



Office of Inspector General | United States Postal Service

## Audit Report

# Mail Delivery Issues – Ohio Valley District

Report Number DR-AR-19-007 | August 27, 2019



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# Highlights

## Objective

Our objective was to evaluate mail delivery service issues at selected delivery units in the Ohio Valley District.

In fiscal year (FY) 2018, the U.S. Postal Service's Ohio Valley District received 67,263 customer contacts regarding mail delivery and customer service. Residents expressed concerns with mail that was undelivered, mail delivered after normal delivery hours, and lost or undelivered packages.

Congressional representatives Joyce Beatty (OH District 03), Troy Balderson (OH District 12), and Steve Stivers (OH District 15), requested an audit of mail issues in central OH. Representatives indicated the concerns were centered in and around the city of Columbus, OH, in the Ohio Valley District in the Eastern Area. The Ohio Valley District has 192 delivery units and 2,933 routes.

Based on our analysis of key city delivery performance indicators, including carriers returning after 7 p.m., overtime hours used, and customer complaints, we selected six delivery units within the Ohio Valley District for review.

## What the OIG Found

Mail was not always delivered on selected routes at two of the six units we reviewed. Specifically, at two of the six delivery units, mail that was scheduled for delivery was brought back to the unit by the carriers. In addition, none of the six units met the goal of 100 percent of city carriers returning to the office by 6 p.m.

We also found that these six units had over 3,700 instances of carriers returning to the delivery units after 7:00 pm during Quarter 2 of FY 2019. In addition, in FY 2018, all six delivery units had instances of carriers out as late as 8 p.m., and three of the six units had carriers out as late as 10 p.m. This resulted in residents receiving their mail after normal delivery hours and carriers incurring additional work hours on city delivery routes.

These conditions occurred because:

- Supervisors and managers were not consistently enforcing policies and communicating daily expectations to carriers about their responsibility for mail delivery on routes.
- Supervisors did not always report delayed mail in delivery units in the reporting system.
- Delivery unit management at all six delivery units had been in their positions for a short period of time.
- Mail transported from the processing center arrived late to the delivery units. Over 200 late trips originated from the Columbus Processing & Distribution Center.
- None of the six units achieved their goal of distributing mail to carrier routes after arrival from the processing center by 8 a.m., known as the Distribution Up Time, during March through May 2019.
- Supervisors did not always monitor carriers during street delivery.

When carriers are delayed by late mail arrival or supervisors do not utilize delivery operational and reporting tools to monitor carriers during street delivery, the customer can experience inefficient and untimely mail delivery. Improving service issues in city delivery operations and supervision and oversight of these operations would improve delivery service thus improving the customer's delivery experience. Further, it would reduce excess workhours. We estimated the Ohio Valley District incurred questioned costs for unauthorized overtime and penalty overtime on routes of \$3.4 million in FY 2018 at these six units.

## What the OIG Recommended

We recommended management:

- Reinforce requirements to delivery unit supervisors to follow city delivery policies and standard operating procedures for setting expectations with carriers to deliver committed mail, daily.
- Instruct delivery unit supervisors to properly report occurrences of delayed mail in the Customer Service Daily Reporting System.
- Direct the Columbus Processing & Distribution Center Manager and Manager, Operation Program Support to coordinate mail arrival times in Integrated Operating Plans to improve mail flow between the plant and delivery units to achieve daily operational performance.
- Direct supervisors to utilize delivery operational and reporting tools to monitor carriers during street delivery.

# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

August 27, 2019

**MEMORANDUM FOR:** MELVIN J. ANDERSON  
DISTRICT MANAGER, OHIO VALLEY DISTRICT

A digital signature of Janet M. Sorensen, with her name "Janet Sorensen" printed above the signature and a small icon to the right.

**FROM:** Janet M. Sorensen  
Deputy Assistant Inspector General  
for Retail, Delivery, & Marketing

**SUBJECT:** Audit Report – Mail Delivery Issues – Ohio Valley District  
(Report Number DR-AR-19-007)

This report presents the results of our audit of the Mail Delivery Issues – Ohio Valley District (Project Number 19RG015DR000).

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Rita F. Oliver, Director, Delivery & Retail Operations, or me at 703-248-2100.

Attachment

cc: Corporate Audit Response Management  
Postmaster General

# Results

## Introduction/Objective

This report presents the results of our requested audit of the mail delivery service issues in the Ohio Valley District (Project Number 19RG015DR000). Our objective was to evaluate mail delivery service issues at selected delivery units in the Ohio Valley District. This audit was based on concerns from Congressman Steve Stivers (OH District 15), Congresswoman Joyce Beatty (OH District 03), and Congressman Troy Balderson (OH District 12) related to mail delivery issues in central OH. See [Appendix A](#) for additional information about this audit.

## Background

City carriers and city carrier assistants (CCA) play a vital role in the operation of the U.S. Postal Service and are among the most visible employees to the public. Their office duties include preparing mail and packages for delivery and loading their vehicles. Carriers deliver and collect mail along their route and return to the delivery unit with collection mail.

In fiscal year (FY) 2018, the Ohio Valley District received 67,263 customer contacts regarding mail delivery and customer service. Residents expressed concerns<sup>1</sup> with mail that was undelivered, mail delivered after normal delivery hours, and lost or undelivered packages. See [Appendix B](#) for FY 2018 Enterprise Customer Care (eCC) complaints by category for the six delivery units selected for review.

Congressional representatives requested an audit of mail issues in central OH. Representatives indicated the concerns with mail delivery service were centered in and around Columbus, OH, in the Ohio Valley District in the Eastern Area. The Ohio Valley District has 192 delivery units and 2,933 routes.

## Finding #1: Undelivered Mail on Routes

Mail was not always delivered for the six selected delivery units. Specifically, at two of the six delivery units, OIG observations, analysis and discussions with management identified undelivered mail on routes. Postal Service policy<sup>2</sup> states that all types of First-Class mail, Priority Mail, and Priority Express Mail are always scheduled for delivery on the day of receipt. Any scheduled mail not processed and taken out for delivery on the day of receipt, is delayed.

Specifically, we noted:

- At one delivery unit, we observed undelivered mail returned to the unit by the carrier from a route on the previous day. Supervisors at this delivery unit informed us that they divided up the route among several carriers to deliver the mail on the day of our visit because the carrier was not present (see Figure 1).

---

***“At one delivery unit, undelivered mail returned to the unit by the carrier from a route on the previous day.”***

---

**Figure 1. Mail Brought Back by Carrier on Previous Day**



Source: OIG observation at delivery unit April 23, 2019.

1 The concerns expressed by residents related to long lines and unprofessional treatment by Postal Service employees were low during FY 2018 (1 percent of complaints). As a result, this report focuses on late deliveries or no delivery.

2 Delivery Unit Service Talk - Committed Mail & Color Code Policy for Marketing Mail, February 2019.

- At another unit, station management informed us that one carrier had a long history of returning to the delivery unit with mail from the route. Recently the carrier returned to the post office with three hours' worth of undelivered mail. The carrier was instructed to return to their route and complete delivery of the remaining mail but refused to follow these instructions. Management split this mail among other carriers who were able to get the mail delivered the same day. In another instance, management informed us that the same carrier had been delivering mail on their route all day and returned at about 6 p.m. with mail scheduled for delivery for that day. Upon returning to the unit the carrier refused to deliver the mail. Management is reviewing these incidents and initiating the appropriate corrective action.

Undelivered mail occurred because supervisors and managers were not consistently enforcing policies and communicating daily expectations<sup>3</sup> to carriers about their responsibility for mail delivery on routes. In addition, delivery unit supervisors did not properly report occurrences of mail that was returned to the unit as delayed mail in the Customer Service Daily Reporting System (CSDRS).<sup>4</sup>

We also noted that delivery unit management at all six delivery units had been in their positions for a short period of time. We calculated the average tenure for a station manager for the six selected delivery units was about three months and eight months for supervisors<sup>5</sup> (see Table 1). In discussions, with district management, we were also informed that the postmaster position of Columbus was recently filled within two weeks of our visit.

**Table 1. Analysis of Management Tenure at Delivery Units**

Length of Time at Delivery Units			
Unit	Manager	Supervisor 1	Supervisor 2
Beechwold	1 Month	24 Months	4 Months
Bexley	3 Months	5 Months	2 Months
Northwest	5 Months	9 Months	N/A
Oakland Park	1 Month	12 Months	N/A
West City	3 Months	3 Months	5 Months
West Worthington	7 Months	N/A* <sup>6</sup>	N/A
<b>Average</b>	<b>3 months</b>	<b>8 months</b>	

Source: OIG analysis based on interviews with delivery unit management.

**Recommendation #1**

We recommend the **Manager, Ohio Valley District**, reinforce requirements to delivery unit supervisors to follow city delivery policies and standard operating procedures for setting expectations with carriers to deliver committed mail daily.

**Recommendation #2**

We recommend the **Manager, Ohio Valley District**, instruct delivery unit supervisors to properly report occurrences of delayed mail in the Customer Service Daily Reporting System.

<sup>3</sup> *Delivery Standard Operating Procedure (SOP)*, Tab 4, City Delivery Standard Operating Procedures Street Management Section, FY 2006.

<sup>4</sup> CSDRS is a delivery unit based system that provides a snapshot of the daily condition of the mail at the point in time when the carriers have departed for the street and provides a formal delayed mail reporting tool.

<sup>5</sup> Average tenure is calculated at the time of site visits between April and May 2019

<sup>6</sup> One supervisor was detailed to another location and the other supervisor was out on leave at the time of our site visit.

## Finding #2: Late Mail Delivery on Routes

None of the six units met the goal of 100 percent of city carriers returning to the office by 6 p.m. We found that these six units had 3,726 instances of city carriers and CCAs that did not return to the office by 7 p.m. during Quarter 2, FY 2019. Further, during FY 2018, all six delivery units had instances of carriers out as late as 8 p.m., and three of the six units had carriers out as late as 10 p.m.. This resulted in residents receiving their mail after normal delivery hours and carriers incurring additional workhours on city delivery routes (see Table 2).

*“Further, during FY 2018, all six delivery units had instances of carriers out as late as 8 p.m., and three of the six units had carriers out as late as 10 p.m..”*

**Table 2. FY 2018 City Carriers and CCAs Returning Between 5 p.m. & 10 p.m.**

	Carriers Returning by 5 p.m.	Carriers Returning by 6 p.m.	Carriers Returning by 7 p.m.	Carriers Returning by 8 p.m.	Carriers Returning by 9 p.m.	Carriers Returning by 10 p.m.
Percent	24.97%	47.49%	82.65%	97.10%	99.74%	99.99%

Source: Postal Service Enterprise Data Warehouse (EDW).

These conditions occurred due to late mail arrivals, not achieving the morning goal of distributing mail to carriers routes after arrival from the processing center by 8 a.m. – known as the Distribution Up Time (DUT) – and supervisors not consistently monitoring carriers during street delivery.

<sup>7</sup> The system used to track movement of mail from end-to-end in the dispatch and transportation process.

<sup>8</sup> West City did not have any data recorded for late trips in SV.

<sup>9</sup> *Field Operations Standardization Development, Morning Standard Operating Procedures II Guidebook*, Section 2.2, 2007.

## Late Mail Arrivals

Mail did not always arrive on time at the six units from the Columbus Processing & Distribution Center as outlined in the Integrated Operating Plan (IOP)/Mail Arrival Profile (MAP). We analyzed data from the Postal Service’s Surface Visibility (SV) System<sup>7</sup> from January 1 - July 17, 2019 and identified that five of the six delivery units had a total of 212 late trips from the P&DC. These late trips from the P&DC ranged from 2 minutes to 5 hours late. (see Table 3).

**Table 3. OIG Analysis of Late Trips from the Columbus P&DC**

Delivery Unit <sup>8</sup>	Number of Late Trips
Beechwold	48
Bexley	1
Northwest	128
Oakland Park	8
West Worthington	27
<b>Total</b>	<b>212</b>

Source: OIG analysis of surface visibility data.

The IOP is a contract between the mail processing plant and the delivery unit. The IOP contains the unit’s MAP to help stabilize mail flow because it contains written expectations between mail processing facilities, transportation, customer services operations, and the delivery unit for the arrival time and quality of the unit’s mail. An updated and signed IOP should be on file in the unit to detail this agreement.<sup>9</sup> Furthermore, because of the criticality of transportation, if a mailpiece misses its scheduled transportation then generally it will not be delivered within the expected timeframe absent “extraordinary measures” at substantial cost, such as extra transportation or clerk/carrier overtime at the delivery point.

## Distribution Up-Time

We analyzed DUT – daily time scheduled to distribute mail to carrier routes – for the period March 16 - May 14, 2019 (see Table 4). Our analysis identified that none of the six units met scheduled DUT, with DUT late scan times that ranged from one minute up to three hours. We analyzed CSDRS data for the six units and noted all of the delivery units reported instances of trucks arriving late from the processing center, thus impacting their ability to meet the DUT. For example, West City reported Delivery Point Sequencing Mail<sup>10</sup> was late for all routes at their location and the processing center sent working mail (mail not in order of the carrier’s line of travel), which required manual sorting and casing. At West Worthington, the delivery unit reported transportation was one hour late arriving at the unit.

***“Our analysis identified that none of the six units met scheduled DUT, with DUT late scan times that ranged from one minute up to three hours.”***

**Table 4. Delivery Units Did Not Meet Scheduled DUT, March 16 through May 14, 2019**

Unit Name	On Time or Early (Days)	Late (Days)	Missing <sup>11</sup> (Days)	Total Scans	Percentage Late/ Missing
Beechwold	48	2	1	51	6%
Bexley	42	9	0	51	18%
Northwest	40	10	1	51	22%

<sup>10</sup> Letter mail sorted in delivery sequence order.

<sup>11</sup> Distribution scans were missing at Beechwold, Northwest, West City, and West Worthington.

<sup>12</sup> Northwest and West City.

<sup>13</sup> Bexley and West City.

<sup>14</sup> *Delivery Standard Operating Procedure (SOP)*, Tab 4, City Delivery Standard Operating Procedures Street Management Section, FY 2006.

<sup>15</sup> *AM SOP Review Implementation Guide*, 5-8 Daily Street Management and MSP Review.

Unit Name	On Time or Early (Days)	Late (Days)	Missing <sup>11</sup> (Days)	Total Scans	Percentage Late/ Missing
Oakland Park	24	27	0	51	53%
West City	15	34	2	51	71%
West Worthington	28	21	2	51	45%

Source: OIG analysis of Scan Point Management Systems Postal Service DUT reports.

## Street Delivery Monitoring Tools

Supervisors were not using tools or conducting street observations to monitor carriers during street delivery. At two<sup>12</sup> of the six units, supervisors did not utilize the Regional Intelligent Mail Server (RIMS) or Delivery Management System (DMS) – the systems used to monitor carrier street performance. Management at West City stated there were not enough supervisors to monitor carrier performance, while management at Northwest stated they did not use the systems because they felt they were inaccurate. Two<sup>13</sup> of the six units did not conduct street observations/inspections to monitor carrier performance. Management at one unit stated they did not have time to conduct inspections or were in the process of starting inspections. Additionally, management at West Worthington stated they began conducting inspections the week prior to our visit.

According to Postal Service policy,<sup>14</sup> supervisors are required to use DMS, RIMS, and DOIS, to manage street delivery operations. Postal Service policy<sup>15</sup> also states that street management is to be conducted daily by all delivery supervisors in the office.

When carriers are delayed by late mail arrival or supervisors are not using delivery operational and reporting tools to monitor carriers during street delivery, the customer can experience inefficient and untimely mail delivery.

Improving service issues in city delivery operations and supervision and oversight of these operations would improve delivery service thus improving the customers delivery experience. Further, it would also reduce excess workhours.

We estimated these six units incurred 45,931 hours in questioned costs for unauthorized overtime and penalty overtime totaling \$3,369,130 in FY 2018 (see Table 5).

**Table 5. Analysis of FY 2018 City Carrier and CCA Unauthorized Overtime and Penalty Overtime Workhours**

Installation	Unauthorized Overtime City Carrier Hours	Unauthorized Overtime CCA Hours	Penalty Overtime City Carrier Hours	Penalty Overtime CCA Hours	Total
Beechwold	1,647	1,396	2,085	1,197	6,325
Bexley	1,867	313	1,141	193	3,514
Northwest	168	551	1,583	372	2,674
Oakland Park	1,711	2,572	2,340	1,909	8,532
West City	5,769	4,597	2,652	1,214	14,232
West Worthington	2,842	3,732	2,621	1,459	10,654
<b>Total</b>	<b>14,004</b>	<b>13,161</b>	<b>12,422</b>	<b>6,344</b>	<b>45,931</b>

Source: OIG analysis of EDW delivery workhour data.

**Recommendation #3**

We recommend the **Manager, Ohio Valley District, direct the Columbus Processing & Distribution Center Manager and Manager, Operation Program Support**, to coordinate mail arrival times in Integrated Operating Plans to improve mail flow between the plant and delivery units to achieve daily operational performance.

**Recommendation #4**

We recommend the **Manager, Ohio Valley District**, direct supervisors to utilize operational and reporting tools to monitor carriers during street delivery.

**Management’s Comments**

Management agreed with our findings and recommendations. In a subsequent meeting and correspondence, management stated that they disagreed with the monetary impact.

In response to recommendation 1, management stated they will reissue Delivery Standard Operating Procedures, Tab 4, City Delivery Standard Operating Procedures Street Management Section, to all supervisors and station managers for review. This will be documented on Postal Service (PS) Form 2432, Individual Training Progress Report. The target implementation date is September 20, 2019.

In response to recommendation 2, management stated that they will reissue CSDRS Standard Work Instruction. All supervisors and station managers must read and sign off on the *Individual Training Progress Report* and document the training. The target implementation date is September 20, 2019.

In response to recommendation 3, management stated they will coordinate with the Columbus Processing & Distribution Center to discuss sending the Dynamic Route Optimization schedule out each week for station managers to review and provide feedback. The target implementation date is September 20, 2019.

In response to recommendation 4, management stated they will utilize the RIMS/DMS Analysis that identifies opportunity sites and carriers. The identification drill down will be focused on carriers after 1800 hours. Individual units will do Peer to Peer, PS Form 1838-C, Carrier's Count Mail-Letter Carrier Routes Worksheets, and PS Form 3999, *Inspection of Letter Carrier Routes* where warranted. The target implementation date is August 23, 2019.

In a subsequent meeting and correspondence, management stated they disagreed with the monetary impact of \$3.4 million for unauthorized overtime and penalty overtime outlined in the report. Management indicated that OIG's assumption of the data was that all unauthorized overtime was not approved by management. Management further stated that delivery supervisors in the city of Columbus were not following through with the overtime approval process, 204-Bs did not have access to clear the unauthorized overtime, and higher level management did not oversee the process. Management has proposed corrective action to address these issues.

See [Appendix C](#) for management's comments in their entirety.

## Evaluation of Management's Comments

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

Regarding the monetary impact, the OIG calculated the questioned costs associated with the inefficiencies found regarding no mail delivery service and late deliveries in the Ohio Valley District at the six selected delivery units. While we recognize district management's concerns that all of these overtime hours may not have been properly approved, we based our calculations on the Postal Service's records which recorded unauthorized overtime at the time of our audit. As such, our calculations accurately reflect the monetary impact as outlined in the report.

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

# Appendices

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# Appendix A: Additional Information

## Scope and Methodology

Our objective was to evaluate mail delivery service issues at selected delivery units in the Ohio Valley District. To accomplish our objective, we:

- Reviewed applicable laws, regulations, policies, and procedures related to mail delivery.
- Judgmentally selected six delivery units in the city of Columbus (Beechwood, Bexley, Northwest, Oakland Park, West City, and West Worthington) for review in the Ohio Valley District based on delivery performance indicators and customer complaints.
- Reviewed FY 2018 and 2019 city delivery performance data, for six selected delivery units in the Ohio Valley District to assess mail delivery issues. Data included EDW delivery operations data, route base times, carriers after 1900 data, overtime workhours and mail volume.
- Conducted interviews with station management to gain an understanding of how customer complaints of inadequate delivery services are addressed. We

also, conducted interviews with Ohio Valley District management regarding delayed mail issues throughout the Ohio Valley District.

We conducted this performance audit from April through August 2019 in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. We discussed our observations and conclusions with management on July 29, 2019, and included their comments where appropriate.

We relied on computer-processed data maintained by Postal Service Operational Systems which included the CSDRS, EDW, eFlash reports, eCC, and Variance Programs such as City Delivery Variance, and Customer Service Variance. We assessed the reliability of data by confirming our results with management, interviewing agency officials knowledgeable about the data and conducting limited data testing and determined that the data were sufficiently reliable for this report.

## Prior Audit Coverage

We conducted four audits within the last five years directly related to this objective.

Report Title	Objective	Report Number	Final Report Date	Monetary Impact (in millions)
<i>Delivery Delays - Richmond District</i>	Evaluate mail delivery delays in selected delivery units in the Richmond District.	DR-AR-19-005	4/12/2019	\$7.3
<i>City Carriers Returning After 6 P.M.- South Florida District</i>	Evaluate city carriers returning to the office after 6 p.m. in the South Florida District.	DR-AR-18-006	7/3/2018	\$21.0
<i>Delivery Delays - Atlanta District</i>	Evaluate mail delivery delays in selected delivery units in the Atlanta District.	DR-AR-18-007	7/3/2018	\$11.1
<i>City Carriers Returning After 6 P.M.- Bay Valley District</i>	Evaluate city carriers returning to the office after 6 p.m. in the Bay Valley District.	DR-AR-17-007	8/30/2017	\$15.2

# Appendix B: Fiscal Year 2018 Customer Complaints

## OIG Analysis of FY 2018 eCC Customer Complaints

Unit Name	Where Is My Package	Where Is My Mail	Long Lines/Wait Time	Post Office Clerk Issues	Total Complaints
Beechwold	628	121	0	3	752
Bexley	371	107	0	4	482
Northwest	589	155	0	8	752
Oakland Park	1768	723	17	32	2540
West City	1933	417	4	20	2374
West Worthington	850	272	3	6	1131
<b>Percentage of Complaints</b>	<b>76.44%</b>	<b>22.35%</b>	<b>0.30%</b>	<b>0.91%</b>	<b>8031</b>

Source: OIG analysis of eCC data from the EDW.

# Appendix C: Management's Comments

DISTRICT MANAGER  
OHIO VALLEY DISTRICT



August 15, 2019

Lazerick Poland  
Director, Audit Operations

SUBJECT: Mail Delivery Issues – Ohio Valley District  
Project Number 19RG015DR000

The Ohio Valley management agrees with the findings presented by the OIG in the draft audit report. Included in this response are the comments and reactions to recommendations one through four.

Recommendation #1:

We recommend the Manager, Ohio Valley District, reinforce requirements to delivery unit supervisors to follow city delivery policies and standard operating procedures for setting expectations with carriers to deliver committed mail daily.

Management Response/Action Plan:

The Ohio Valley District agrees with the recommendation and will reissue the Delivery Standard Operating Procedure (SOP), Tab 4, City Delivery Standard Operating Procedures Street Management Section, FY 2006 to all supervisors and stations managers for review and to be documented on PS Form 2432.

Target Implementation Date:

**09/20/2019**

Responsible Official:

The Manager, Operations Programs Support, will track completion of training.

1591 DALTON AVENUE  
CINCINNATI, OH 45234-9990

Recommendation #2:

We recommend the Manager, Ohio Valley District, instruct delivery unit supervisors to properly report occurrences of delayed mail in the Customer Service Daily Reporting System.

Management Response/Action Plan:

The Ohio Valley District agrees with the recommendation and will reissue CSDRS Standard Work Instruction. All supervisors and station managers must read and sign off on PS Form 2432 and document in training.

Target Implementation Date:

**09/20/2019**

Responsible Official:

The Manager, Operations Programs Support, will track completion of training

Recommendation #3:

We recommend the Manager, Ohio Valley District, direct the Columbus Processing & Distribution Center Manager and Manager, Operation Program Support to coordinate mail arrival times in Integrated Operating Plans to improve mail flow between the plant and delivery units to achieve daily operational performance.

Management Response/Action Plan:

The Ohio Valley District agrees with the recommendation and will coordinate with the Columbus Plant and discuss the issuance of sending the DPO schedule out each week for the Station Managers to review and provide feedback. [REDACTED] will send the information to [REDACTED] for review and feedback to the plant on any issues that need addressed.

Target Implementation Date:

**09/20/2019**

Responsible Official:

The Manager, Operations Programs Support, Postmaster [REDACTED] and Plant Manager [REDACTED] will ensure the communications are taking place

Recommendation #4:

We recommend the Manager, Ohio Valley District, direct supervisors to utilize operational and reporting tools to monitor carriers during street delivery

Management Response/Action Plan:

The Ohio Valley District agrees with the recommendation and will utilize RIMS/DMS Analysis on opportunity sites and carriers. The identification drill down will be focused on carriers after 1800. Individual units will do P2Ps, 1838-Cs, and 3999's where warranted.

Target Implementation Date:

**08/23/2109**

Responsible Official:

The Manager, Operations Programs Support, and Postmaster [REDACTED] will oversee the data gathering and drill down



Melvin J. Anderson  
District Manager  
Ohio Valley District

cc: *Manager, Corporate Audit Response Management*



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