Delayed Mail, Late, Canceled, and Extra Trips, Scan Compliance, Security of Registry Items, Security and Safety, and Profile of Packages Arriving from Delivery Units.

Regarding the finding on Profile of Packages Arriving from Delivery Units, the implementation of the multi-factor processing initiative mitigates some of the impacts associated with Priority and Ground Advantage volumes being commingled. The sort programs and the software on the package processing platforms allows for the two mail class groups to be sorted or down flowed to a secondary sort, based on destination and/or transportation mode.

Following are comments on each of the ten recommendations.

Recommendation 1: We recommend the **Southern California Division Director, Processing Operations**, reinforce the operational procedures to conduct sweeps for mailpieces left behind after operations are completed at the Los Angeles Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will conduct a service talk that reinforces the requirement to conduct sweeps. Additionally, management will conduct reviews to monitor for compliance.

Target Implementation Date: 03/31/2024

Responsible Official: Southern California Division Director, Processing Operations

Recommendation 2: We recommend the **Southern California Division Director, Processing Operations**, verify registry clerks prepare and dispatch registry items in a timely manner at the Los Angeles Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will conduct site reviews to ensure registry items are prepared and dispatched accurately and timely.

Target Implementation Date: 03/31/2024

Responsible Official: Southern California Division Director, Processing Operations

Recommendation 3: We recommend the **Southern California Division Director, Processing Operations**, and the **Southern California Division Director, Logistics**, identify and implement strategies to increase the number of on-time trips to plants from the Los Angeles Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will adjust departure times or add additional loading time as appropriate and monitor data for increases in on time trips.

Target Implementation Date: 03/31/2024

Responsible Official: So. California Division Director, Processing Operations, and So. California Division Director, Logistics

Recommendation 4: We recommend the **Southern California Division Director, Processing Operations**, establish and enforce an accountability process for scanners at the Los Angeles Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will perform a staffing review of the Scanning Room to determine resources needed to ensure proper oversight of scanners. Management will also give a service talk on scanner accountability as well as monitor compliance.

Target Implementation Date: 03/31/2024

Responsible Official: Southern California Division Director, Processing Operations

Recommendation 5: We recommend the **Southern California Division Director, Logistics**, provide an adequate number of scanners for employees to complete all required scans at the Los Angeles Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will order additional scanners to ensure employees have an adequate supply to perform duties.

Target Implementation Date: 03/31/2024

Responsible Official: Southern California Division Director, Logistics

Recommendation 6: We recommend the **Southern California Division Director, Processing Operations**, verify personnel responsible for Registered Mail properly safeguard registry items on the dock at the Los Angeles Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will purchase a lockable container to ensure Registered mail is always secure.

Target Implementation Date: 03/31/2024

Responsible Official: Southern California Division Director, Processing Operations

Recommendation 7: We recommend the **Southern California Division Director, Logistics**, verify all drivers are using wheel chocks at the Los Angeles Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will provide a service talk on proper use of wheel chocks and conduct reviews to monitor for compliance. Signage will also be posted.

Target Implementation Date: 03/31/2024

Responsible Official: Southern California Division Director, Logistics

Recommendation 8: We recommend the **Southern California Division Director, Processing Operations**, keep fire-fighting equipment and exit doors free from obstructions at all times at the Los Angeles Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will ensure exit doors and fire-fighting equipment are free of obstruction. Additionally, management will conduct a service talk to re-enforce policy regarding safety and fire-fighting equipment.

Target Implementation Date: 03/31/2024

Responsible Official: Southern California Division Director, Processing Operations

Recommendation #9: We recommend the **Southern California Division Director, Processing Operations**, upgrade the badge system and properly secure exit doors in the dock area of the Los Angeles Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will submit a request to Facilities Single Source Provider (FSSP) to repair inoperable dock doors.

Target Implementation Date: 04/30/2024

Responsible Official: Southern California Division Director, Processing Operations



Recommendation #10: We recommend the **Southern California Division Director, Processing Operations**, perform an analysis of improperly separated packages arriving at the Los Angeles Processing and Distribution Center from delivery units and document systemic issues into the Mail Arrival Quality/Plant Arrival Quality system.

Management Response/Action Plan: Management agrees with this recommendation. Management will report irregularities with mail prep in MAQ/PAQ and monitor entries.

Target Implementation Date: 03/31/2024

Responsible Official: Southern California Division Director, Processing Operations

E-SIGNED by Vincent.P Mahoney  
on 2024-01-19 16:18:47 EST

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Vince P. Mahoney  
Southern California Division Director, Processing Operations

E-SIGNED by Pedro Ortiz  
on 2024-01-18 11:03:24 EST

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Pedro Ortiz  
Southern California Division Director, Logistics

cc: Vice President, Regional Processing Operations (Western)  
Corporate Audit Response Management

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