Lawrence Post Office, Lawrence, MA: Delivery Operations

AUDIT REPORT

Report Number 26-120-4-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 and WestPac

SUBJECT: Audit Report – Lawrence Post Office, Lawrence, MA: Delivery Operations (Report Number 26-120-4-R27)

This report presents the results of our audit of delivery operations and property conditions at the Lawrence Post Office, Lawrence, MA.

We appreciate the cooperation and courtesy provided by your staff. If you have any questions or need additional information, please contact Frank McElligott, 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

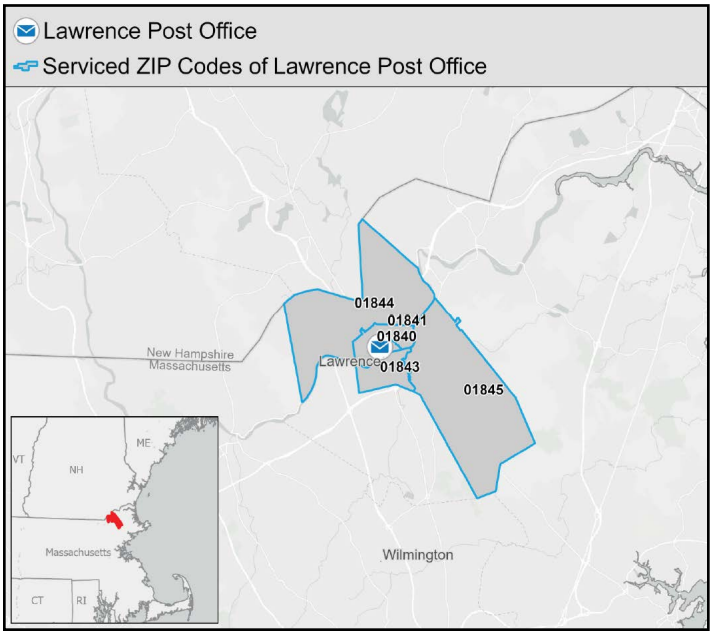
Results

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the *Delivering for America* plan[1] which outlines how it will transform from a financially strained, operationally outdated institution to a more modern, efficient, and sustainable national service provider.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 Lawrence Post Office in Lawrence, MA (Project Number 26-120-4). We selected the Boston area based on a March 25, 2026, congressional inquiry from U.S. senators and representatives from Massachusetts to audit statewide postal operations and address mail delivery delays in the greater Boston area.[2] The Lawrence Post Office is in the Massachusetts-Rhode Island (MA-RI) District of the Atlantic Area and serves about 173,163 people in ZIP Codes 01840, 01841, 01843, 01844, and 01845,[3] which are considered predominantly urban areas (see Figure 1). Specifically, 172,408 (96.6 percent) live in urban communities and 755 (0.4 percent) live in rural communities.[4]

Figure 1. ZIP Codes Serviced by the Lawrence Post Office



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 Lawrence Post Office primarily based on the number of C360 inquiries related to delivery 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.
3 The unit also services ZIP Code 01842, which is used for Post Office Boxes.
4 We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.
5 Customer 360 is a cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.
6 Delivery-related inquiries include 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 mailpiece. Examples of STC scans include "Delivered," "Available for Pickup," 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 per Route (average per route)	3.8	3.3
Leg 3 Failures (percent of sampled pieces)	1.6	1.2

Source: OIG analysis of Postal Service's C360, Informed Visibility, and Product Tracking and Reporting (PTR) System data extracted July 22, 2026. Informed Visibility provides service performance measurement and diagnostics of market-dominant products, mail inventory, and predictive workloads of all mail. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

The Lawrence Post Office is one of six delivery units[9] the OIG reviewed during the week of August 31, 2026. This delivery unit has 75 city routes and 15 rural routes. From July 11 through August 7, 2026, the delivery unit had six supervisors assigned.[10] In addition, one employee was acting in a higher-level supervisor detail during our visit. As of August 2026, the year-to-date employee availability[11] rate for the Lawrence Post Office was 94.46 percent, which is more 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 Lawrence Post Office was operating one city carrier and eight rural carriers below its complement.[12] During the same period, the unit had a carrier overtime usage of 27.5 percent, which was above the 14.7 percent of planned overtime for carriers at the unit.[13] During the week of our site visit, the unit's carrier overtime usage was 28.9 percent, which was 96.2 percent over the planned overtime ratio.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Lawrence Post Office in Lawrence, 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[14] inventories, Voyager card[15] 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 justification, property safety and security conditions, and package separation procedures. 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 Lawrence Post Office. We will issue a separate capping report[16] 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. See Appendix A for additional information about our scope and methodology.

9 The other five units were the Brockton Sorting and Delivery Center (S&DC), Brockton, MA (Project Number 26-120-1); the Brookline Branch, Brookline, MA (Project No: 26-120-2); the Grove Hall Station, Dorchester, MA (Project Number 26-120-3); 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 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.
11 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.
12 Carrier complement obtained from the City Delivery Variance (CDV) and Rural Delivery Variance (RDV) systems. From July 18 through August 14, 2026, the unit had an earned city carrier complement of 100 and an actual city carrier complement of 99. From July 11 through August 7, 2026, the unit had an earned rural carrier complement of 26 and an actual rural carrier complement of 18.
13 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 hours.
14 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.
15 The U.S. Postal Service uses credit cards, called Voyager cards, to pay for commercially purchased fuel, oil, and routine maintenance for its vehicles.
16 The capping report project number is 26-120.

Results Summary

We identified issues affecting delivery operations and property conditions at the Lawrence Post Office. Specifically, we found issues with five of the areas we reviewed (see Table 2).

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	
Package Separations	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:

- 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 17 through August 14, 2026, and identified 10 premium fuel purchases. We did not identify any recurring systemic issues.

Finding #1: Delayed Mail

What We Found

On the morning of September 1, 2026, we identified 1,865 delayed mailpieces at 11 out of 90 carrier cases. Specifically, we identified 1,840 letters and 25 flats.[17] On the same morning, we also identified 761 pieces of collection mail, consisting of 600 letters, 115 flats, and 46 packages. Management did not report the delayed mail in the Delivery Condition Visualization (DCV)[18] system and under-reported the collection mail, reporting 630 mailpieces. See Figures 2 and 3 for examples of delayed mail found at carrier cases and collection mail on the dock. Further, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report,*[19] to document undelivered mailpieces.

Figure 2. Delayed Mail at Carrier Cases





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

Figure 3. Examples of Collection Mail on the Dock



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

Why Did It Occur

Management did not provide sufficient oversight to verify that all mail was cleared from the unit, conduct or enforce the redline process,[20] or properly report any delayed mail. In addition, unit management instructed carriers at the office to prioritize package delivery and to curtail letter and flat mail delivery, if needed, and to return to the unit by 8 p.m. The PM supervisor did not conduct an adequate walkthrough to verify that carrier cases and the loading dock were clear of mail, which resulted in inaccurate reporting of delayed mail in the DCV system. Although the postmaster stated that carriers had been instructed on the redline process, carriers returned undelivered mail back to their cases without notifying the PM supervisor. Further, the PM supervisor stated that she did not observe the delayed mail at the carrier cases during her walkthrough, and therefore, did not enforce the requirement for completing PS Forms 1571. In addition, the PM supervisor stated that she was unaware that she should report the undelivered mail in the DCV system and had never used it to do so. The postmaster stated that the district was aware the unit

17 OIG estimate based on Postal Service conversion factors in Management Instruction PO-610-2007-1, *Piece Count Recording System*.
18 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.
19 PS Form 1571, *Undelivered Mail Report,* lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.
20 The redline process is a standardized framework encompassing manager and carrier responsibilities after carriers return to the delivery unit upon completion of delivery assignments, ensuring that any mail returned from the street is identified with a signed and completed PS Form 1571 and that no mail is taken back to the carrier case.

had collection mail because it was reported regularly in the DCV system. However, the unit reported this collection mail for dispatch the next day rather than mail that missed the previous evening dispatch.

In addition, the postmaster and unit supervisor stated that language barriers contributed to miscommunication with the carriers and affected operational processes at the unit. According to management, many of the carriers have difficulty understanding instructions provided by English-speakers, for example, during stand-up talks on proper delivery operations and redline procedures.

What Should Have Happened

Management should have ensured that all mail was delivered daily. Postal Service policy[21] 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[22] 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 the DCV system if volumes have changed prior to the end of the business day. In addition, policy[23] 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. In the event collection mail does not make it on the final dispatch truck to the plant, management must initiate procedures for ensuring that the mail is transported to the processing plant.[24]

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.

Postal Service Response

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

21 *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.
22 *DCV User Guide*, October 2025.
23 *Redline Policy Standard Operating Procedures.*
24 *Dispatch of Value (DOV) and Collection Mail* memorandum, October 3, 2025.

What We Found

Employees scanned packages improperly at the delivery unit, scanned packages away from the intended delivery point, and 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.[25] In total, employees improperly scanned 505 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 74.1 percent were scanned "Delivered."

Table 3. STC Scans at Delivery Unit

STC Scan Type	Count	Percent
Delivered	374	74.1
No Secure Location Available	95	18.8
Delivery Attempted – No Access	18	3.6
Return to Sender	11	2.2
No Authorized Recipient Available	5	1.0
Refused	2	.4
Total	**505**	***100**

Source: OIG analysis of the Postal Service's Product Tracking and Reporting (PTR) System data.
*Total percentage does not equal 100 percent due to rounding.

We also reviewed 131 scans occurring away from the delivery unit and more than 1,000 feet[26] from the intended delivery point between May 1 and July 31, 2026 (see Table 4). We removed scans that could have been performed within policy, such as "Animal Interference" and "Unsafe Conditions." Further analysis of the STC scan data for these packages showed that 89.3 percent were scanned "Delivered."

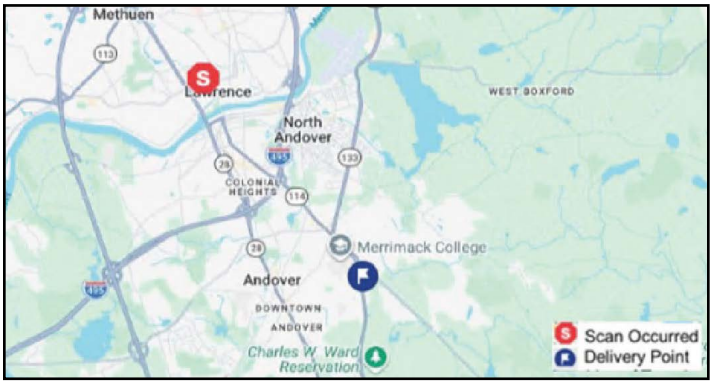
Table 4. STC Scans More Than 1,000 Feet Away From the Delivery Point

STC Scan Type	Count	Percent
Delivered	117	89.3
No Secure Location Available	8	6.1
Delivery Attempted –No Access	2	1.5
Delivered to Agent for Final Delivery	1	.8
Refused	1	.8
Return to Sender	1	.8
No Authorized Recipient Available	1	.8
Total	**131**	***100**

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

For example, the Figure 4 map shows an instance where a carrier scanned a package as delivered 4.5 miles away from the delivery point.

Figure 4. Scan Away From the Delivery Point in Lawrence, MA



Source: Single Package Look Up.

25 This data does not include scans that could properly be made at a delivery unit, such as "Delivered – PO Box" and "Customer (Vacation) Hold." Additionally, PO Box scans at the unit were counted only when the delivery point was an address away from the unit. This category does not include mail addressed for a PO Box.

On the morning of September 1, 2026, before carriers arrived for the day, we judgmentally selected 30 packages from the carrier cases to review and analyze scanning and tracking history. Of the 30 sampled packages, 21 (70 percent) had improper scans or handling issues, including:

- Nineteen packages, on hold per customer request, were scanned "Delivered" or "Delivered PO Box," which should be performed only when a package is successfully left at the customer's delivery address or PO Box.
- Two packages scanned "Delivery Attempted – No Access to Delivery Location" were scanned between 0.2 and 0.3 miles away from the delivery point. Scans should be made as close to the delivery point as possible.

Why Did It Occur

These scanning and handling issues occurred because management did not consistently monitor scan performance or verify that carriers were following proper scanning procedures. The postmaster and PM supervisor stated that they monitored scanning performance daily; however, their review was limited to verifying that each package received an STC scan. The postmaster incorrectly instructed employees to scan packages as "Hold" and then "Delivered" when customers requested that their mail be held at the unit. The AM supervisor acknowledged that carriers had used incorrect scan codes and stated that she planned to conduct a stand-up talk on the use of proper scan codes after we identified the issue.

What Should Have Happened

Management should have monitored scan performance daily and enforced compliance. The Postal Service's goal is to ensure proper delivery attempts for mailpieces to the correct address,[27] which includes scanning packages at the time and location of delivery.[28] Packages left at the office should have remained in hold status and received the appropriate exception scan until the package was ready for delivery.[29]

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.

Postal Service Response

The Postal Service agreed with this finding.

27 *Delivery Done Right the First Time* stand-up talk, March 2020.
28 *Carriers Delivering the Customer Experience* stand-up talk, July 2017.
29 *Domestic Mail Manual (DMM)*, Section 508.11.1.1, Hold Mail Service, April 6, 2026.

Finding #3: Arrow Keys

What We Found

Unit management did not properly update the arrow key inventory and safeguard arrow keys. 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 89 keys in RADAR as "In-Use" or "In-Vault." Based on our physical review of arrow keys at the unit, one of the 89 keys was missing and an additional key found at the unit was not recorded in RADAR. Unit management had not reported the key we identified as missing to the U.S. Postal Inspection Service.

In addition, arrow keys were not always kept secure. Specifically, while we were conducting the arrow key inventory, the AM supervisor provided an arrow key that had been returned by a carrier at the end of the prior day. The key had remained unsecured outside the registry cage overnight. We also identified an arrow key attached to a set of truck keys in the truck key case next to the supervisor's desk, where it was accessible to all employees. In both instances, the keys were promptly returned to the registry cage upon our identification that the keys were not secured.

Why Did It Occur

Management did not provide sufficient oversight to ensure that the arrow key inventory was accurate and security procedures were consistently followed. Specifically, management did not routinely reconcile the physical inventory of arrow keys with RADAR records or verify that employees followed procedures for securing and returning keys. As a result, inventory discrepancies were not timely identified or corrected, and arrow keys were not consistently maintained in a secure location.

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.

In addition, policy states that arrow keys must remain secured until they are individually assigned to personnel. A supervisor or clerk must supervise employees signing out keys on the inventory log. Upon return, arrow keys should be deposited in a secure location, and a supervisor or clerk must verify that all keys have been returned and accounted for daily.

Effect on the Postal Service and Its Customers

When there is insufficient oversight and supervision of 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.

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 Lawrence Post Office.

Property Safety

- Four internal Postal Inspection Service doors were blocked (see Figure 5).

Figure 5. Blocked Postal Inspection Service Door



Source: OIG photo taken September 1, 2026.

Property Security

- Both postal service parking lot rolling gates remained open overnight during the week of our visit.

Why Did It Occur

Management did not provide sufficient oversight or take the necessary actions to verify that issues with property conditions were corrected. Management overlooked the safety concern posed by the blocked Postal Inspection Service doors but was aware that the parking lot rolling gates remained open. According to unit management, custodial staff were not available since 2020 to close and lock these gates after carriers returned at night. Additionally, the PM supervisor was unable to close the gates without assistance.

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. Management should have also taken necessary steps to ensure that adequate staff are available to open, close, and lock the gates as needed. The Postal Service requires management to maintain a safe environment for employees and customers.[32]

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.

Postal Service Response

The Postal Service agreed with this finding.

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

Finding #5: Separation of Packages for Dispatch

What We Found

Employees at the Lawrence Post Office did not properly separate packages destined for the Boston Processing and Distribution Center (P&DC). Specifically, on September 2, 2026, during the unit's evening operations, we observed the dispatch clerk using an incorrect placard, designated for mixed mail, which resulted in Ground Advantage[33] and Priority Mail[34] packages being commingled in the same containers. See Figures 6 and 7.

Figure 6. Placard for Mixed Packages



Source: OIG photo taken Wednesday, September 2, 2026.

Figure 7. Container With Commingled Ground Advantage and Priority Mail Packages



Source: OIG photo taken Wednesday, September 2, 2026.

Why Did It Occur

Management did not provide oversight to ensure that employees properly separated packages for dispatch to the Boston P&DC. The postmaster was aware of the requirement to separate packages; however, he did not verify that the unit was using the correct placards to separate packages into designated containers. Further, the PM supervisor and carriers were unaware of this requirement.

What Should Have Happened

The Postal Service requires all level 22 units and above to separate Priority Mail from non-Priority Mail packages and use a specific placard when dispatching to the processing facility.[35]

33 Ground Advantage is a service offered to send packages for delivery inside the U.S. in 2-5 business days.
34 Priority Mail is an expedited service that may contain any mailable matter weighing no more than 70 pounds.
35 *Learn and Grow RDC/RSC Updates*, May 2024.

Effect on the Postal Service and Its Customers

Proper mail preparation is required for visibility throughout the Postal Service network. When mail is not properly separated for dispatch to the processing facility, in accordance with procedures, there is an increased likelihood that mail will require additional processing steps. Furthermore, this can result in delays and service failures and an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand.

Postal Service Response

The Postal Service agreed with this finding.

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 delivery operations internal control structure to help determine the nature, timing, and extent of our audit procedures. We reviewed the management controls for overseeing the program and mitigating associated risks. Additionally, we assessed the internal control components and underlying principles, and we determined that the following three components were significant to our audit objective:

- Control Activities
- Information and Communication
- Monitoring

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to Control Activities, Information and Communication, and Monitoring that were significant within the context of our objectives. We will issue a separate report that provides the Postal Service with the overall findings and recommendations for the Brockton S&DC, Brookline Branch, Grove Hall Station, 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.

Appendix B: Management's Comments

UNITED STATES POSTAL SERVICE

October 27, 2026

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Lawrence Post Office, Lawrence, MA: Delivery Operations (Report Number 26-120-4-DRAFT)

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

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

Management has begun taking steps to address the five 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 will update the inventory log to reflect all arrow keys on hand and report all missing keys to the US Postal Inspection Service. Management will also conduct training on proper management and security of arrow keys. Additionally, reviews will be conducted to monitor for compliance.

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

Separation of Packages for Dispatch: Management has provided service talks to reinforce package separation practices to ensure Priority Mail is not comingled with non-priority mail.

E-SIGNED by Carissa.A Shea
on 2026-10-27 12:23:05 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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