



# AUDIT REPORT

## Mail Delivery and Customer Service Operations – Foothill Station, San Jose, CA

April 23, 2020



Project Number 20-188-R20



April 23, 2020

**MEMORANDUM FOR:** DARRELL STOKE  
MANAGER, BAY VALLEY DISTRICT

4/23/2020

X

A handwritten signature in black ink, appearing to read "Sean Balduff", is written over a horizontal line.

Sean Balduff

Signed by: SEAN BALDUFF

**FROM:** Sean Balduff  
Director, Delivery and Retail Response Team

**SUBJECT:** Audit Report – Mail Delivery and Customer Service  
Operations – Foothill Station, San Jose, CA  
(Report Number 20-188-R20)

This report presents the results of our audit of the Mail Delivery and Customer Service Operations – Foothill Station, San Jose, CA.

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

Attachment

cc: Postmaster General  
Chief Operating Officer and Executive Vice President  
Vice President, Delivery and Retail Operations  
Vice President, Pacific Area  
Corporate Audit and Response Management

## Background

This report presents the results of our self-initiated audit of mail delivery and customer service operations at the Foothill Station in San Jose, CA (Project Number 20-188). The Foothill Station is in the Bay Valley District of the Pacific Area. This audit was designed to provide U.S. Postal Service management with timely information on potential scanning and mail delivery risks at the Foothill Station.

The unit has 50 city routes delivered by 55 full-time city carriers and four part-time flexible (PTF) city carriers. We chose the Foothill Station based on our analysis of city carriers returning after 6:00 p.m. using data from the Enterprise Data Warehouse (EDW).<sup>1</sup>

Our fieldwork was completed before the President of the United States issued the national emergency declaration concerning the novel coronavirus disease (COVID-19) outbreak on March 13, 2020. The results of this audit do not reflect process and/or operational changes that may have occurred at this facility as a result of the pandemic.

## Objective, Scope, and Methodology

Our objective was to review select mail delivery and customer service operations at the Foothill Station in San Jose, CA.

To accomplish our objective, we reviewed delivery metrics including the number of routes and carriers, mail arrival time, amount of reported delayed mail, package scanning, distribution up-time,<sup>2</sup> and carrier return to office time. During our site visit on February 25-26, 2020, we reviewed unit safety and security procedures, mail conditions, and Voyager card and arrow lock key<sup>3</sup> security procedures. We analyzed the scan status of mailpieces at the carrier cases and in the “Notice Left”<sup>4</sup> area and interviewed unit management and employees.<sup>5</sup>

We relied on computer-generated data from EDW and the Product Tracking and Reporting System. Although we did not test the validity of controls over these systems, we assessed the accuracy of the data by reviewing existing information, comparing data from other sources, observing operations, and interviewing Postal Service officials

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<sup>1</sup> EDW provides a single repository for managing the Postal Service’s corporate data assets. EDW provides a common source of accurate corporate data across organizations to a wide variety of users.

<sup>2</sup> Time of day that clerks have completed distributing mail to the carrier routes after it has arrived from the processing center.

<sup>3</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 lock keys are accountable property and subject to strict controls.

<sup>4</sup> The area of a postal facility where letters or packages that the carriers were unable to deliver are stored for customer pickup.

<sup>5</sup> The city carriers we interviewed had from 1 month to 34 years of service.

knowledgeable about the data. Therefore, we determined the data were sufficiently reliable for the purposes of this report.

We conducted this audit from February through April 2020, in accordance with generally accepted government auditing standards. 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 April 2, 2020 and included their comments where appropriate.

### **Finding #1: Unreported Delayed Mail**

During our site visit on February 25-26, 2020, we identified delayed mail<sup>6</sup> that was not reported in the Customer Service Daily Reporting System (CSDRS) as required.<sup>7</sup> Specifically, we found two tubs of delayed flats in an unlocked delivery vehicle. This mail was a mix of Political Mailings, First-Class Mail (FCM), and Standard Mail (see Figure 1).

**Figure 1. Delayed Flat Mail Located in Unlocked Vehicle**



Source: U.S. Postal Service Office of Inspector General (OIG) photograph taken February 25, 2020 at Foothill Station.

According to unit management, the unit received a late dispatch of committed flats from the San Jose Processing and Distribution Center (P&DC) the previous day. The vehicle in which we found the delayed mail was used to transport the late mail to carriers for delivery. The tubs we identified were tubs that could not be connected to a specific route and were brought back to the unit. Management stated that leaving mail in the vehicle was an oversight.

Additionally, during our review of mail at the carrier cases we found two tubs of delayed mail for two different routes (see Figures 2 and 3). Management stated this mail was

<sup>6</sup> Mail that is in the delivery unit after the carriers have left for street delivery.

<sup>7</sup> *CSDRS Users Guide*, dated September 30, 2016.

from the prior day. It appeared to have arrived late at the unit and was brought to the carriers after they left for their deliveries. Although the mail was given to the carriers, they did not deliver it and did not notify management that it was brought back to the unit. Postal Service policy<sup>8</sup> states that all types of FCM, Priority Mail, and Priority Mail Express are scheduled (committed) for delivery or processing on the day of receipt at the post office.

### Figures 2 and 3. Delayed Mail Identified at Carrier Cases



Source: OIG photographs taken February 24, 2020 at Foothill Station.

When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. Further, when delayed mail is not reported, management at the local, district, area, and headquarters levels are unable to take the appropriate actions to mitigate the delay.

**Recommendation #1:** We recommend the **Manager, Bay Valley District**, instruct the **Postmaster, Foothill Station**, to develop an action plan to ensure all mail is being delivered in a timely manner and standard operating procedures are followed for reporting delayed mail.

### Finding #2: Carriers Returning After 6:00 P.M.

We determined that city carriers at the Foothill Station were returning to the office after 6:00 p.m. Specifically, during October 2019 – January 2020, an average of about 37 percent of city carriers returned to the office by 6:00 p.m., 55 percent returned by 7:00 p.m., 94 percent returned by 8:00 p.m., and 100 percent returned by 9:00 p.m. (see [Table 1](#)). The Postal Service’s goal is to have 100 percent of carriers returning to the office by 6:00 p.m.<sup>9</sup> When carriers return after 6:00 p.m., customer service can suffer, and mail collected by the carriers may be late to the P&DC.

<sup>8</sup> Delivery Unit Service Talk-Committed Mail & Color Code Policy for Marketing Mail, February 2019.

<sup>9</sup> Staffing and Scheduling Tool, Function 4 Applications User Guide, 2016.

**Table 1. City Carriers Return Times**

Month	Percentage of Carriers Returning by 6:00 p.m.	Percentage of Carriers Returning by 7:00 p.m.	Percentage of Carriers Returning by 8:00 p.m.	Percentage of Carriers Returning by 9:00 p.m.
October	23%	35%	84%	100%
November	42%	59%	97%	100%
December	43%	65%	98%	100%
January	41%	61%	99%	100%
<b>Average</b>	<b>37%</b>	<b>55%</b>	<b>94%</b>	<b>100%</b>

Source: OIG analysis of City Carriers Returning After 6 p.m. data from EDW-Delivery Data Mart.

This condition occurred due to:

**Insufficient Staffing:** Analysis of unit staffing shows that Foothill Station is significantly understaffed. Specifically, the unit is 15 carriers short (see Table 2). This shortage is primarily the result of difficulty with hiring and retention in the Silicon Valley area. To help with hiring efforts, the Bay Valley District requested and received a hiring exception that allowed them to forgo the non-career City Carrier Assistant jobs and hire career PTFs instead. Interviews with unit and district management staff indicate this exception has helped some, but that hiring is an ongoing issue in the area.

**Table 2: City Delivery Staffing Variance**

Complement Analysis	Earned	Actual	Variance
Full Time	65	55	-10
Part-Time Flexible	9	4	-5
<b>Total</b>	<b>74</b>	<b>59</b>	<b>-15</b>

Source: Postal Service variance programs.

**Overburdened Routes:** Carrier routes in the unit experienced a package volume increase of 50 percent over the same period last year.<sup>10</sup> When asked about the large increase in package volume, management stated that a large customer no longer delivers their own packages to this part of San Jose, so all of their volume came back to the unit. In addition, the routes at the unit were last evaluated in April 2013 and may need to be re-evaluated. Carriers and management agreed that the increased package volume has resulted in additional street time and in some cases even requires carriers to make multiple trips to complete delivery.

<sup>10</sup> Postal Service eFlash Application report, dated March 19, 2020.

**Recommendation #2:** We recommend the **Manager, Bay Valley District**, conduct annual route inspections and update evaluations as needed at the Foothill Station. In addition, develop an action plan with additional strategies to reduce staffing variances.

### Finding #3: Package Delivery Scanning and Handling

We determined that employees were improperly scanning packages at the unit and not following package scanning and handling policies. We conducted on-site observations at the unit on the morning of February 25, 2020. During our observations, we judgmentally selected 76 packages that were at the carrier cases and in the “Notice Left” area to review their scanning and tracking data. Of the 76 packages we reviewed, 33 (43 percent) were missing a scan or had improper scans and six (8 percent) were not handled and processed as required (see Table 3).

**Table 3. Review of Packages in the Unit**

Location of Packages	Number of Packages Reviewed	Number of Packages with Scan Errors	Number of Packages with Improper Handling & Processing
Carrier Cases	24	11	1
“Notice Left” Area	52	22	5
<b>Total</b>	<b>76</b>	<b>33</b>	<b>6</b>

Source: OIG.

Specifically, for packages selected at the carrier cases, we found:

- Five were improperly scanned as “Delivered”. A “Delivered” scan should only be made when a package is successfully left at the delivery address.
- Six did not receive a stop-the-clock (STC)<sup>11</sup> scan to let the customer know the reason for non-delivery. All packages should receive a STC scan at the time of attempted delivery.
- One was scanned “No Access” four days prior to our visit and had no subsequent scans. This package should have been moved to the “Notice Left” area.

<sup>11</sup> A scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mailpiece. Examples of STC scans include “Delivered”, “Available for Pick-up”, “No Access”, and “Business Closed”.

For packages selected from the “Notice Left” area, we found:

- Four domestic packages had scans that were more than 15 days old and should have been returned to sender.<sup>12</sup> These packages ranged from five to 35 days past their return dates.
- One international package had a scan that was more than 30 days old and should have been returned to sender.<sup>13</sup> This package was nine days past the return date.
- Twenty-two packages destined for PO Box addresses were scanned as “Delivered, PO Box” but were not placed in the customers’ PO Boxes. Packages that cannot fit into the PO Box or parcel locker should be scanned “Attempted.”<sup>14</sup>

These package scanning issues occurred because local management did not adequately enforce scanning procedures. The Postal Service’s goal is to ensure mail is delivered to the correct address with proper service, which includes scanning every mailpiece ensuring 100 percent visibility throughout the process.<sup>15</sup>

Customers rely on accurate scan data to track their packages in real time. When employees do not scan mailpieces correctly, customers are unable to determine the actual status of their packages. By improving scanning operations, management can potentially improve mail visibility, increase customer satisfaction, and enhance the customer experience and Postal Service brand.

**Recommendation #3:** We recommend the **Manager, Bay Valley District**, ensure that employees follow standard operating procedures for scanning, periodically review and monitor scan data for compliance, and provide carriers with refresher training on package handling and scanning procedures.

#### **Finding #4: Safeguarding of Assets**

Foothill Station management did not properly manage and safeguard Postal Service assets including arrow lock keys, Voyager Fleet cards, and mail delivery vehicles.

#### **Accountable Items**

We reviewed the unit’s inventory log for arrow lock keys and conducted a physical inventory of the keys at the unit. We found management had not updated the unit’s arrow lock key log in over a year. Specifically, four of the 41 keys we located at the unit were not listed on the inventory log and one key listed on the inventory log could not be

<sup>12</sup> *Postal Bulletin* 222111: Notice Left and Return Guidelines.

<sup>13</sup> *Postal Bulletin* 222111: Notice Left and Return Guidelines.

<sup>14</sup> Scanning at a Glance > Retail Back Office > Priority Mail/First-Class Mail/Package Services/International (destinating parcels).

<sup>15</sup> Standup Talk - *Delivering a Positive Customer Service Experience-Delivery Done Right*, and *Scanning at a Glance, Delivering 100% Visibility*.



located. Additionally, carriers were not signing the daily log to acknowledge their acceptance and return of their assigned key and the daily log did not contain the arrow lock key serial number assigned to each route.

Postal Service policy<sup>16</sup> states that postmasters must keep accurate arrow lock key inventories and must immediately report lost or stolen arrow lock keys to the inspector-in-charge. In addition, when carriers return from their routes, clerks should be available to check in accountable items as efficiently and promptly as possible.<sup>17</sup> Management stated that they had not updated the arrow lock key log since the Postal Inspection Service conducted an inventory for the unit a year ago due to an oversight. In addition, management had not communicated arrow lock key security guidelines to the delivery unit clerks.

We also conducted an inventory of the unit's assigned Voyager credit cards and found that one of 50 was missing. Management explained that the missing Voyager card had been reported to the San Jose Vehicle Maintenance Facility (VMF) as required, but the unit never received a replacement card and did not follow up with the VMF. However, management could not provide documentation to support that they reported the card as lost or stolen. We further found that the missing credit card was still active but did not have any activity since June 2019.<sup>18</sup>

Additionally, the unit was using Voyager cards assigned to vehicles that were transferred out of the unit for three new vehicles. Unit management stated that the VMF instructed them to use the Voyager cards assigned to other vehicles because they were not going to order new cards for the new vehicles. Postal Service policy states that it is the VMF's responsibility to request new cards for vehicles and each card must only be used for the vehicle number embossed on the front of the card.<sup>19</sup>

We also found that carriers were not signing for voyager cards as required. Postal Service policy<sup>20</sup> states that Voyager Fleet cards are accountable items and should be treated as such and never be carried by off-duty personnel or left in unattended vehicles or other locations with unrestricted access.

In addition, management did not conduct a semiannual review of employee Personal Identification Number (PIN) lists on the Voyager FCO website. We found four active PINs which should have been deleted from the website because the employees with those pins had either retired or transferred to another unit. We also identified one unit

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<sup>16</sup> *Administrative Support Manual* Issue 13, Sections 273.471 and 273.461, July 1999, updated through October 30, 2018.

<sup>17</sup> Handbook M-39, *Accountable Property Criteria*, Section 111.2. Daily Operations, Accountable Property; and Section 127 Office Work When Carriers Return.

<sup>18</sup> Through the Voyager Fleet Commander Online (FCO) website, we reviewed Voyager card transactions for the missing voyager card from June 1, 2019 through March 18, 2020.

<sup>19</sup> Voyager Fleet Card Standard Operating Procedure, November 3, 2016. Frequenting Asked Questions – (FAQ) For the USPS – Voyager Fleet Card Program.

<sup>20</sup> *Standard Work Instructions (Quick Reference): U.S. Bank Voyager Fleet Card Management for Site Managers*, January 8, 2019.

employee who did not have a Foothill Station assigned PIN and was using a PIN from the unit where he was previously assigned. Postal Service policy<sup>21</sup> requires the site manager to complete a semiannual review of the PIN list and notify Voyager of any personnel changes requiring a PIN addition, deletion or change. The site manager is also responsible for terminating PINs when an employee leaves the Postal Service or transfers to another unit.

Management said these issues occurred due to an oversight on their part and other duties taking priority. Management also stated that the unit has been without a manager for over a year and a supervisor has been acting as the manager until the position could be filled. When there is insufficient oversight and supervision of accountable items such as arrow lock keys and Voyager credit cards, there is an increased risk of mail theft. In addition, management cannot prevent potentially fraudulent charges and unauthorized purchases.

### Delivery Vehicles

Employees did not always lock and secure delivery vehicles. We inspected 50 unattended vehicles on the morning of February 25, 2020 and found 15 of them (30 percent) were not locked and secured as required. Postal Service policy<sup>22</sup> states that all vehicle doors must be secured when vehicles are left unattended and out of the driver's immediate site. Unit management stated that they did not check the vehicles at the end of the day because it was late when they completed their other tasks. When vehicles are left unlocked, there is an increased risk that they could be vandalized or stolen.

**Recommendation #4:** We recommend the **Manager, Bay Valley District**, instruct the **Postmaster, Foothill Station**, to follow procedures to ensure arrow lock keys, Voyager cards, and delivery vehicles are safeguarded and properly managed as required.

**Recommendation #5:** We recommend the **Manager, Bay Valley District**, instruct the **Postmaster, Foothill Station**, to work with the Vehicle Maintenance Facility manager to deactivate the unit's missing Voyager card and order new cards for the three new vehicles assigned to the unit; and ensure all Voyager cards assigned to Foothill Station have a corresponding vehicle that is also assigned to the unit.

### Finding #5: Damaged Mail Collection Box

During our site visit, we noted that one of the two mail collection boxes in front of the Foothill Station was damaged. Specifically, it was rusted and had sharp edges in the mail chute, an area that customers use to deposit their mail (see Figure 4).

Management stated that the collection box had been repeatedly vandalized and provided documentation showing that they had reported the damaged collection box in

<sup>21</sup> Voyager Fleet Card SOP, Section 2.2.2, PIN Management, November 3, 2016.

<sup>22</sup> Handbook EL-814, *Postal Employee's Guide to Safety*, Section X,E,4, Parking.

January 2018. At that time, they were told there were no boxes available to replace it. After it was initially reported, the vandalization continued.

**Figure 4. Damaged Collection Box**



Source OIG photograph taken February 26, 2020 at Foothill Station.

When we brought this matter to the Customer Service Operations Manager's attention, he immediately called facility maintenance and had the mail collection box removed from service. Since management took corrective action to address the damaged collection box, we will not make a recommendation.

### **Management's Comments**

Management agreed with all recommendations, partially agreed with findings 1 and 2, and agreed with findings 3 – 5. See [Appendix A](#) for management's comments in their entirety.

Regarding the partial disagreement with finding 1, management stated that we incorrectly identified some delayed mail as being left behind by carriers and not properly reported in CSDRS and stated the mail was late arriving mail and was subsequently taken out for delivery on that same day.

Regarding the partial disagreement with finding 2, management stated that our references to Postal Service policy regarding carriers returning to the office by 6 p.m. is a target and not assumed to be absolute.

Regarding recommendation 1, district management stated they gave instructions to unit management on the timely delivery of all mail and proper procedures for reporting delayed mail. Management also stated they now require unit management to review, print, and initial CSDRS reports daily and stated that vehicles are checked each evening and the review is documented. Additionally, management stated they have given stand-

up talks to all employees to ensure committed mail is delivered and vehicles are secured. Management stated all actions were completed as of February 28, 2020.

Regarding recommendation 2, management stated they have hired additional carriers and filled some vacancies through the bidding process and will continue to identify opportunity zones for future route adjustments and fill positions. The target implementation date is December 31, 2020.

Regarding recommendation 3, management stated they have given stand-up talks to all employees on standard operating procedures for properly scanning and handling packages. Additionally, management stated they clear items from the “Notice Left” shelf every Saturday and will conduct periodic reviews to ensure compliance. Management stated all actions were completed as of March 2, 2020.

Regarding recommendation 4, management stated they provided instructions to unit management on the procedures for safeguarding arrow-lock keys, Voyager cards, and vehicles. Management also stated they have updated the key check-out log to match corresponding arrow keys, Voyager cards and routes. In addition, Voyager cards have been updated and PIN numbers have been assigned to employees. Management stated all actions were completed as of March 19, 2020.

Regarding recommendation 5, management stated they have deactivated all missing Voyager cards and requested and received new cards for those that were missing. Management stated all actions were completed as of April 3, 2020.

### **Evaluation of Management’s Comments**

The OIG considers management’s comments responsive to the recommendations in the report.

Regarding management’s partial disagreement with finding 1, we agree that some of the delayed mail was incorrectly identified in the report and have updated our report to reflect that mail was taken out to the carriers delivering the mail. However, the mail is still considered delayed because it was not delivered and was, instead, brought back to the office. This delay should have been reported in CSDRS as required.

Regarding management’s partial disagreement with finding 2, the Postal Service’s goal is to have all carriers return to the office by 6 p.m., which we cited in the report. This is an important goal that helps ensure the Postal Service meets its service obligations. Further, as management indicated, with volume increases and a changing mail mix, it becomes even more important that route inspections and evaluations are completed timely to ensure carriers can meet this goal.

All recommendations require OIG concurrence before closure. Consequently, the OIG requests written confirmation when actions are completed and supporting documentation for those actions that have already been completed. Recommendations

should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation the recommendations can be closed.

## Appendix A. Management's Comments

DISTRICT MANAGER  
BAY-VALLEY CUSTOMER SERVICE AND SALES



April 17, 2020

LAZERICK C. POLAND,  
DIRECTOR, AUDIT OPERATIONS

SUBJECT: Mail Delivery & Customer Service Operations – Foothill Station, San Jose, CA  
Project Number 20-188 – Response and Abatement

This is in response to the recommendations identified during the review of the Mail Delivery and Customer Service Operations – Foothill Station, San Jose CA, Project Number 20-188. All Findings identified in the review have already been abated – with the exception of Finding #2 – due to the overall hiring challenges found in the Bay Area.

While Management understands there is an opportunity for improvement and will address any deficits accordingly, it contends that some of the information used to substantiate the Findings shows that OIG may not be fully versed in Postal terminology or how it applies to Postal Operations.

Specifically, Management noted that mail incorrectly identified by the OIG in Finding #1 as being left behind by carriers and not properly reported in the Customer Service Daily Reporting System (CSDRS), which was in fact late arriving mail that was subsequently taken out on that same day in an attempt to deliver to customers. Management likewise found references to carrier return times that OIG used for supporting Finding #2 that differed from Postal Policy. While Postal Management uses 1800 as a target for carrier returns, it is not assumed to be an absolute. Significant changes in mail mix and a 50% increase in package volume in the Bay Area would most certainly have moved the carrier return target beyond the 1800 range.

Management has always been committed to maintaining the same standards of performance as outlined in Postal Policy and will continue to focus on providing its customers the best possible service.

All Recommendations have been reviewed and are addressed below:

**Recommendation #1:** We recommend the **Manager, Bay Valley District**, instruct the **Postmaster, Foothill Station**, to develop an action plan to ensure all mail is being delivered in a timely manner and standard operating procedures are followed for reporting delayed mail.

**Management Response/Action Plan:** Management Agrees in part. Instructions have been given to Management on the timely delivery of all mail and the proper reporting procedures for when it is delayed. Foothill Station Management now reviews, prints, initials CSDRS documents and files on a daily basis. Vehicle checks are conducted each evening and

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documented on the P.M. Verification website. Stand up talks have been provided to all employees and documented to ensure committed mail is delivered and vehicles are secured. Periodic reviews will be conducted for continued compliance.

**Target Implementation date:** Abated February 28, 2020.

**Responsible Officials:** Manager Foothill Station, Lead Manager Customer Service Operations and Manager Customer Service Operations 2.

**Recommendation #2:** We recommend the **Manager, Bay Valley District**, conduct annual route inspections and update evaluations as needed at the Foothill Station. In addition, develop an action plan with additional strategies to reduce staffing variances.

**Management Response/Action Plan:** Management Agrees in part. Additional carriers have been hired and vacancies filled through the bidding cycle. Initial variance of -15 earned vs actual has been reduced to -8 earned vs actual. Management will continue to identify the opportunity zones for future route adjustments and fill positions with a projection of being staffed to earn by the end of Quarter 1, FY21, with consideration to natural attrition and retention.

**Target Implementation Date:** December 31, 2020.

**Responsible Officials:** Manager Foothill Station, Lead Manager Customer Service Operations and Manager Customer Service Operations 2.

**Recommendation #3:** We recommend the **Manager, Bay Valley District**, ensure that employees follow standard operating procedures for scanning, periodically review and monitor scan data for compliance, and provide carriers with refresher training on package handling and scanning procedures.

**Management Response/Action Plan:** Management Agrees. Stand up Talks have been provided to all employees on the Standard Operating Procedures for AAU/ADE scans and on the scan triage process. Notice Left pieces are cleared from shelves every Saturday in a delivery attempt or returned to sender. Periodic reviews will be conducted to ensure compliance.

**Target Implementation Date:** Abated March 2, 2020.

**Responsible Officials:** Manager Foothill Station, Lead Manager Customer Service Operations and Manager Customer Service Operations 2.

**Recommendation #4:** We recommend the **Manager, Bay Valley District**, instruct the **Postmaster, Foothill Station**, to follow procedures to ensure arrow lock keys, Voyager cards, and delivery vehicles are safeguarded and properly managed as required.

**Management Response/Action Plan:** Management Agrees. Instructions have been provided to Foothill Station Management on the procedures for safeguarding Arrow/Mal Keys, Voyager cards, and vehicles. A Key check-out log has been updated to match corresponding arrow keys, Voyager cards and routes. Pin numbers have been assigned to employees and Voyager cards updated. Employees are required to sign out/in daily. Stand up Talks have been given to all employees. Management is required to ensure keys and cards are accounted for every evening.

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**Target Implementation Date:** Abated March 19, 2020.

**Responsible Officials:**

Manager Foothill Station, Lead Manager Customer Service Operations and Manager Customer Service Operations 2.

**Recommendation #5:** We recommend the **Manager, Bay Valley District**, instruct the **Postmaster, Foothill Station**, to work with the Vehicle Maintenance Facility manager to deactivate the unit's missing Voyager card and order new cards for the three new vehicles assigned to the unit; and ensure all Voyager cards assigned to Foothill Station have a corresponding vehicle that is also assigned to the unit.

**Management Response/Action Plan:** Management Agrees. All missing Voyager cards have been deactivated by the VMF Office and new cards were requested for those missing. Replacement Voyager Cards were received at the Foothill Station on April 3, 2020.

**Target Implementation Date:** Abated April 3, 2020.

**Responsible Officials:** Manager Foothill Station, Lead Manager Customer Service Operations and Manager Customer Service Operations 2.



Darrell L. Stoke  
District Manager