

Efficiency of Operations at the Cleveland Processing and Distribution Center, Cleveland, Ohio

AUDIT REPORT

Report Number 25-140-R26 | December 22, 2025



Table of Contents

Cover

Transmittal Letter	1
---------------------------------	---

Results	2
----------------------	---

Background	2
------------------	---

Objective, Scope, and Methodology	2
---	---

Results Summary	3
-----------------------	---

Finding #1: Delayed Mail.....	4
-------------------------------	---

Postal Service Response.....	5
------------------------------	---

OIG Evaluation.....	5
---------------------	---

Finding #2: Late, Canceled, and Extra Outbound Trips	6
--	---

Postal Service Response.....	7
------------------------------	---

OIG Evaluation.....	7
---------------------	---

Finding #3: Scan Compliance	8
-----------------------------------	---

Postal Service Response.....	8
------------------------------	---

OIG Evaluation.....	8
---------------------	---

Finding #4: Scanner Accountability.....	9
---	---

Postal Service Response.....	9
------------------------------	---

OIG Evaluation.....	9
---------------------	---

Finding #5: Safety and Security.....	10
--------------------------------------	----

Postal Service Response.....	11
------------------------------	----

OIG Evaluation.....	11
---------------------	----

Appendix A: Additional Information	12
---	----

Appendix B: Management's Comments	13
--	----

Contact Information	17
----------------------------------	----

Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

December 22, 2025

MEMORANDUM FOR: MARK E. WILSON
LAKESHORES DIVISION DIRECTOR, PROCESSING OPERATIONS

JASON L. MCCURRY
LAKESHORES DIVISION DIRECTOR, LOGISTICS

A handwritten signature in black ink, reading "Sean Balduff", is centered below the memorandum recipients.

FROM: Sean Balduff
Director, Field Operations, Central & Southern

SUBJECT: Audit Report – Efficiency of Operations at the Cleveland Processing and
Distribution Center, Cleveland, Ohio
(Report Number 25-140-R26)

This report presents the results of our audit of the Cleveland Processing and Distribution Center.

We appreciate the cooperation and courtesy provided by your staff. If you have any questions or need additional information, please contact Jennifer Schneider, 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, Central 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 308 processing facilities and 31,100 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 to meet marketplace needs; 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.

Table 1. Population Demographics

3-Digit ZIP Codes	Urban Population	Rural Population	Total Population
440-441	1,868,838	197,918	2,066,756
442-443	683,667	159,195	842,862
444-445	362,228	126,951	489,179
446-447	432,121	217,494	649,615
448-449	245,276	178,952	424,228

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

This report presents the results of our self-initiated audit of the efficiency of operations at the Cleveland Processing and Distribution Center (P&DC) in Cleveland, OH (Project Number 25-140). We judgmentally selected the Cleveland, OH P&DC based on a review of Leg 1 and Leg 3 failures;¹ workhours; scanning compliance;² and late, canceled, and extra trips. The Cleveland P&DC is in the Lakeshores Division and processes letters, flats, and parcels. The Cleveland P&DC services multiple 3-digit ZIP Codes in urban and rural communities³ (see Table 1).

Objective, Scope, and Methodology

Our objective was to evaluate the efficiency of operations at the Cleveland P&DC. To accomplish our objective, we focused on the following audit areas: mail clearance times;⁴ delayed mail; late, canceled, and extra outbound trips; dock scanning; scanner accountability; security of registry items; and safety and security. We reviewed Surface Visibility Web (SVWeb)⁵ data for late, canceled, and extra trips, as well as scan compliance for the period from September 1, 2024, to August 31, 2025. Further, we identified mail clearance time goals for the Cleveland P&DC and compared them with operations shown in the Run Plan Generator report.⁶ During our site visit the week of September 22, 2025, we interviewed P&DC management and observed mail processing and dock operations.

During this time, the OIG also audited three delivery units⁷ serviced by the Cleveland 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.

1 Leg 1 failures occur when a mailpiece is collected and does not receive a processing scan at the origin processing facility on the day that it was intended. Leg 3 failures occur after the mailpiece has been processed at a processing facility on a final processing operation and is not delivered to the customer on the day it was intended.
2 Scans include load, depart, unload, close, assign, and arrive.
3 We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.
4 Mail clearance time is the latest time committed mail can clear an operation for proper dispatch or delivery.
5 SVWeb is a Postal Service website 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.
6 Run Plan Generator is an application mail processing facilities use to plan machine utilization based on volume, clearance times, and other criteria.
7 The three delivery units were Station B, Cleveland, OH (Project Number 25-141-1); Cleveland Heights Branch, Cleveland Heights, OH (Project Number 25-141-2); and Shaker Heights Station, Cleveland, OH (Project Number 25-141-3).

Results Summary

We identified deficiencies with five of the seven areas we reviewed that affected the efficiency of operations at the Cleveland P&DC (see Table 2).

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	
Scanner Accountability	X	
Security of Registry Items		X
Safety and Security	X	

Source: Results of OIG data reviewed from fiscal year (FY) 2024 and 2025 and fieldwork conducted from September 23 to 25, 2025.

- For the audit areas where issues were not identified, we performed the following:
- Clearance Times – We analyzed mail processing schedules and data to verify that the plant was meeting the scheduled clearance times. During our visit, we also observed the timely processing of mail. We did not find any systemic issues.
 - Security of Registry Items – We observed registry cage conditions and interviewed personnel to determine if procedures over the handling and security of registered mail were being followed. We did not find any systemic issues.

Finding #1: Delayed Mail

What We Found

During our observations at the Cleveland P&DC on September 23 and 24, 2025, we identified 22,480 delayed mailpieces in the manual operations, in the Non-Machinable Outside (NMO)⁸ operation, and in various places on the workroom floor (see Figure 1). Management properly reported this mail in the Mail Condition Visualization (MCV)⁹ system during our visit (see Table 3).



Source: OIG photos taken on September 23 and 24, 2025.

Table 3. Delayed Letters, Flats, and Packages

Date	Delayed Letters Reported in MCV	Delayed Flats Reported in MCV	Delayed Packages Reported in MCV	Total Reported in MCV
September 23	1,439	17,115	195	18,749
September 24	1,893	1,656	182	3,731
Total	3,332	18,771	377	22,480

Source: OIG counts and MCV system.

Why Did It Occur

Upper management did not hold supervisors accountable for monitoring proper mail flow. The plant manager stated that he implemented recent adjustments to supervisor start times to facilitate more consistent supervision. He also stated that he gave his supervisors a directive to review their respective workroom floor areas and confirm that all mail was sent to the correct operation for processing. However, management did not verify that the supervisors were performing these duties.

What Should Have Happened

Postal Service policy¹⁰ states that management should clearly explain expectations for employee conduct and performance, measure the progress and status of those objectives, and intervene and

correct areas where those expectations are not met. Also, Postal Service policy states¹¹ that all mail should move through the facility efficiently while meeting service standards.

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.

Recommendation #1:

We recommend the **Lakeshores Division Director, Processing Operations**, implement a plan at the Cleveland Processing and Distribution Center to ensure proper mail flow is followed and hold supervisors accountable for missed pieces.

⁸ An NMO is a parcel or mailpiece that, because of size, weight, or other characteristic, cannot be sorted by mechanized mail processing equipment and must be handled manually.
⁹ MCV 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.
¹⁰ USPS Plant Manager Handbook, Section 4, dated July 2024.
¹¹ USPS Plant Manager Handbook, Section 7, dated July 2024.

Postal Service Response

The Postal Service agreed with this finding and recommendation. Management stated that it will provide stand-up talks to local management on proper mailflow procedures and that division level leadership will monitor for compliance. The target implementation date is March 31, 2026. See [Appendix B](#) for management's comments in their entirety.

OIG Evaluation

The OIG considers management's comments responsive to the recommendation, and corrective actions should resolve the issues identified.

Finding #2: Late, Canceled, and Extra Outbound Trips

What We Found

From September 1, 2024, through August 31, 2025, there were a total of 85,282 outbound trips from the Cleveland P&DC. Of the total outbound trips, there were 14,594 late trips, 18,908 canceled trips, and 1,675 extra trips at the Cleveland P&DC. These trips represent about 41.3 percent of all trips at the facility (see Table 4).

Table 4. Outbound Transportation Metrics

Transportation Metric	Number	Percentage of Total Outbound Trips
Late Trips	14,594	17.1
Canceled Trips	18,908	22.2
Extra Trips	1,675	2.0

Source: SVWeb.

Why Did It Occur

Late, canceled, and extra outbound trips at the Cleveland P&DC were primarily caused by network transportation flows and employee availability issues. Specifically, trucks arrived late from other facilities. The mail on these trucks had to be unloaded, sorted, and dispatched to local delivery units and sometimes required extra time for unloading because the mail containers came double stacked. During our site visit, we observed trucks leaving the P&DC late because drivers waited for mail from the Cleveland FSS Annex. The Cleveland P&DC also had not completed a full Postal Vehicle Service (PVS)¹² transportation schedule review since 2022.

Late, canceled, and extra trips were also impacted by a lack of management oversight of employee availability. As of September 5, 2025, the Cleveland P&DC’s employee availability¹³ was 80.24 percent for processing and 89.05 percent for logistics. The Postal Service’s Employee Availability goal for FY 2025

was 89 percent for processing and 92.90 percent for logistics. Within processing, new supervisors did not always report employees with multiple occurrences of unscheduled absences to the attendance control officer to hold them accountable.

Within logistics, management did not have an effective contingency plan to manage daily absences. Management attributed these staffing issues to a substantial number of work-related injuries. For example, during one of our observations, there were no expeditors on the dock due to a combination of scheduled and unscheduled leave, resulting in multiple late trips. Management explained that when a driver calls out, they cancel that trip and other drivers take the excess mail in their truck. This further impacted late and extra trips, as more mail had to be moved around the dock and then loaded on to other trucks.

What Should Have Happened

According to Postal Service policy,¹⁴ key elements of effective dispatch plans and transportation routes between facilities should be realistic and adhere to processing windows. Further, Postal Service policy¹⁵ states that management is responsible for controlling absences; including informing employees of leave regulations and discussing attendance records with individual employees when warranted. Postal Service policy¹⁶ also states that officials in charge and supervisors must carefully plan and analyze the anticipated workload to enable the use of the minimum workforce consistent with effective operations.

Effect on the Postal Service and Its Customers

When there are late and canceled trips, there is an increased risk that 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.

¹² A service Postal Service employees use to transport mail between mail processing facilities, post offices, post office branches, post office stations, detached mail units, various postal customers, and terminals.
¹³ 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.
¹⁴ Handbook M-22, *Dispatch and Routing Policy*, Section 5.1, dated March 2025.
¹⁵ *Employee and Labor Relations Manual*, Section 511.42, dated March 2024.
¹⁶ *Employee and Labor Relations Manual*, Section 351.11, dated March 2024.

Recommendation #2:

We recommend the **Lakeshores Division Director, Processing Operations**, coordinate with the **Lakeshores Division Director, Logistics**, to provide training to supervisors on the procedures for properly monitoring and reporting employee absences and verify that all supervisors monitor attendance at the Cleveland Processing and Distribution Center.

Recommendation #3:

We recommend the **Lakeshores Division Director, Logistics**, complete a review of Postal Vehicle Service transportation schedules and verify related actions are implemented at the Cleveland Processing and Distribution Center.

Recommendation #4:

We recommend the **Lakeshores Division Director, Logistics**, analyze attendance and develop a contingency plan to follow when adequate staffing cannot be met at the Cleveland Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and associated recommendations. Regarding recommendation 2, management stated that supervisors in both Processing and Logistics will be trained in proper attendance control procedures, and division leadership will monitor for performance. The target implementation date is June 30, 2026. Regarding recommendation 3, management stated that it will review Postal Vehicle Service transportation schedules and adjust as necessary. The target implementation date is April 30, 2026. Regarding recommendation 4, management stated that it will utilize the overtime desired list and also use expeditors to absorb staffing gaps. The target implementation date is February 28, 2026.

OIG Evaluation

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

Finding #3: Scan Compliance

What We Found

The Cleveland P&DC did not consistently meet load¹⁷ and unload¹⁸ scanning goals. From September 1, 2024, to August 31, 2025, the average score for load scanning was 77.04 percent, and the average score for unload scanning was 82.46 percent (see Table 5). This was below the Postal Service’s goal of 93.69 percent in FY 2025 and 93.25 percent in FY 2024.

Table 5. Scanning Compliance at the Cleveland P&DC from September 2024 to August 2025

Month	Scan Type	
	Load	Unload
Sep-24	81.02%	84.50%
Oct-24	79.09%	80.88%
Nov-24	79.48%	81.44%
Dec-24	77.33%	77.65%
Jan-25	75.80%	79.93%
Feb-25	75.09%	79.63%
Mar-25	79.91%	84.61%
Apr-25	79.10%	86.19%
May-25	75.41%	84.35%
Jun-25	74.34%	83.76%
Jul-25	73.81%	82.22%
Aug-25	74.14%	84.33%

Source: SVWeb.

Why Did it Occur

Scans were not being performed consistently due to a lack of management oversight. Logistics and Processing managers stated that although they were aware of the scanning issues, there was no collaboration to monitor and resolve deficiencies. For example, during our onsite observations, both management teams separately pointed to a period when there was no one available to complete the required load scans. Rather than working together

to ensure that scans were completed, each group blamed the other for the scheduling issue.

What Should Have Happened

Postal Service policy¹⁹ 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 could contribute to inaccurate utilization of 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 #5:

We recommend the **Lakeshores Division Director, Processing Operations**, coordinate with the **Lakeshores Division Director, Logistics** to develop and implement a plan to verify scanning at the Cleveland Processing and Distribution Center is consistently completed in accordance with policy.

Postal Service Response

The Postal Service agreed with this finding and recommendation. Management stated that it will provide stand-up talks to reiterate scanning requirements and procedures and monitor for compliance. The target implementation date is February 28, 2026.

OIG Evaluation

The OIG considers management’s comments responsive to the recommendation, and corrective actions should resolve the issues identified.

¹⁷ Load scans are performed when the container is loaded onto the trailer for dispatch.
¹⁸ Unload scans are performed when the container is unloaded from a trailer.
¹⁹ Surface Visibility Program User Booklet, updated April 22, 2025.

Finding #4: Scanner Accountability

What We Found

At the Cleveland P&DC, we identified 40 out of 140 (28.6 percent) Surface Visibility (SV) scanners²⁰ that had not been used since June 1, 2025, or longer. Management could not find any of these scanners during our visit. We also identified 13 SV scanners that were not included in the inventory.

Why Did it Occur

The SV scanner accountability issue was primarily caused by a lack of internal controls and proper supervision. Management lacked adequate controls to properly account for each SV scanner. For example, not all scanners were uniquely numbered to enable accurate tracking of these devices. In addition, management delegated only one person to review the inventory; however, that person did not consistently complete the review. We also observed that personnel were not always available to collect scanners being returned, causing employees to leave them unattended.

What Should Have Happened

Postal Service policy²¹ states that facility management is responsible for ensuring that scanners are organized and located in a secure area, and that controls are used to manage device inventory. Postal Service policy²² also states if a scanner becomes lost, site management is responsible for retrieving the scanner from the last signed-in user, or to retrieve them if lost to another site. Additionally, Postal Service policy²³ states that scanners should be numbered in Ethos²⁴ the same way they are numbered on the workroom floor for easy identification.

Effect on the Postal Service and Its Customers

Lack of controls and oversight of scanner accountability could lead to lost or stolen scanners, which could result in unrecoverable questioned costs.²⁵ In addition, a lack of scanner accountability could impact scanning compliance. If there are not

enough scanners for employees to perform load and unload scans, especially during peak dispatch hours, it could contribute to inaccurate trip utilization data, missent mail, and operational inefficiencies.

Recommendation #6:

We recommend the **Lakeshores Division Director, Processing Operations**, properly reconcile the Surface Visibility scanners in Ethos at the facility and take measurable actions to retrieve all lost scanners at the Cleveland Processing and Distribution Center.

Recommendation #7:

We recommend the **Lakeshores Division Director, Processing Operations**, develop and implement new controls to monitor and maintain an inventory of the Surface Visibility scanners at the Cleveland Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and associated recommendations. Management stated that it will align the recorded scanner inventory with the physical inventory. Management also numbered scanners and created sign-out sheets to ensure accurate inventory. The target implementation date for both recommendations is February 28, 2026.

OIG Evaluation

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

²⁰ SV scanners enable facilities to scan trays, tubs, and sacks of mail into containers and onto trailers and to track the mail across the surface network via wi-fi.

²¹ *SV Supervisor Booklet*, dated October 18, 2023.

²² *Surface Visibility Lost Scanner Recovery Quick Reference Guide*, updated May 21, 2025.

²³ *SV & PVS Scanner and Ethos FAQ*, updated June 2025.

²⁴ Ethos is a collection of applications that help track deployments, surveys, and other field communications for the deployment of major equipment programs.

²⁵ Scanners that have not been used in over three months are likely lost or need replacement. We estimated the cost to replace the unused scanners at the Cleveland P&DC to be \$23,000.

Finding #5: Safety and Security

What We Found

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

- Thirty-six trucks and trailers parked at the docks did not have wheel chocks placed next to the tire to prevent them from rolling away (see Figure 2). Seven docks were missing wheel chocks for driver use.
- Eight dock bays had a damaged door and/or dock plate²⁶ (see Figure 3).
- Two fire extinguishers were unmounted and two other fire extinguishers were blocked (see Figure 4).
- A fire indication light was not properly mounted to the wall but was held in place by wires (see Figure 5).

Figure 2. Trailers Without Wheel Chocks



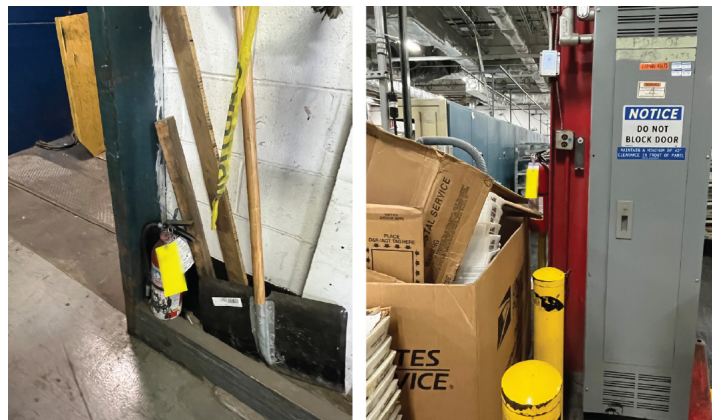
Source: OIG photos taken September 25, 2025.

Figure 3. Inoperable Door and Dock Plate



Source: OIG photos taken September 23 and 24, 2025.

Figure 4. Unmounted and Blocked Fire Extinguishers



Source: OIG photos taken September 23, 2025.

Figure 5. Hanging Fire Light



Source: OIG photo taken September 23, 2025.

²⁶ Dock plates are used to bridge the gap between a trailer and the loading dock for loading and unloading wheeled equipment from vehicles.

Why Did It Occur

Cleveland P&DC management was aware of all inoperable docks and dock plates. Managers stated that a work order was submitted in July 2025 and they were awaiting the requested repairs. However, management stated that they were unaware of all other safety and security issues we identified.

What Should Have Happened

The Postal Service must preserve the security of the mail and ensure that drivers comply with security policies regarding the transportation of mail in trailers. Postal Service policy²⁷ states that drivers must prevent trailers from rolling away from docks by using wheel chocks. In addition, the Occupational Safety and Health Administration (OSHA) requires employers to provide a safe and healthy workplace free of recognized hazards.²⁸

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 Actions

In response to our observations of the docks missing wheel chocks, management took immediate action to replace them. Therefore, we are not making a recommendation for this issue.

Recommendation #8:

We recommend the **Lakeshores Division Director, Logistics**, verify all drivers are using wheel chocks at the Cleveland Processing and Distribution Center.

Recommendation #9:

We recommend the **Lakeshores Division Director, Processing Operations**, repair or replace all damaged dock doors and plates at the Cleveland Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and associated recommendations. Regarding recommendation 8, management stated that it will provide stand-up talks to drivers on dock and yard safety policies and monitor for compliance. The target implementation date is April 30, 2026. Regarding recommendation 9, management stated that it submitted work orders to repair dock doors and plates. However, management did not provide evidence showing that the work orders were submitted. The target implementation date for this recommendation is February 28, 2026.

OIG Evaluation

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

²⁷ Handbook EL-803, *Maintenance Employee's Guide to Safety*, Section 1, subsection C, dated July 2020.

²⁸ OSHA Act of 1970 and Handbook EL-801, *Supervisor's Safety Handbook*, dated July 2020.

Appendix A: Additional Information

We conducted this audit from September through December 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 December 5, 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 four components were significant to our audit objective:

- Control Environment
- 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 environment, 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 MCV, SVWeb, and Ethos 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



December 9, 2025

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: *Efficiency of Operations at the Cleveland Processing and Distribution Center (25-140-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 Cleveland Processing and Distribution Center*.

Management generally agrees with the five findings related to delayed mail, late, canceled, and extra trips, scanner compliance, scanner accountability, and safety and security issues.

Management also agrees with the monetary impact.

Following, are our comments on each of the nine recommendations.

Recommendation 1: We recommend the Lakeshores Division Director, Processing Operations, implement a plan at the Cleveland Processing and Distribution Center to ensure proper mail flow is followed and hold supervisors accountable for missed pieces.

Management Response/Action Plan:

Management agrees with this recommendation and will provide stand-up talks to local management on proper mail flow procedures. In addition to reiterating expectations, division level leadership will monitor for compliance.

Target Implementation Date: 03/31/2026

Responsible Official: Lakeshores Division Director, Processing Operations

Recommendation 2: We recommend the Lakeshores Division Director, Processing Operations, coordinate with the Lakeshores, Division Director, Logistics, to provide training to supervisors on the procedures for properly monitoring and reporting employee absences and verify that all supervisors monitor attendance at the Cleveland Processing and Distribution Center

Management Response/Action Plan:

Management agrees with this recommendation. Supervisors in both Processing and Logistics will be trained in the proper attendance control procedures, including reporting and monitoring in accordance with policy. Division leadership will monitor for compliance.

Target Implementation Date: 06/30/2026

Responsible Official: Lakeshores Division Director, Processing Operations and
Lakeshores Division Director, Logistics

Recommendation 3: We recommend the Lakeshores Division Director, Logistics, complete a review of Postal Vehicle Service transportation schedules and verify related actions are implemented at the Cleveland Processing and Distribution Center.

Management Response/Action Plan:

Management agrees with this recommendation. Management will review Postal Vehicle Service transportation schedules to ensure they align with service needs and adjust as necessary.

Target Implementation Date: 4/30/2026

Responsible Official: Lakeshores Division Director, Logistics,

Recommendation 4: We recommend the Lakeshores Division Director, Logistics, analyze attendance and develop a contingency plan to follow when adequate staffing cannot be met at the Cleveland Processing and Distribution Center.

Management Response/Action Plan:

Management agrees with this recommendation. In instances of inadequate staffing, management utilizes the overtime-desired list, per the union contract and pulls expeditors to absorb staffing gaps.

Target Implementation Date: 02/28/2026

Responsible Official: Lakeshores Division Director, Logistics

Recommendation 5: We recommend the Lakeshores Division Director, Processing Operations, coordinate with the Lakeshores Division Director, Logistics to develop and implement a plan to verify scanning at the Cleveland Processing and Distribution Center is consistently completed in accordance with policy.

Management Response/Action Plan:

Management agrees with this recommendation and will conduct stand-up talks to reiterate scanning requirements and procedures. Management will also monitor for compliance.

Target Implementation Date: 02/28/2026

Responsible Official: Lakeshores Division Director, Processing Operations and
Lakeshores Division Director, Logistics

Recommendation 6: We recommend the Lakeshores Division Director, Processing Operations, properly reconcile the Surface Visibility scanners in Ethos at the facility and take measurable actions to retrieve all lost scanners at the Cleveland Processing and Distribution Center.

Management Response/Action Plan:

Management agrees with reconciling scanners in Ethos. Recorded inventory will align with physical inventory. Scanners have been numbered, and sign-out sheets have been created to ensure accurate inventory.

Target Implementation Date: 02/28/2026

Responsible Official: Lakeshores Division Director, Processing Operations

Recommendation 7: We recommend the Lakeshores Division Director, Processing Operations, develop and implement new controls to monitor and maintain an inventory of the Surface Visibility scanners at the Cleveland Processing and Distribution Center.

Management Response/Action Plan:

Management agrees with this recommendation. The action plan above for recommendation 6 applies to this recommendation also. Scanners have been numbered, and sign-out sheets have been created to ensure accurate inventory control.

Target Implementation Date: 02/28/2026

Responsible Official: Lakeshores Division Director, Processing Operation

Recommendation 8: We recommend the Lakeshores Division Director, Logistics, verify all drivers are using wheel chocks at the Cleveland Processing and Distribution Center.

Management Response/Action Plan:

Management agrees with this recommendation. Stand-up talks will be given to drivers on the requirement to comply with dock and yard safety policies. Management conducts GEMBA's and yard inspections on all tours.

Target Implementation Date: 04/30/2026

Responsible Official: Lakeshores Division Director, Logistics,

Recommendation 9: We recommend the Lakeshores Division Director, Processing Operations, repair or replace all damaged dock doors and plates at the Cleveland Processing and Distribution Center.

Management Response/Action Plan:

Management agrees with this recommendation and has submitted work orders for repair of dock doors and plates.

Target Implementation Date: 02/28/2026

Responsible Official: Lakeshores Division Director, Processing Operations

E-SIGNED by MARK E WILSON
on 2025-12-12 13:18:11 EST

Mark E. Wilson
Sr. Division Director, Processing Operations

E-SIGNED by JASON L MCCURRY
on 2025-12-12 13:28:45 EST

Jason McCurry
Division Director, Logistics

cc: Corporate Audit & Response Management

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(703) 248-2100

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