

Efficiency of Operations at the St. Louis Network Distribution Center, Hazelwood, MO

AUDIT REPORT

Report Number 25-098-R25 | August 11, 2025



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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

August 11, 2025

MEMORANDUM FOR: DANIEL T. HIRAI
MIDWEST DIVISION DIRECTOR, PROCESSING OPERATIONS

ELIZABETH BLACKBURN
MIDWEST DIVISION DIRECTOR, LOGISTICS

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

FROM: Joseph E. Wolski
Director, Field Operations, Atlantic & WestPac

SUBJECT: Audit Report – Efficiency of Operations at the St. Louis Network
Distribution Center, Hazelwood, MO
(Report Number 25-098-R25)

This report presents the results of our audit of the St. Louis Network Distribution Center.

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

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

Attachment

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

Results

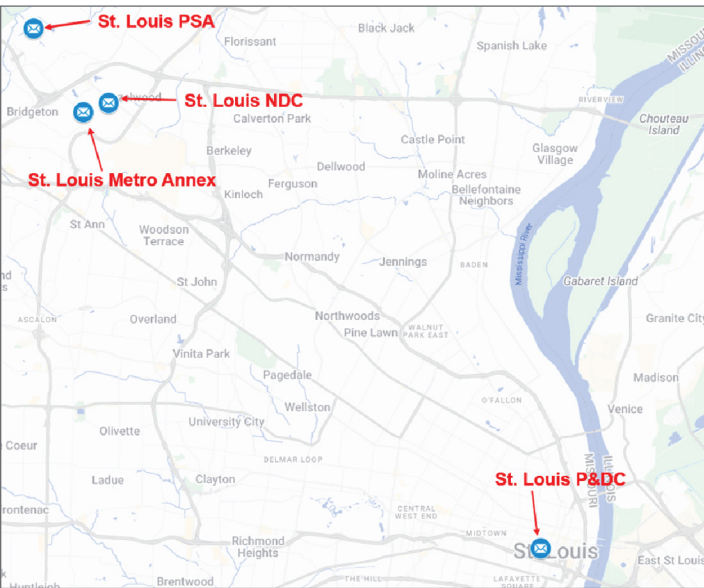
Background

The U.S. Postal Service needs effective and productive operations to fulfill its mission of providing prompt, reliable, and affordable mail service to the American public. It has a vast transportation network that moves mail and equipment among approximately 315 processing facilities and 31,200 post offices, stations, and branches. The Postal Service is transforming its processing and logistics networks to become more scalable, reliable, visible, efficient, automated, and digitally integrated. This includes modernizing operating plans and aligning the workforce; leveraging emerging technologies to provide world-class visibility and tracking of mail and packages in near real time; and optimizing the surface and air transportation network. The U.S. Postal Service Office of Inspector General (OIG) reviews the efficiency of mail processing operations at facilities across the country and provides management with timely feedback to further the Postal Service’s mission.

This report presents the results of our audit of the efficiency of operations at the St. Louis Network Distribution Center (NDC) in Hazelwood, MO (Project Number 25-098). We selected the St. Louis area based on a congressional inquiry issued April 1, 2025, from U.S. senators and representatives from Missouri and Illinois to conduct audits of post offices and distribution centers in the St. Louis metro area.

The St. Louis metro area has four processing facilities. The St. Louis Processing and Distribution Center (P&DC) processes letters, flats, Priority Mail Express, and Registry Mail. The St. Louis NDC, St. Louis Metro Annex, and St. Louis Package Support Annex (PSA) process packages and bundled flat mail. As part of this audit cluster, we visited the St. Louis P&DC, NDC, and PSA (see Figure 1).

Figure 1. Map Showing Mail Processing Locations



Source: OIG created map of locations of four St. Louis mail processing facilities.

We reviewed several mail processing performance indicators during fiscal years (FY) 2024 and 2025, including workhours; scanning compliance;¹ and late, canceled, and extra trips. The St. Louis NDC is in the Midwest Division and processes packages. The St. Louis NDC services multiple 3-digit ZIP Codes in urban and rural communities² (see Table 1).

Table 1. Population Demographics

3-Digit ZIP Codes	Urban Population	Rural Population	Total Population
613-616	435,275	212,504	647,779
620	207,051	88,721	295,772
622-623	352,366	205,677	558,043
625-631	1,975,481	556,399	2,531,880
633-634	426,069	175,197	601,266
636-639	181,518	270,136	451,654

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

1 Scans include load, depart, unload, close, assign, and arrive.
2 We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.

As of May 30, 2025,³ the St. Louis NDC employee availability⁴ was 85.9 percent for processing and 88.4 percent for logistics. The Postal Service’s employee availability goal for FY 2025 is 89 percent for processing and 92.9 percent for logistics.

Objective, Scope, and Methodology

Our objective was to evaluate the efficiency of operations at the St. Louis NDC. To accomplish our objective, we focused on four audit areas: mail clearance times;⁵ delayed mail; late, canceled, and extra outbound trips; and dock scanning. We reviewed Surface Visibility Web (SVWeb)⁶ data for late, canceled, and extra trips, as well as scan compliance for the period from May 1, 2024, to April 30, 2025. Further, we identified mail clearance time goals for the St. Louis NDC and compared them with operations shown in the Run Plan Generator report.⁷ During our site visit the week of June 2, 2025, we interviewed NDC management and observed mail processing and dock operations.

During this time, the OIG also audited seven delivery units⁸ serviced by the St. Louis NDC and St. Louis P&DC. We will provide the results of those audits to Postal Service management in separate reports. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified deficiencies with all four areas we reviewed that affected the efficiency of operations at the St. Louis NDC (see Table 2). We also identified other issues related to safety and security.

Table 2. Summary of Results

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

Source: Results of OIG data reviewed from May 1, 2024, to April 30, 2025, and fieldwork conducted from June 2 to 5, 2025.

On the morning of June 4, 2025, we visited the St. Louis PSA to assess delayed mail but did not find any issues in the facility.

3 The last day of Postal Service pay period 12, 2025.
4 Data that compares straight workhours to the workhours that would have been recorded if all employees reported to work as scheduled.
5 The latest time committed mail can clear an operation for proper dispatch or delivery.
6 A website dedicated to the Surface Visibility program, which provides real-time transportation updates and reports on the movement of trailers in the surface network. The data captured to identify early, on-time, late, or canceled trips is also used to evaluate and improve transportation schedules.
7 An application mail processing facilities use to plan machine utilization based on volume, clearance times, and other criteria.
8 The seven delivery units were Creve Coeur Branch, St. Louis, MO (project number 25-100-1); O’Fallen Main Post Office, O’Fallen, MO (project number 25-100-2); St. Charles Main Post Office, St. Charles, MO (project number 25-100-3); Ballwin Main Post Office, Ballwin, MO (project number 25-100-4); Maryville Gardens Station, St. Louis, MO (project number 25-100-5); Southwest Station, St. Louis, MO (project number 25-100-6); and Clayton Branch, St. Louis, MO (project number 25-100-7).

Finding #1: Clearance Times

What We Found

From February to April 2025, data showed that St. Louis NDC did not consistently meet its clearance time for packages. Specifically, package processing went past the clearance time target 29 out of 89 days (32.6 percent). Of the missed clearance times, 27 out of the 29 days (93.1 percent), packages were processed on the Parcels Sorting Machines (PSM).⁹

Why Did It Occur

Management demonstrated that the missed clearance times were showing up in the system because employees were not manually ending the sort plan on the PSM at the completion of each run. While the mail volume had run through the system by the clearance time, the data reported missed clearance times. In addition, maintenance performed its daily preventative maintenance right after packages were cleared without verifying that the previous run had been ended, causing the data to show that the St. Louis NDC missed its clearance time.

What Should Have Happened

The Postal Service has established service standards¹⁰ for measuring service performance. Management should verify the mail is processed timely to meet clearance times and the established service standards. Additionally, as part of Postal Service policy,¹¹ the sort plan should end when processing is completed.

Effect on the Postal Service and Its Customers

When clearance times are inaccurately reported, management may not have the information needed to make accurate operational decisions.

Recommendation #1

We recommend the **Midwest Division Director, Processing Operations**, provide training to employees on the proper way to end the run on the Parcel Sorting Machines and monitor for compliance at the St. Louis Network Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management will develop standard work instructions and provide training for the mail flow controller and maintenance personnel on proper end-of-run/start run processing procedures and subsequently monitor for compliance. The target implementation date is October 31, 2025. See [Appendix B](#) for management's comments in their entirety.

OIG Evaluation

The OIG considers management's comments responsive to the recommendation. We will verify corrective actions taken are sufficient to resolve the issues identified in the report.

⁹ The PSM has a computerized input station that sorts parcels.

¹⁰ A stated goal for service achievement for each mail class.

¹¹ *Run Plan Generator User's Guide*, Version 3, dated January 30, 2017.

Finding #2: Delayed Mail

What We Found

We observed delayed mail in the facility on each day from June 3 through June 5, 2025. Specifically, we identified packages by PSMs, in the Non-Machinable Outside (NMO) operations, and on the workroom floor that were delayed or at risk of being delayed. Some of the mail was not properly reported in the Mail Condition Visualization (MCV) system.¹² Specifically,

- On the morning of June 3, we identified packages in containers and sacks at the PSMs after operations were completed. The packages identified included a mix of Priority Mail and Ground Advantage and were delayed or at risk of being delayed. These packages were not reported in the MCV system (see Figure 2).

Figure 2. Examples of Delayed Packages Around the PSMs



Source: OIG photos taken June 3, 2025.

- Additionally, on June 3, 2025, we observed approximately 355 packages in the NMO operations that were delayed or at risk of being delayed and may not meet the service standard (see Figure 3). The NDC did not report these packages in MCV as delayed, rather, these delayed packages were recorded in MCV as On-Hand.¹³

¹² Mail Condition Visualization provides near real-time visibility of a facility's on-hand volume, delayed processing volume, delayed dispatch volume, and oldest mail date by mail category and processing operation and stores historical trailer information.
¹³ On-hand pieces include pieces scanned at the facility and pieces nested to containers that arrived at the facility. Pieces are removed from on-hand counts when they complete their final processing operation in that facility or receive a scan at a different processing facility.
¹⁴ We sampled several packages and determined some were delayed and others were not.

Figure 3. Example of Delayed Mail in the NMO Operation



Source: OIG photo taken June 3, 2025.

- We also observed delayed packages on the workroom floor on June 4 and 5, 2025. We agreed with management's counts on both days. In total, management reported 11,603 delayed packages in the MCV system during our visit (see Table 3).

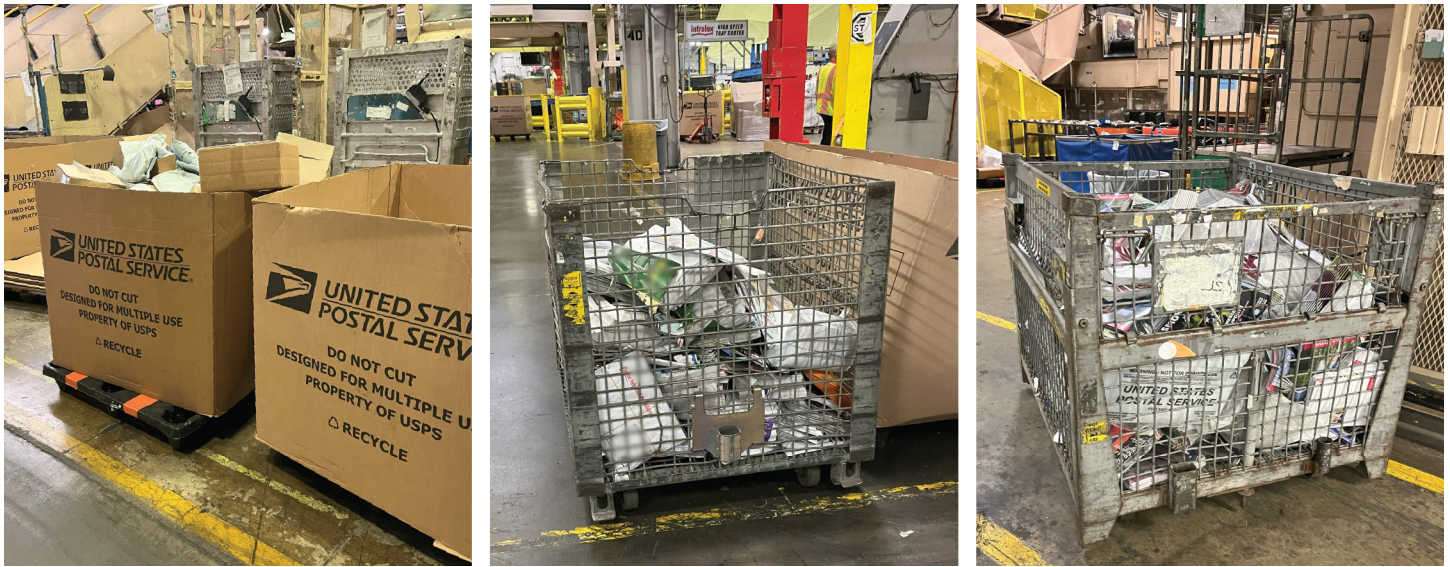
Table 3. Reported Delayed Mail

Date	Reported Delayed Packages in MCV
June 3, 2025	0
June 4, 2025	6,603
June 5, 2025	5,000
Total	11,603

Source: MCV.

In addition, we identified poor placarding practices at the St. Louis NDC. Container placards identify where mail is coming from and when it arrives. Specifically, we observed numerous containers without placards throughout the workroom floor. However, we were unable to determine¹⁴ the number of delayed packages due to the missing placards (see Figure 4).

Figure 4. Examples of Poor Placarding Practices



Source: OIG photos taken June 3 through June 5, 2025.

Why Did It Occur

The mail left around the PSMs and the unreported delayed mail in MCV were primarily due to a lack of management oversight. Specifically, supervisors did not verify that employees cleared processing machines for packages left behind after sorting operations were complete. In addition, the mail was incorrectly reported as on hand and should have been reported as delayed.

On June 4, 2025, the delayed packages on the workroom were due to trucks from other processing facilities arriving late, right before the critical entry time.¹⁵ The plant manager indicated this happens quite often, and the NDC did not have enough capacity to process them timely. The 5,000 delayed packages on June 5, 2025, were attributed to trucks arriving late due to inclement weather the night before.

Finally, plant management did not provide oversight to ensure all mail containers had a placard at the facility. Management acknowledged that containers should have a placard.

What Should Have Happened

Postal Service policy¹⁶ states that managers should continually gauge how well they are managing the flow of mail and have managerial control over the workload, personnel, and equipment needed for a well-run operation. As part of Postal Service practice, a delayed-mail count should be performed and accurately reported in the MCV system daily.¹⁷ This practice indicates that mail not processed in time for the next operation should be reported as delayed inventory mail. Managers should use the Mail Arrival Quality/Plant Arrival Quality system¹⁸ to communicate and resolve issues with mail arriving late from processing facilities. Postal Service policy¹⁹ also addresses the importance of accurately placarding mail, as placard information is used throughout the mailstream to ensure timely processing.

Effect on the Postal Service and Its Customers

When mail is not processed properly, there is an increased likelihood of delays. When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. Inaccurate reporting of delayed mail in the MCV

¹⁵ The latest time that committed mail can be received in an operation and still be processed before clearance time to meet the service standard.

¹⁶ *Plant Manager Handbook*, dated July 2024.

¹⁷ MCV Manual Line-Item Entry Job Aid.

¹⁸ The Mail Arrival Quality/Plant Arrival Quality system facilitates communication and resolution of issues with the movement of mail, including Priority Mail Express, between delivery units.

¹⁹ *Plant Manager Handbook*, Section 7, Processing and Mail Flow, dated July 2024.

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. In addition, incorrect or incomplete labels on mail as it moves through a processing facility make it difficult to manage the mailflow and correctly prioritize the processing of mail.

Recommendation #2

We recommend the **Midwest Division Director, Processing Operations**, create and implement a process to verify machines are properly cleared of mail at the end of each operational run at the St. Louis Network Distribution Center.

Recommendation #3

We recommend the **Midwest Division Director, Processing Operations**, verify delayed mail counts are completed and entered correctly into the Mail Condition Visualization system at the St. Louis Network Distribution Center.

Recommendation #4

We recommend the **Midwest Division Director, Processing Operations**, use the Mail Arrival Quality/Plant Arrival Quality system – Inter-Plant Quality report to communicate late arriving mail and resolve mail arrival issues with other processing facilities at the St. Louis Network Distribution Center.

Recommendation #5

We recommend the **Midwest Division Director, Processing Operations**, train mail clerks and processing supervisors on proper placarding, and provide oversight to verify these procedures are followed at the St. Louis Network Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and associated recommendations. Regarding recommendation 2, management will validate with the processing support manager that all mail is cleared daily and monitored for compliance. Regarding recommendation 3, management will complete a Daily Overview with the employee responsible for MCV data input and provide training to all processing support staff on the correct processing of transactions with the MCV system. In addition, management will review, validate, and monitor daily MCV input. Regarding recommendation 4, management stated that all non-bargaining employees will be retrained on the MAQ/PAQ process and management will ensure daily compliance. Regarding recommendation 5, management has developed a process to identify all mail with the time and date of receipt at the St. Louis NDC. The processing support manager will conduct daily audits on the accuracy of the placards. The target implementation date for recommendations 2 and 5 is October 31, 2025 and for recommendations 3 and 4 is November 30, 2025.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations. We will verify corrective actions taken are sufficient to resolve the issues identified in the report.

Finding #3: Late, Canceled, and Extra Trips

What We Found

From May 1, 2024, through April 30, 2025, there was a total of 55,128 outbound trips from the St. Louis NDC. Of the total outbound trips, there were 17,046 late trips, 4,597 canceled trips, and 873 extra trips.²⁰ These trips represent about 40.8 percent of all outbound trips at the St. Louis NDC (see Table 4).

Table 4. St. Louis NDC Outbound Transportation Metrics

Transportation Metric	Number	Percentage of Total Outbound Trips
Late Trips	17,046	30.9%
Canceled Trips	4,597	8.3%
Extra Trips	873	1.6%

Source: SVWeb.

We did not identify systemic issues with extra trips.

Why Did it Occur

According to management, the late and canceled trips were due to vacancies and personnel issues. Specifically, the St. Louis NDC has four vacant Postal Vehicle Service (PVS) driver positions. Management also indicated unscheduled leave by drivers and related attendance issues have impacted the plant’s ability to meet its scheduled trip times. The logistics manager stated that he recently started using a spreadsheet to track PVS drivers’ attendance and corrective actions, which are reviewed weekly at the Division level. As of May 30, 2025, the St. Louis NDC’s employee availability was 88.4 percent for logistics, which is below the Postal Service’s goal of 92.9 percent for FY 2025.

Management also attributed late outbound trips to trips arriving late. There was a total of 50,783 inbound

trips from other processing facilities to the St. Louis NDC during May 1, 2024, through April 30, 2025. Of the total inbound trips, 17,724 (34.9 percent) were late.

What Should Have Happened

According to Postal Service policy,²¹ key elements of effective dispatch and routing include developing dispatch plans and transportation routes between facilities that are realistic and effective and adhering to processing windows.

Effect on the Postal Service and Its Customers

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

Recommendation #6

We recommend the **Midwest Division Director, Logistics**, fill the vacant Postal Vehicle Service driver positions needed and hold employees accountable for attendance and performance issues at the St. Louis Network Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management stated that St. Louis NDC needs to hire three drivers to meet complement and will continue to post job vacancies until full complement is reached. It will convert part-time flexible employees to full-time, as positions open. The target implementation date is January 31, 2026.

OIG Evaluation

The OIG considers management’s comments responsive to the recommendation. We will verify corrective actions taken are sufficient to resolve the issues identified in the report.

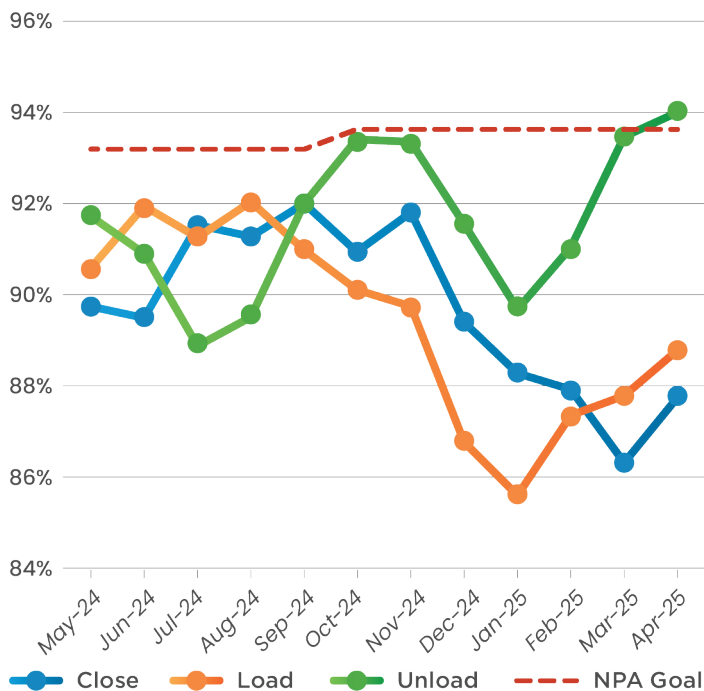
²⁰ The number of extra trips did not include freight auctions.
²¹ Handbook M-22, *Dispatch and Routing Policies*, Section 5.1, dated March 2025.

Finding #4: Scan Compliance

What We Found

The St. Louis NDC did not consistently meet close, load, and unload scan goals.²² From May 1, 2024, to April 30, 2025, the average compliance at the St. Louis NDC for close scans was 89.8 percent, for load scans was 89.5 percent, and for unload scans was 91.7 percent (see Figure 5). Since January 2025, the unload scans have improved. The Postal Service goal for scanning compliance was 93.25 percent in FY 2024 and 93.69 percent in FY 2025.

Figure 5. Scanning Compliance at the St. Louis NDC



Source: SVWeb.

Why Did It Occur

Close, load, and unload scans were not performed consistently due to a lack of oversight and employee training. Management acknowledged that supervisors did not always monitor dock operations to verify that close, load, and unload scans were consistently completed. Management also indicated that some new employees required training because they did not know how to scan properly.

Additionally, management stated that they experienced intermittent connectivity issues with the scanners, which led to instances where an employee scanned a mail container, but the information was not transferred to SVWeb. St. Louis NDC management is working with facility maintenance to improve network connectivity at the facility. However, the issue is still ongoing.

What Should Have Happened

Postal Service policy²³ states that employees are required to perform outbound and inbound scans of containers and trailers to ensure 100 percent mail visibility.

Effect on the Postal Service and Its Customers

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

Recommendation #7

We recommend the **Midwest Division Director, Processing Operations** and **Midwest Division Director, Logistics**, provide training to employees on proper scanning procedures and verify supervisors are monitoring scanning to improve compliance with close, load, and unload scan goals at the St. Louis Network Distribution Center.

Recommendation #8

We recommend the **Midwest Division Director, Processing Operations**, in coordination with the **Midwest Division Director, Logistics**, resolve network connectivity at the St. Louis Network Distribution Center.

²² Close scans are performed when a container is full and ready for dispatch, load scans are performed when a container is loaded onto a trailer for dispatch, and unload scans are performed when a container is removed from a trailer.

²³ Surface Visibility Program User Booklet, updated January 10, 2023.

Postal Service Response

The Postal Service agreed with this finding and associated recommendations. Regarding recommendation 7, management stated that all dock clerks will be retrained on proper scanning procedures. Management will conduct daily scanning audits to monitor for compliance. The target implementation date is December 31, 2025. Regarding recommendation 8, management stated that tickets have been submitted by Information Technology for more access points to help resolve network connectivity issues where there are dead spots. Management also escalated the issue to the Director, Regional Maintenance and Headquarters Information Technology for further actions on July 10, 2025. The target implementation date is January 31, 2026.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations. We will verify corrective actions taken are sufficient to resolve the issues identified in the report.

Finding #5: Safety and Security

What We Found

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

- On the morning of June 3 and 4, 2025, we observed a sample of 64 trucks and trailers parked at the dock, of which 25 did not use wheel chocks (see Figure 6). On June 5, 2025, the day after our discussion regarding this matter with the plant manager, all 36 trucks and trailers we observed were chocked.

Figure 6. Examples of Trailer Without Wheel Chocks



Source: OIG photos taken June 3 and 4, 2025.

- One electrical panel base was damaged and unstable (see Figure 7).

Figure 7. Damaged and Unstable Electrical Panel Base



Source: OIG photo taken June 3, 2025.

- Vehicle entrance gate would not close.
- On the morning of June 3, 2025, we observed one blocked inspector's observation door on the workroom floor (see Figure 8). After we informed the maintenance manager of the issue, we observed the doorway was cleared the next day.

Figure 8. Blocked Observation Door



Source: OIG photo taken June 3, 2025.

Why Did It Occur

The inconsistent use of wheel chocks and a blocked observation door was due to a lack of management oversight. We observed supervisors were not verifying that drivers were using wheel chocks. In addition, management was aware that the vehicle entrance gate was inoperable prior to our visit

and management had three active tickets in the electronic Facilities Management System²⁴ regarding the gate issue. Therefore, we will not be making recommendations regarding the blocked observation door and inoperable vehicle entrance gate.

What Should Have Happened

Postal Service policy²⁵ states that PVS drivers must prevent trailers from rolling away from docks by using wheel chocks. Further, Postal Service policy states that the entryway must be designed to deny customers and other outsiders access to the facility.²⁶ In addition, the Occupational Safety and Health Administration (OSHA) requires employers to provide a safe and healthy workplace free of recognized hazards.²⁷

Effect on the Postal Service and Its Customers

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

Management Actions

Management fixed the damaged electrical panel base June 10, 2025, after we informed it of the issue. Therefore, we will not be making a recommendation regarding the damaged electrical panel base.

In addition, in response to our observations, plant management issued the Yard Safety Regulations to drivers who were not in compliance with safety rules. Management also conducts daily audits on the use of wheel chocks. Therefore, we will not be making a recommendation regarding this matter.

²⁴ The electronic Facilities Management System is the official USPS record for real property inventory and the management system for administering all property related projects.

²⁵ Handbook EL-803, *Maintenance Employee's Guide to Safety*, Section 1, subsection C, dated July 2020.

²⁶ Handbook RE-5, *Building and Site Security Requirements*, Section 4-3.1, General Security Standards, dated September 2009.

²⁷ OSHA Act of 1970.

Appendix A: Additional Information

We conducted this audit from May through August 2025, 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 17, 2025, and included its comments where appropriate.

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

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

- Control Activities
- Information and Communication
- Monitoring

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

We assessed the reliability of Web End of Run,²⁸ MCV, and SVWeb data by reviewing existing information, comparing data from other sources, observing operations, and interviewing Postal Service officials knowledgeable about the data. We determined that the data were sufficiently reliable for the purposes of this report.

²⁸ A server-based software application that stores End-of-Run data from mail processing equipment in a relational database.

Appendix B: Management's Comments



July 24, 2025

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: *Efficiency of Operations at the St. Louis Network Distribution Center, Hazelwood, MO (25-098-DRAFT)*.

Thank you for providing the Postal Service with an opportunity to review and comment on the findings and recommendations contained in the draft audit report, *Efficiency of Operations at the St. Louis Network Distribution Center*,

Management agrees with the four findings in the report on clearance times, delayed mail, late, canceled, and extra trips, and scan compliance.

The following are our comments on each of the eight recommendations:

Recommendation 1:

We recommend the Midwest Division Director, Processing Operations, provide training to employees on the proper way to end the run on the Parcel Sorting Machines and monitor for compliance at the St. Louis Network Distribution Center

Management Response/Action Plan:

Management agrees with this recommendation.

The Executive Plant Manager will develop standard work instructions and provide training for the Mail Flow Controller and Maintenance personnel on proper end-of-run/start run processing procedures. Additionally, management will monitor for compliance.

Target Implementation Date: 10/31/2025

Responsible Official:

Midwest Division Director, Processing Operations

Recommendation 2:

We recommend the Midwest Division Director, Processing Operations, create and implement a process to verify machines are properly cleared of mail at the end of each operational run at the St. Louis Network Distribution Center.

Management Response/Action Plan:

Management agrees with this recommendation.

The Executive Plant Manager will validate with Manager Processing Support that all mail is cleared daily and monitored for compliance.

Target Implementation Date: 10/31/2025

Responsible Official:

Midwest Division Director, Processing Operations

Recommendation 3:

We recommend the Midwest Division Director, Processing Operations, verify delayed mail counts are completed and entered correctly into the Mail Condition Visualization system at the St. Louis Network Distribution Center

Management Response/Action Plan:

Management agrees with this recommendation.

Processing Support Manager will complete Daily Overview with the employee responsible for MCV Data Input. The IPS manager will provide training to all PSS staff on

- Mail Condition Visualization Overview
- Mail Condition Visualization Delayed Volume Qlik Report
- Mail Condition Visualization Dashboard: Manual Line Items Entry
- Mail Condition Visualization Dashboard: Piece-Level View
- Mail Condition Visualization Dashboard: Container-Level View
- Mail Condition Visualization Manual Lines & Exporting

The Executive Plant Manager will review, validate, and monitor daily MCV input.

Target Implementation Date: 11/30/2025

Responsible Official:

Midwest Division Director, Processing Operations

Recommendation 4:

We recommend the Midwest Division Director, Processing Operations, use the Mail Arrival Quality/Plant Arrival Quality system – Inter-Plant Quality report to communicate late arriving mail and resolve mail arrival issues with other processing facilities at the St. Louis Network Distribution Center.

Management Response/Action Plan:

Management agrees with this recommendation.

All EAS employees will be retrained on the MAQ/PAQ process. The Executive Plant Manager will ensure daily compliance.

Target Implementation Date: 11/30/2025

Responsible Official:

Midwest Division Director, Processing Operations

Recommendation 5:

We recommend the Midwest Division Director, Processing Operations, train mail clerks and processing supervisors on proper placarding, and provide oversight to verify these procedures are followed at the St. Louis Network Distribution Center

Management Response/Action Plan:

Management agrees with this recommendation.

The Executive Plant Manager has developed a process to identify all mail with the time and date of receipt at STL NDC. The Manager, Processing Support, conducts daily audits on the accuracy of the placards.

Target Implementation Date: 10/31/2025

Responsible Official:

Midwest Division Director, Processing Operations

Recommendation 6:

We recommend the Midwest Division Director, Logistics, fill the vacant Postal Vehicle Service driver positions needed and hold employees accountable for attendance and performance issues at the St. Louis Network Distribution Center

Management Response/Action Plan:

Management agrees with this recommendation.

Currently, St. Louis NDC needs to hire 3 drivers to meet complement. Job postings will continue until full complement is reached. PTFs are converted to Full-Time as positions open.

Target Implementation Date: 01/31/2026

Responsible Official:

Midwest Division Director, Logistics

Recommendation 7:

We recommend the Midwest Division Director, Processing Operations and Midwest Division Director, Logistics, provide training to employees on proper scanning procedures and verify supervisors are monitoring scanning to improve compliance with close, load, and unload scan goals at the St. Louis Network Distribution Center.

Management Response/Action Plan:

Management agrees with this recommendation.

All Dock Clerks will be retrained on proper scanning procedures. Management will conduct daily scanning audits to monitor for compliance.

Target Implementation Date: 12/31/2025

Responsible Official:

Midwest Division Director, Processing
Midwest Division Director, Logistics

Recommendation 8:

We recommend the Midwest Division Director, Processing Operations, in coordination with the Midwest Division Director, Logistics, resolve network connectivity at the St. Louis Network Distribution Center.

Management Response/Action Plan:

Management agrees with this recommendation.

Tickets have been submitted by IT for more access points to help resolve network connectivity issues where there are dead spots. Div Director, Logistics escalated to Director, Regional Maintenance and HQ IT for further actions on 7/10/2025.

Target Implementation Date: 01/31/2026

Responsible Official:

Midwest Division Director, Processing
Midwest Division Director, Logistics

E-SIGNED by DANIEL T HIRAI
on 2025-07-24 15:26:05 EDT

DANIEL HIRAI
MIDWEST DIVISION DIRECTOR, PROCESSING

E-SIGNED by ELIZABETH BLACKBURN
on 2025-07-24 11:24:41 EDT

ELIZABETH BLACKBURN
MIDWEST DIVISION DIRECTOR, LOGISTICS

CC: Corporate Audit Response Management

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