Brookline Branch, Brookline, MA: Delivery Operations

AUDIT REPORT

Report Number 26-120-2-R27 | November 10, 2026



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Transmittal Letter

OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

November 10, 2026

MEMORANDUM FOR: CARISSA ANN SHEA
MANAGER, MASSACHUSETTS-RHODE ISLAND DISTRICT



FROM: Monica J. Brym
Director, Field Operations, Atlantic & WestPac

SUBJECT: Audit Report – Brookline Branch, Brookline, MA: Delivery Operations (Report Number 26-120-2-R27)

This report presents the results of our audit of delivery operations and property conditions at the Brookline Branch in Brookline, MA.

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

Attachment

cc: Postmaster General
Chief Retail and Delivery Officer and Executive Vice President
Chief Solutions and Strategy Officer and Executive Vice President
Vice President, Network Solutions and Performance Excellence
Vice President, Delivery Operations
Vice President, Retail and Post Office Operations
Vice President, Atlantic Area Retail and Delivery Operations
Director, Retail and Post Office Operations Maintenance
Corporate Audit and Response Management

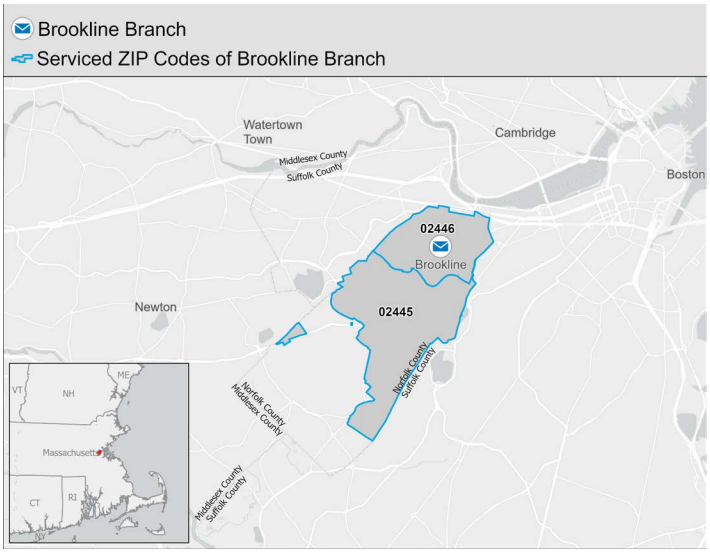
Results

Background

The U.S. Postal Service's mission is to bind the nation together by providing prompt, reliable, efficient, and universal mail and package delivery to more than 167 million residential and business addresses across the country six days a week. To achieve this mission, the Postal Service developed the *Delivering for America* plan,[1] which outlines how it will transform from a financially strained, operationally outdated institution to a more modern, efficient, and sustainable national service provider. The plan addresses organizational inefficiencies, advances cost-reduction and revenue-growth initiatives, and innovates retail centers and services. 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 audit of delivery operations and property conditions at the Brookline Branch in Brookline, MA (Project Number 26-120-2). We selected the Boston area based on a March 25, 2026, congressional request from U.S. senators and representatives from Massachusetts to conduct an audit of statewide postal operations and address mail delivery delays in the greater Boston area.[2] The Brookline Branch is in the Massachusetts-Rhode Island (MA-RI) District of the Atlantic Area and serves about 54,374[3] people in ZIP Codes 02445 and 02446,[4] which are considered predominantly urban areas (see Figure 1).

Figure 1. ZIP Codes Serviced by the Brookline Branch



Source: OIG analysis of ZIP Code data.

We assessed all units in the MA-RI District based on the number of Customer 360 (C360)[5] delivery-related inquiries,[6] Stop-the-Clock (STC)[7] scans performed away from the delivery point and at the unit, undelivered route information, and Leg 1 and Leg 3 failures[8] between April 1 and July 16, 2026.

We judgmentally selected the Brookline Branch, located in the greater Boston area, primarily based on the number of C360 delivery-related inquiries and Leg 3 failures. See Table 1 for a comparison of some of these metrics between the unit and the rest of the district.

1 *Delivering for America: Our Vision and Ten-Year Plan to Achieve Financial Sustainability and Service Excellence*, issued on March 23, 2021, and *Delivering for America 2.0: Fulfilling the Promise*, issued on September 30, 2024.
2 March 25, 2026 letter to Inspector General Tammy Hull from Senators Edward Markey and Elizabeth Warren and Representatives James McGovern, Stephen Lynch, Katherine Clark, Ayanna Pressley, and Jake Auchincloss expressing concerns with mail delays and post office closures in the greater Boston area. The letter noted the OIG's 2024 audits in the Massachusetts-Rhode Island district and requested another OIG review of statewide postal operations, including staffing in the greater Boston area. The Brookline Branch was one of three delivery units we audited in 2024. See *Brookline Branch, Brookline, MA: Delivery Operations*, Report number 24-154-1-R25 issued December 10, 2024.
3 We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.
4 The unit also services ZIP Code 02447, which is used for Post Office Boxes.
5 C360 is a cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.
6 Delivery-related inquiries are a compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.
7 An STC scan is a scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mail piece. Examples of STC scans include "Delivered," "Available for Pick-up," and "No Access."
8 Leg 1 failures occur when there is a delay from the time a mailpiece was collected to the initial processing. Leg 3 failures occur after the mailpiece has been processed at the final processing facility on a final processing operation and is not delivered to the customer on the day it was intended.

Table 1. Delivery Metric Comparison From April 1 Through July 16, 2026

Delivery Metric	Unit	District
C360 Delivery Inquiries (average per route)	6.2	3.3
Leg 3 Failures (percent of sampled pieces)	11.3	1.2

Source: OIG analysis of Postal Service's C360, and Product Tracking and Reporting (PTR) System data extracted July 22, 2026. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

The Brookline Branch is one of six delivery units[9] the OIG reviewed during the week of August 31, 2026. This delivery unit has 39 city routes and 13 combination services routes.[10] From July 11 through August 7, 2026, the delivery unit had one manager and three supervisors assigned.[11] During the month of July, the manager was reassigned, and the current manager assumed the position. In addition, the unit had one relief supervisor during our visit. The Brookline Branch falls under the Boston Post Office for employee availability[12] measurement. As of August 2026, the year-to-date employee availability rate for the Boston Post Office was 92.81 percent, which is less than the Postal Service's retail and delivery operations employee availability goal of 93.95 percent for fiscal year 2026.

For the month prior to our fieldwork visit, the Brookline Branch was operating seven city carriers under its complement.[13] During the same period, the unit had a carrier overtime usage of 25.1 percent, which was above the 15.1 percent of planned overtime for carriers at the unit.[14] During the week of our site visit, the unit's carrier overtime usage was 25.3 percent, which was 67.3 percent over the planned overtime ratio.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Brookline Branch in Brookline, MA.

To accomplish our objective, we combined preliminary data analyses with an on-site inspection performed September 1-3, 2026. Prior to the visit, we analyzed staffing levels, mail arrival times, package scanning performance, reported mail delays, arrow key[15] inventories, Voyager card[16] exceptions, and property safety and security issues. While on-site, we reviewed operational compliance focusing on mail conditions, package scanning procedures, arrow key accountability, carrier separation and transfer documentation, Voyager card exception justifications, and property safety and security conditions. We discussed our observations and conclusions with management on October 22, 2026, and included its comments, where appropriate.

We are issuing this interim report to provide the Postal Service with timely information regarding conditions we identified at the Brookline Branch. We will issue a separate capping report[17] that provides the Postal Service with the overall findings and recommendations for all six delivery units, as well as the district. The capping report will include actions taken by management to address the issues identified in this interim report. It will also respond to the broader postal operations and mail delivery concerns in the greater Boston area raised by the congressional members in their letter to the OIG.

9 The other five units were the Brockton Sorting and Delivery Center (S&DC), Brockton, MA (Project Number 26-120-1); the Grove Hall Station, Dorchester, MA (Project Number 26-120-3); the Lawrence Post Office, Lawrence, MA (Project Number 26-120-4); the Medford Branch, Medford, MA (Project Number 26-120-5); and the Roxbury Station, Roxbury, MA (Project Number 26-120-6). The scope of these audits does not include the processing plants that service the six units.
10 Motorized routes that provide a variety of services such as collecting inbound mail, delivering mail, and placing mail in lockable receptacles located along carrier routes for carriers to pick up and deliver.
11 Assignments based on the Postal Service's Time and Attendance Collection System (TACS). TACS is the system used by the Postal Service to automate the collection of employee time and attendance information.
12 The Postal Service calculates employee availability by dividing straight time hours worked by potential straight time hours. Potential straight time hours generally include actual straight time hours worked, sick leave taken, and leave without pay.
13 Carrier complement obtained from the City Delivery Variance (CDV) system. From July 18 through August 14, 2026, the unit had an earned carrier complement of 67 and an actual carrier complement of 60.
14 Carrier overtime data for the period of July 18 through August 14, 2026, was obtained from the eFlash system, a system used by the Postal Service to track employee work hours.
15 Arrow keys are distinctively shaped keys that carriers use to open mail-receiving receptacles, such as street collection boxes and panels of apartment house mailboxes equipped with an arrow lock. Arrow keys are accountable property and are subject to strict controls.
16 The Postal Service uses credit cards, called Voyager cards, to pay for commercially purchased fuel, oil, and routine maintenance for its vehicles.
17 The capping report project number is 26-120.

See Appendix A for additional information about our scope and methodology and prior audit coverage in 2024 of delivery operations and property conditions at the Brookline Branch.

Results Summary

We identified issues affecting delivery operations and property conditions at the Brookline Branch. Specifically, we found issues with four of the areas we reviewed (see Table 2). We describe those issues below, along with related issues we found in our 2024 audit.

Table 2. Summary of Results

Audit Area	Deficiencies Identified	
	Yes	No
Delayed Mail	X	
Package Scanning	X	
Arrow Keys	X	
Carrier Separations and Transfers		X
Voyager Card Transactions		X
Property Conditions	X	

Source: Results of our fieldwork during the week of August 31, 2026.

For the audit areas where issues were not identified, we performed the following:

- Arrow Keys – We observed the procedures for safeguarding arrow keys and did not identify any issues but did identify issues with the management of arrow keys (see Finding #3).
- Carrier Separations and Transfers – We analyzed employee data from June 27 through August 7, 2026. All carriers assigned to the unit either reported to work or were accounted for by management during this time, indicating no issues with employee separations and transfers.
- Voyager Card Transactions – We analyzed Voyager card premium fuel transactions from February 18 through August 13, 2026. Of the 11 premium fuel purchases we identified, 10 were from a carrier that is no longer employed by the Postal Service. We did not identify any systemic issues.

Finding #1: Delayed Mail

What We Found

On the morning of September 1, 2026, we identified 19,870 delayed mailpieces[18] at 30 out of 39 carrier cases. Specifically, we identified 10,180 letters, 6,510 flats, and 3,180 pieces of advertisement mail. Advertising mail at one carrier case was three weeks past the deliver by date. See Figure 2 for examples of delayed mail found at the carrier cases. In addition, management did not accurately report this mail in the Delivery Condition Visualization (DCV)[19] system. Management reported only 4,901 delayed mailpieces in the DCV system, which was 24.7 percent of the delayed mail we identified in the unit. Further, carriers did not consistently complete Postal Service (PS) Form 1571, *Undelivered Mail Report,*[20] to document undelivered mailpieces.

Figure 2. Examples of Delayed Mail in the Carrier Cases



Source: OIG Photos taken before carriers arrived on the morning of September 1, 2026.

Why Did It Occur

These issues occurred because clerks took unscheduled leave and unit management did not enforce proper delivery practices or the proper reporting of delayed mail. The unit manager stated that much of the delayed mail we identified from Monday (the day before we arrived at the unit) was because two morning clerks took unscheduled leave and two other clerks reported to work late. This

18 Count of mail included individual piece counts and OIG estimates based on Postal Service conversion factors in Management Instruction PO-610-2007-1, *Piece Count Recording System*, July 27, 2007.
19 DCV is a tool for unit management to manually self-report delayed mail, which provides a snapshot of daily mail conditions at the point in time when carriers have departed for the street.
20 PS Form 1571, *Undelivered Mail Report,* lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

resulted in delayed distribution of mail to carriers for delivery on Monday from a delivery up-time[21] of 1:43 pm instead of 8:00 am. Consequently, carriers began their street duties late and did not complete their routes. Unit management stated that it has experienced difficulties in adequately staffing vacant routes to ensure that the mail is delivered daily. For example, a new carrier hired in early August who was covering a vacant route had not delivered advertising mail for three weeks and was bringing back mail because he was having difficulty learning his duties.

Further, unit management did not enforce the redline process, which includes the use of PS Forms 1571 to note the reason why mail could not be delivered. Also, the PM supervisor was not familiar with the proper delayed mail procedures. The PM supervisor stated that when she reports delayed mail in the DCV system, she does not include mail that carriers have already sorted for delivery even when it is brought back to the unit by carriers at the end of their day.

What Should Have Happened

Management should have ensured that all mail was processed and delivered daily. Postal Service policy[22] states that all types of First-Class Mail, Priority Mail, and Priority Mail Express are always committed for delivery on the day of receipt. In addition, managers are required[23] to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in the DCV system. Further, management must update DCV if volumes have changed prior to the end of the business day. Postal policy[24] also states that delivery units must follow the redline process, which includes carriers completing a PS Form 1571 for any undelivered mail brought back to the delivery unit. Management should also review the carrier work areas for mail not reported on PS Form 1571.

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 the DCV system 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.

Prior Audit Coverage

In our prior audit of the Brookline Branch,[25] we identified delayed mail issues during the week of September 16, 2024 (7,992 delayed mailpieces at 36 of 39 carrier cases on September 17, 2024). That audit also found that management did not report delayed mail and PS Forms 1571 were not used by carriers. Those issues occurred because management did not provide sufficient oversight of mail delivery or report delayed mail and was unfamiliar with DCV reporting requirements. In response to our audit, unit management received training on proper delivery practices and the reporting of delayed mail, and district management verified that the unit was following the redline process and properly reporting delayed mail.

Postal Service Response

The Postal Service agreed with this finding. See Appendix B for management's comments in their entirety.

21 Delivery up-time is the daily time scheduled to distribute mail to the carrier routes.
22 *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.
23 *Informed Visibility Delivery Conditions Visualization,* Report Notes, *October 8, 2025.*
24 *Redline Policy Standard Operating Procedures.*
25 *Brookline Branch, Brookline, MA: Delivery Operations*, Report Number 24-154-1-R25 issued December 10, 2024.

Finding #2: Package Scanning

What We Found

Employees scanned packages improperly or handled packages incorrectly at the unit.

We reviewed package scanning data for scans that occurred at the unit and removed any potentially accurate scans performed.[26] In total, employees improperly scanned 275 packages at the delivery unit between May 1 and July 31, 2026 (see Table 3). Further analysis of the STC scan data for these packages showed that 99.6 percent of them were scanned "Delivered."

Table 3. STC Scans at Delivery Unit

STC Scan Type	Count	Percent
Delivered	274	99.6
Delivery Attempted – No Access to Delivery Location	1	0.4
Total	**275**	**100**

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

On the morning of September 1, 2026, before carriers arrived for the day, we selected 24 packages from the carrier cases to review and analyze scanning and tracking history. Of the 24 sampled packages, 12 (50 percent) had improper scans or handling issues, including:

- Nine packages were scanned "Addressee Unknown" and were not placed in the "Return to Sender" area.
- Two packages were scanned "Delivered," which should only be performed when a package is successfully left at the customer's delivery address.
- One package was missing an arrival at unit scan, which lets the customer know the package has arrived at the local post office.

Why Did It Occur

These scanning issues occurred because unit management did not adequately monitor and enforce proper package scanning and handling procedures. Regarding the 275 scans at the unit between May 1 and July 31, 2026, the manager stated that she arrived at the unit in July 2026 and instructed the carriers on the proper scanning procedures at that time. Carriers had not used firm sheets[27] when delivering many packages to a single street address and had used a carrier instead of a clerk scanner when a business customer picked up their mail. In addition, unit management was unaware of the 12 packages we found at the unit that had improper handling and scanning because the PM supervisor did not check why these packages we identified were at the carrier case.

What Should Have Happened

Management should have effectively monitored scan performance daily and enforced compliance. The Postal Service's goal is to ensure proper delivery attempts for mailpieces to the correct address,[28] which includes scanning packages at the time and location of delivery.[29] Additionally, management should have instructed carriers on proper scanning procedures, which include scanning packages at the time and point of delivery, using a firm sheet when applicable, and using the proper scanner for mail picked up by customers.

Effect on the Postal Service and Its Customers

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

26 Scan 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 counted only when the delivery point was an address away from the unit.
27 A firm sheet combines deliveries for a single address on one form so a carrier can scan just one barcode when delivering multiple packages to a single address.
28 *Delivery Done Right the First Time* stand-up talk, March 2020.
29 *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

Prior Audit Coverage

In a prior audit, we identified issues with proper scanning of packages at the unit (724 packages had been improperly scanned at the unit between May 1 and July 31, 2024). We found that carriers were not following proper scanning procedures and management was not properly monitoring scan compliance. In response to our audit, unit management was trained on package scanning, handling, and monitoring procedures, and the district verified that unit managers were properly monitoring package scanning.

Postal Service Response

The Postal Service agreed with this finding.

Finding #3: Arrow Keys

What We Found

Unit management did not properly update the arrow key inventory log. On the morning of September 2, 2026, we reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)[30] system and conducted a physical inventory of keys at the unit. Unit management reported 169 keys in RADAR as "In-Use," "In-Vault," or "Damaged." Based on our physical review of arrow keys at the unit, two of the 169 keys were missing. According to the arrow key daily accountability log, one of the missing keys had been returned by a carrier to unit management the day before we found it to be missing. The other key was listed in RADAR as "In-Vault" and not listed on the arrow key daily accountability log. The two missing keys had not been reported to the U.S. Postal Inspection Service. In addition, the unit had 26 keys over the authorized quantity for 92 of the 169 keys on-hand that opened the same arrow key lock.

Why Did It Occur

Unit management was unaware that the arrow keys were missing. The unit manager stated that she verified the existence of the two missing keys during the August certification and would have noticed that the two keys were missing when she conducted the next certification. In addition, the unit manager was not familiar with the criteria that limits the number of extra arrow keys a unit is permitted to have.

What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,[31] management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the U.S. Postal Inspection Service. Management should have also returned arrow keys over the allowed amount to the vendor. The policy also limits a unit with 57 routes to a total of 66 arrow keys, which is one key per route plus 15 percent additional keys.

Effect on the Postal Service and Its Customers

When there is insufficient oversight and supervision of arrow keys, there is increased risk of the keys being inappropriately used to commit 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.

Management Corrective Action

During our visit, unit management reported the two lost arrow keys to the Inspection Service and updated the inventory records.

Prior Audit Coverage

In a prior audit we identified issues with the accountability and security of arrow keys at this unit. On September 18, 2024, we conducted a physical inventory of arrow keys at the unit and found 55 keys that were not listed in RADAR and 24 keys listed in RADAR were missing. We also found that arrow keys were left unsecure. This occurred because the unit did not have an arrow key accountability process. In response to our audit, the unit updated its arrow key inventory, reported lost keys to the Inspection Service, received training, and the district monitored the unit's arrow key procedures.

Postal Service Response

The Postal Service agreed with this finding.

30 The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.
31 *Standard Work Instruction: U.S. Postal Service Arrow Key Guidebook,* dated March 2025.

Finding #4: Property Conditions

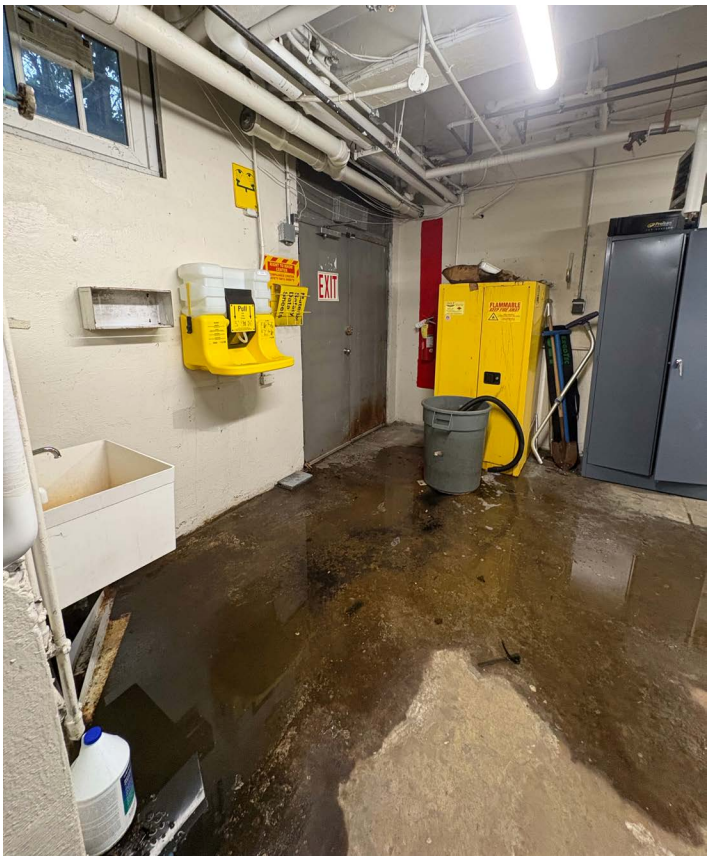
What We Found

We found safety and security issues related to property conditions at the Brookline Branch.

Property Safety:

- The basement hallway ceiling pipe was leaking water.
- The boiler room had pooling water on the floor (see Figure 3).
- The dock overhang was damaged with wood hanging loosely which continued to be struck by delivery trucks as they back up into the dock (see Figure 4).

Figure 3. Pooling Water on Boiler Room Floor



Source: OIG photo taken on September 3, 2026.

Figure 4. Wood Hanging on Dock Roof



Source: OIG photo taken on September 3, 2026.

Property Security:

- A "Vehicles Subject to Search" sign was not posted at the employee parking lot.

Why Did It Occur

Management did not provide sufficient oversight and take the necessary actions to verify that the property condition issues were addressed. Although management was aware of the water on the boiler room floor, it did not submit maintenance requests to address the issue between October 2024 through August 2026. Management also did not take any action to address the hanging wood on the damaged dock roof.

Unit management was aware of the "Subject to Search" signage requirement and believed the sign was posted in the employee parking area but could not verify its presence. Specifically, management stated that the sign had previously been posted but may have fallen down.

What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for maintaining facilities, reported safety and security issues as they arose, and followed up for completion. The Postal Service requires management to maintain a safe environment for employees and customers.[32]

According to policy,[33] the Postal Service is required to provide signage that vehicles may be subject to search.

Effect on the Postal Service and Its Customers

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

Management Corrective Action

As a result of our audit, management submitted maintenance requests for all the safety issues we identified.

Prior Audit Coverage

During a prior audit, we found two safety issues (one fire extinguisher was not accessible, and two electrical panels were blocked). In response, unit management promptly addressed the identified issues during the time of the audit.

Postal Service Response

The Postal Service agreed with this finding.

32 Postal Service Handbook EL-801, *Supervisor's Safety Handbook,* July, 2020.
33 39 CFR § 232.1 – Conduct on Postal Property, Inspection, Recording Presence.

Appendix A: Additional Information

We conducted this audit from August through November 2026 in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

In planning and conducting the audit, we obtained an understanding of the Brookline Branch 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 objective. We will issue a separate report that provides the Postal Service with the overall findings and recommendations for the Brockton S&DC, Grove Hall Station, Lawrence Post Office, Medford Branch, and Roxbury Station, as well as the district.

We assessed the reliability of PTR and DCV 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
Brookline Branch, Brookline, MA: Delivery Operations	Our objective was to evaluate mail delivery operations and property conditions at the Brookline Branch in Brookline, MA.	24-154-1-R25	12/10/2024	N/A
Massachusetts-Rhode Island District: Delivery Operations	Our objective was to evaluate mail delivery operations in the MA-RI District of the Atlantic Area.	24-154-R25	3/24/2025	N/A

In 2024, the OIG conducted a self-initiated audit of delivery operations and property conditions at the Brookline Branch. The interim report[34] presented the results of that audit. A capping audit report[35] presented a summary of the results of our self-initiated audits of delivery operations and property conditions at three delivery units in the MA-RI District,[36] including the Brookline Branch, as well as district-wide delivery operations. The report also responded to a delegation of U.S. Senators and Representatives to review specific mail delivery concerns in Massachusetts.

34 *Brookline Branch, Brookline, MA: Delivery Operations* (Report Number.24-154-1-R25, issued December 10, 2024)
35 *Massachusetts-Rhode Island District: Delivery Operations* (Report Number 24-154-R25, dated March 24, 2025)
36 The other two units were Revere Carrier Annex, Revere, MA (Project Number 24-154-3) and Fort Point Station, Boston, MA (Project Number 24-154-2) reports issued December 10, 2024.

Appendix B: Management's Comments

UNITED STATES POSTAL SERVICE

October 27, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Brookline Branch, Brookline, MA: Delivery Operations (Report Number 26-120-2-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings contained in the draft audit report, *Brookline Branch, Brookline, MA: Delivery Operations.*

Management generally agrees with the four findings related to delayed mail, package scanning, arrow keys, and property conditions.

Management has begun taking steps to address the four findings.

Delayed Mail: Management will conduct a service talk on proper handling and recording of delayed mail in DCV. Management will also reiterate the requirement to use PS Form 1571 *Undelivered Mail Report* and follow the *Redline process*. Reviews will be conducted to monitor for compliance.

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

Arrow Keys: Management updated the inventory log to reflect all arrow keys on hand and reported all missing keys to the US Postal Inspection Service at the time of the audit. Management will also conduct training on proper management and security of arrow keys. Management will return the arrow keys over the authorized limit. Additionally, reviews will be conducted to monitor for compliance.

Property Conditions: Management has abated two of the safety issues found during the audit and is working to abate the other safety and security issues found during the audit, which requires the submission of workorders for assistance from other resources.

E-SIGNED by Carissa.A Shea
on 2026-10-27 12:23:00 EDT

Carissa A. Shea
District Manager, MA-RI District

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



Contact us via our Hotline and FOIA forms. Follow us on social networks. Stay informed.

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