

Efficiency of Operations at the Royal Palm Processing and Distribution Center, Opa Locka, FL

AUDIT REPORT

Report Number 26-065-R26 | May 4, 2026



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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

May 4, 2026

MEMORANDUM FOR: JAMES SHAFFER
FLORIDA DIVISION DIRECTOR,
PROCESSING OPERATIONS

WILLIAM A. RODRIGUEZ
FLORIDA DIVISION DIRECTOR,
LOGISTICS

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

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

SUBJECT: Audit Report – Efficiency of Operations at the Royal Palm Processing
and Distribution Center, Opa Locka, FL
(Report Number 26-065-R26)

This report presents the results of our audit of the Efficiency of Operations at the Royal Palm Processing and Distribution Center.

All recommendations require U.S. Postal Service Office of Inspector General's (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 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, Eastern Regional Processing Operations
Southern 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.

This report presents the results of our self-initiated audit of the efficiency of operations at the Royal Palm Processing and Distribution Center (P&DC) in Opa Locka, FL (Project Number 26-065). We judgmentally selected the Royal Palm 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 Royal Palm P&DC is in the Florida Division and

processes flats and parcels. The Royal Palm P&DC services four 3-digit ZIP Codes in urban and rural communities³ (see Table 1).

As of January 23, 2026, the Royal Palm P&DC’s employee availability⁴ was 84.30 percent for processing and 91.99 percent for logistics. The Postal Service’s Employee Availability goal for FY 2026 was 89.63 percent for processing and 93.04 percent for logistics.

Objective, Scope, and Methodology

Our objective was to evaluate the efficiency of operations at the Royal Palm P&DC.

To accomplish our objective, we focused on the following audit areas: mail clearance times;⁵ delayed mail; late, canceled, and extra outbound trips; dock scanning; scanner accountability; and safety and security. We reviewed Surface Visibility Web (SVWeb)⁶ data for late, canceled, and extra trips, as well as scan compliance for the period from February 1, 2025, to January 31, 2026. Further, we identified mail clearance time goals for the Royal Palm P&DC and compared them with operations shown in the Run Plan Generator report.⁷ During our site visit the week of March 2, 2026, we interviewed P&DC management and observed mail processing and dock operations. We also conducted a limited scope review of several safety and security items during the site observations.

Table 1. Population Demographics

3-Digit ZIP Codes	Urban Population	Rural Population	Total Population
330-333	4,632,711	34,215	4,666,926

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

- 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 Data that compares straight workhours to the workhours that would have been recorded if all employees reported to work as scheduled.
- 5 Mail clearance time is the latest time committed mail can clear an operation for proper dispatch or delivery.
- 6 SVWeb is a Postal Service website that 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 The Run Plan Generator is an application mail processing facilities use to plan machine utilization based on volume, clearance times, and other criteria.

During this time, the OIG also audited three delivery units⁸ serviced by the Royal Palm 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 that affected the efficiency of operations at the Royal Palm P&DC. We also observed safety and security issues (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	
Safety and Security	X	

Source: Results of OIG data reviewed from fiscal years 2025 and 2026 and fieldwork conducted from March 2 to 6, 2026.

⁸ The three delivery units were the Blue Lagoon Branch, Miami, FL (Project Number 26-066-1); the Milam Dairy Branch, Miami, FL (project number 26-066-2); and the North Miami Branch, North Miami, FL (Project Number 26-066-3).

Finding #1: Clearance Times

What We Found

From November 2025 to January 2026, the Royal Palm P&DC did not consistently meet its clearance times for flats or packages. Specifically, flat processing exceeded the clearance time target 20 out of 91 days (22 percent) while package processing exceeded the clearance time target 44 out of 92 days (48 percent). During our observations the week of March 2, 2026, flats exceeded the clearance time target one of the three days reviewed, and package processing exceeded the clearance time target all three days.

Why Did It Occur

We identified multiple factors that contributed to the inconsistent clearance times, including low employee availability, staffing misalignment, and insufficient management oversight.

For the period from January 31 through March 8, 2026, employee availability levels at the Royal Palm P&DC were 72.1 percent for clerks, 70.9 percent for mail handlers, and 80.4 percent for supervisors.⁹ Further analysis of data provided by the Royal Palm P&DC attendance control office showed that 918 different employees, including 41 supervisors, used unscheduled leave for the period from January 13 through March 13, 2026. These 918 employees used a total of 6,650 unscheduled leave occurrences during this same period. For reference, there was an average of 1,201 employees at the facility during this same period.

Staffing misalignment also contributed to the missed clearance times. Management stated that there were over 25 different employee start times at the facility and employees' scheduled days off were not effectively distributed throughout the week. As a result, some operations were often short staffed and did not run efficiently.

Lack of management oversight also contributed to the missed clearance times. Management stated that floor supervisors were inexperienced in

the mail processing operations and did not hold employees accountable for following proper mailflow procedures. For example, after finishing processing packages for the current day's operations, employees often began processing packages for the next day. However, supervisors were not always changing the machine sort plan to reflect that they were processing packages ahead of schedule, which made it appear that they missed clearance times.

What Should Have Happened

Plant managers must clearly articulate expectations for employee conduct and performance, measure the progress and status against those objectives, and intervene and correct areas where those expectations are not met.¹⁰ Postal Service policy¹¹ also states that management is responsible for controlling unscheduled absences; including informing employees of leave regulations and discussing attendance records with individual employees when warranted. Postal Service policy¹² also states that management should align staffing to the workload. The Postal Service has established service standards¹³ for measuring service performance. Management should verify that the mail is processed timely to meet clearance times and established service standards.

Effect on the Postal Service and Its Customers

Missing clearance times increases the likelihood that mail will not be taken to the dock in time for dispatch to delivery units and will be delayed. This could lead to mail not being delivered to customers on time and can adversely affect the Postal Service brand.

Recommendation #1:

We recommend the **Florida Division Director, Processing Operations**, implement a plan for supervisors to hold employees accountable for their attendance at the Royal Palm Processing and Distribution Center.

⁹ Employee availability obtained from the Postal Service Plant Triangulation report, which is designed to provide the health of operations within a plant. The report includes an analysis of several key performance indicators including on-time mail delivery performance, employee availability, and late trips.

¹⁰ *USPS Plant Manager Handbook*, Section 4, dated July 2024.

¹¹ *Employee and Labor Relations Manual*, Section 511.42, dated March 2024.

¹² *USPS Plant Manager Handbook*, Section 6.f, dated July 2024.

¹³ A stated goal for service achievement for each mail class.

Recommendation #2:

We recommend the **Florida Division Director, Processing Operations**, analyze and realign staffing to consistently meet clearance times at the Royal Palm Processing and Distribution Center.

Recommendation #3:

We recommend the **Florida Division Director, Processing Operations**, implement a plan to train supervisors and craft employees on proper mailflow procedures in processing operations at the Royal Palm Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and associated recommendations. Regarding recommendation 1, management stated that it will provide training to supervisors and attendance control coordinators to assist in addressing irregular attendance issues and monitor for compliance. The target

implementation date is August 31, 2026.

Regarding recommendation 2, management stated that it plans to make processing equipment changes and realign staff as part of these changes. Regarding recommendation 3, management stated that it will provide training to supervisors and craft employees on proper mailflow. The target implementation date for recommendations 2 and 3 is March 31, 2027. See [Appendix B](#) for management's comments in their entirety.

OIG Evaluation

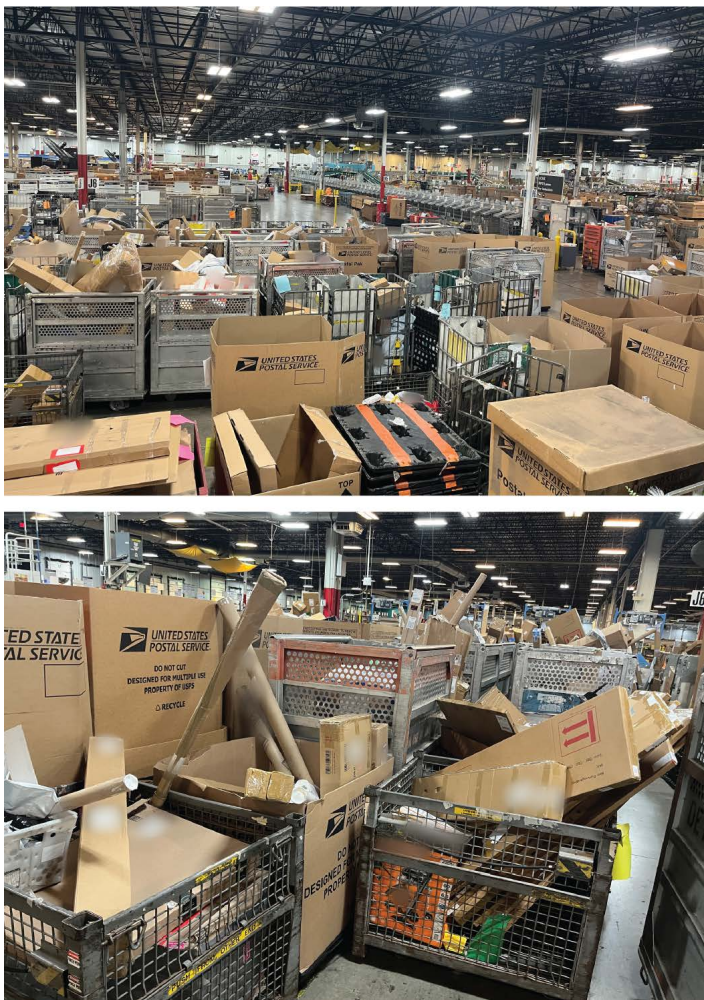
The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified. Regarding recommendation 1, management will need to provide documentation showing how employees are held accountable for their attendance.

Finding #2: Delayed Mail

What We Found

During our observations at the Royal Palm P&DC on March 3 and 4, 2026, we identified 43,635 delayed mailpieces in the Non-Machinable Outside (NMO)¹⁴ operation (see Figure 1) and various places on the workroom floor. Management properly reported this mail in the Mail Condition Visualization (MCV)¹⁵ system (see Table 3).

Figure 1. Delayed Mail in NMO Section.



Source: OIG photos taken on March 3, 2026.

Table 3. Delayed Flats and Packages

Date	Delayed Flats Reported in MCV	Delayed Packages Reported in MCV	Total Reported in MCV
March 3	2,925	21,512	24,437
March 4	3,015	16,183	19,198
Total	5,940	37,695	43,635

Source: OIG counts and MCV system.

Why Did It Occur

In addition to the employee availability issues identified in [Finding 1](#), we determined that mail arriving late to the facility and a lack of management oversight contributed to the delayed mail.

Management stated that mail often arrived late to the plant. Specifically, all collection mail from local delivery units was first sent to the Miami P&DC to be separated. Flats and packages were then transported to the Royal Palm P&DC for further sortation. This caused the mail to miss critical entry times,¹⁶ which reduced the time for the plant to process the mail and meet scheduled dispatch times.

The delayed mail was also due to supervisors not verifying that employees were following proper machine procedures. For example, mail that gets rejected by the machines should be run again if it appears to be machinable. Instead, employees were sending rejected packages that appeared to be machinable to the NMO section to be processed manually, which caused a backlog.

What Should Have Happened

Postal Service policy¹⁷ states that each individual facility establish site-specific operating plans. The plans must include information that allows the HQ Logistics Planning team to develop dispatch plans and transportation routes between facilities that

¹⁴ 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.

¹⁵ MCV provides near real-time visibility of a facility's on-hand volume, delayed processing volume, delayed dispatch volume, and oldest mail date and stores historical trailer information.

¹⁶ Critical entry times are considered the latest time that products will be received at a destination facility and processed for delivery in time to meet its planned clearance times and required service standards.

¹⁷ Handbook M-22, *Dispatch and Routing Policy*, dated March 2025.

are realistic and effective and adhere to processing windows. Postal Service policy¹⁸ also states that management should continually gauge how well it is managing the flow of mail and has control over the workload, personnel, and equipment needed for a well-run operation.

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 #4:

We recommend the **Florida Division Director, Logistics Operations**, analyze and adjust transportation schedules to get collection mail to the Royal Palm Processing and Distribution Center by the critical entry time.

Recommendation #5:

We recommend the **Florida Division Director, Processing Operations**, train supervisors and craft employees on proper machine procedures for handling rejected packages at the Royal Palm Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and associated recommendations. Regarding recommendation 4, management stated that it will adjust transportation schedules to get collection mail to the Royal Palm P&DC earlier. The target implementation date is March 31, 2027. Regarding recommendation 5, management stated that it will provide training to employees on proper machine procedures for handling rejected packages. The target implementation date is August 31, 2026.

OIG Evaluation

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

¹⁸ USPS Plant Manager Handbook, dated July 2024.

Finding #3: Late, Canceled, and Extra Outbound Trips

What We Found

From February 1, 2025, through January 31, 2026, there were a total of 140,886 outbound trips from the Royal Palm P&DC. Of the total outbound trips, there were 36,436 late trips, 12,181 canceled trips, and 6,857 extra trips. These trips represent about 39 percent of all outbound trips during this time period at the Royal Palm P&DC (see Table 4).

Table 4. Outbound Transportation Metrics

Transportation Metric	Number	Percent of Total Trips
Late Trips	36,436	25.9%
Canceled Trips	12,181	8.6%
Extra Trips	6,857	4.9%

Source: SVWeb

Why Did it Occur

Late, canceled, and extra outbound trips were primarily caused by employee availability, network transportation flows, and communication issues between processing operations and logistics.

The employee availability issue identified in [Finding 1](#) also impacted the ability to move the mail within the plant. Due to unscheduled absences, there were not always enough employees available to transport the mail to the docks for timely dispatch. [Recommendation 1](#), once implemented, should resolve this issue.

As discussed in [Finding 2](#), late arrival of collection mail significantly disrupted the planned flow of operations, causing a reduced time for processing the mail. The reduced processing window resulted in early transportation trips departing with less mail volume than originally scheduled. As a result, there was more mail that needed to be transported on the final trips of the day. To accommodate this excess

volume, additional trips had to be dispatched. Further, the process of staging the extra mail at the docks contributed to significant congestion. This congestion delayed outbound trips, causing them to leave later than planned. [Recommendation 3](#), once implemented, should resolve this issue.

Management also stated that there was a lack of communication between processing and logistics personnel, which contributed to late and extra trips. For example, floor management for processing did not effectively communicate with logistics about issues such as machines running late. Logistics management could make informed decisions about holding or dispatching a truck if it knew how late the mail was going to arrive on the dock. Further, drivers that report to Miami P&DC management, but start their day at Royal Palm, sometimes were not available for their scheduled trips out of Royal Palm. Management stated that Miami P&DC drivers run about half the outbound trips at Royal Palm. Management stated that the Miami P&DC did not effectively communicate with the Royal Palm P&DC when these drivers used unscheduled leave.

What Should Have Happened

Postal Service policy¹⁹ states that dock and yard operations rely on close coordination between processing and logistics. Policy also states that key elements to effective dispatch and routing include evaluating transportation performance to planned schedules and ensuring that planned dispatches are compatible with an effective mail arrival profile at the destination.²⁰

Effect on the Postal Service and Its Customers

When there are late, canceled, and extra 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.

¹⁹ USPS Plant Manager Handbook, Section 6.d.ii, dated July 2024.

²⁰ Handbook M-22, Dispatch and Routing Policy, dated March 2025.

Recommendation #6:

We recommend the **Florida Division Director, Processing Operations**, implement a process to improve communication with logistics when processing delays affect the timely transporting of mail to the dock area for dispatch at the Royal Palm Processing and Distribution Center.

Recommendation #7:

We recommend the **Florida Division Director, Logistics Operations**, implement a plan to improve communication between the Miami and Royal Palm Processing and Distribution Centers regarding unscheduled driver absences.

Postal Service Response

The Postal Service agreed with this finding and associated recommendations. Regarding recommendation 6, management stated that it will provide clear communications regarding mail availability with the logistics team. Regarding recommendation 7, management stated that it will continue current hiring processes and communicate driver availability between the two plants. The target implementation date for recommendations 6 and 7 is October 31, 2026.

OIG Evaluation

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

Finding #4: Scan Compliance

What We Found

The Royal Palm P&DC did not consistently meet close and unload scanning goals. From February 1, 2025, to January 31, 2026, the average score for close scanning was 87.11 percent, and the average score for unload scanning was 91.4 percent (see Table 5). This was below the goal of 93.69 percent in FY 2025 and 94 percent in FY 2026.

Table 5. Scanning Compliance at the Royal Palm P&DC From February 2025 to January 2026

Month	Scan Type	
	Close	Unload
February 2025	89.15%	88.98%
March 2025	84.64%	89.03%
April 2025	87.31%	92.19%
May 2025	85.26%	94.08%
June 2025	84.66%	94.14%
July 2025	85.50%	94.02%
August 2025	86.67%	93.29%
September 2025	86.44%	92.88%
October 2025	88.31%	92.39%
November 2025	88.02%	91.80%
December 2025	89.24%	85.91%
January 2026	89.23%	88.46%

Source: SVWeb.

Why Did it Occur

Scans were not 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 the other for the responsibility of the scans instead of working together to ensure that scans were completed.

What Should Have Happened

Postal Service policy²¹ states that employees are required to perform 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 data, missent mail, and operational inefficiencies. Management uses scanning data to streamline outbound container operations, enhance dispatch quality, and increase efficient use of transportation containers and trailers. When scans are not made, management may not have the information needed to make accurate operational decisions.

Recommendation #8:

We recommend the **Florida Division Director, Processing Operations**, coordinate with the **Florida Division Director, Logistics**, to implement a plan to verify that close and unload scanning is completed in accordance with policy at the Royal Palm Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and associated recommendation. Management stated that it will provide scan compliance training to supervisors and craft employees and monitor for compliance. The target implementation date is November 30, 2026.

OIG Evaluation

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

²¹ Surface Visibility User Scanning SOP, updated November 18, 2025.

Finding #5: Scanner Accountability

What We Found

We identified 46 out of 138 (33.3 percent) Surface Visibility (SV) scanners²² and four out of 39 (10.3 percent) Postal Vehicle Service (PVS) scanners assigned to the Royal Palm P&DC in the Ethos system²³ that had not been used since before December 1, 2025. Management could not find any of these scanners during our visit. In addition, we identified 64 scanners on site at risk of being lost or stolen. Management did not have proper controls in place to account for these scanners, including an accurate inventory or an adequate process for checking these scanners in and out.

Why Did it Occur

The scanner accountability issues were primarily caused by a lack of internal controls and management oversight. For example, not all scanners were uniquely numbered in the Ethos system to enable accurate tracking. In addition, management was not aware of the scanner accountability play book and had not conducted a baseline inventory or established proper controls over the scanners.

What Should Have Happened

Postal Service policy states that scanners should be numbered in Ethos the same way they are numbered on the workroom floor for easy identification.²⁴ Policy also states that management is responsible for scanner accountability, including keeping scanners secure, maintaining a process for checking scanners in and out, and conducting a monthly audit of the physical scanner inventory.²⁵ If a scanner becomes lost, site management is responsible for retrieving the scanner from the last signed-in user, or to retrieve it, if lost to another site.²⁶

Effect on the Postal Service and Its Customers

Lack of controls and oversight of scanner accountability could lead to lost or stolen scanners. We consider the 50 scanners that have not been

used for over three months and could not be found as questioned costs²⁷ of \$28,750. We also consider 64 scanners, valued at \$36,800, at risk of being lost or stolen.²⁸ 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 #9:

We recommend the **Florida Division Director, Processing Operations**, and the **Florida Division Director, Logistics**, take measurable actions to retrieve all lost scanners at the Royal Palm Processing and Distribution Center.

Recommendation #10:

We recommend the **Florida Division Director, Processing Operations**, and the **Florida Division Director, Logistics**, conduct a baseline scanner inventory that includes properly numbering scanners in the Ethos system; establish a process for checking scanners in and out; and conduct a monthly audit of scanners at the Royal Palm Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and associated recommendations. Regarding recommendation 9, management stated that it identified missing scanners and will make an effort to recover scanners that are at other facilities. Regarding recommendation 10, management stated that it will enhance the sign in and out process and will conduct monthly audits of scanners. The target implementation date for recommendations 9 and 10 is February 28, 2027.

²² 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.

²³ Ethos is a collection of applications that help track deployments, surveys, and other field communications for the deployment of major equipment programs.

²⁴ *SV & PVS Scanner and Ethos FAQ*, updated June 2025.

²⁵ *National Performance Initiative Playbook: SV Scanner Accountability*, August 2025.

²⁶ *Quick Reference Guide – Lost Scanner Recovery*, May 21, 2025.

²⁷ A questioned cost is a type of cost that the OIG believes is unnecessary, unreasonable, or an alleged violation of law, regulation, or contract. To calculate the total cost of these missing assets, we multiplied the 50 scanners that had not been used in over three months and not located by the Postal Service's assigned value of \$575 per scanner.

²⁸ To calculate the value of the scanners at risk, we multiplied the 64 scanners by the Postal Service's assigned value of \$575 per scanner.

OIG Evaluation

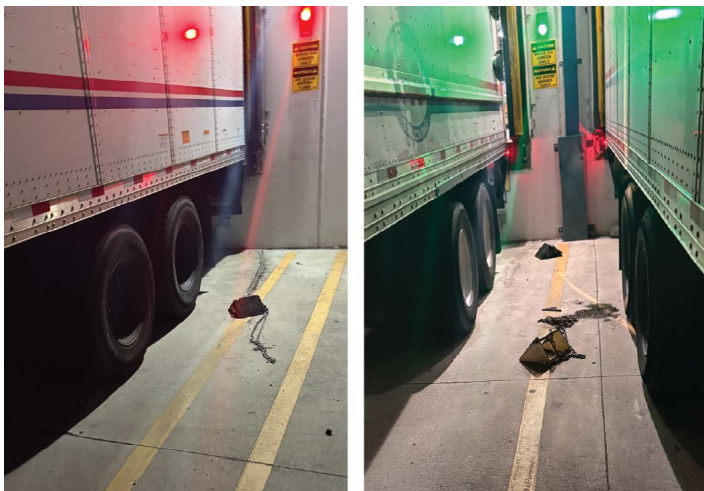
The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified.

Finding #6: Safety and Security

What We Found

During our site observations, we observed 27 out of 39 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).

Figure 2. Trailers With Missing Wheel Chocks at the Royal Palm P&DC



OIG photos taken on March 3, 2026.

Why Did It Occur

The inconsistent use of wheel chocks was due to a lack of management oversight. Specifically, management was not enforcing or monitoring the use of wheel chocks. The logistics manager stated he relied on supervisors to monitor the use of wheel chocks during their daily yard checks. However, the logistics manager did not verify that the monitoring was taking place.

What Should Have Happened

Postal Service policy²⁹ states that drivers must prevent trailers from rolling away from docks by using wheel chocks.

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

Recommendation #11:

We recommend the **Florida Division Director, Logistics**, verify management at the Royal Palm Processing and Distribution Center monitors and enforces the use of wheel chocks on trucks and trailers.

Postal Service Response

The Postal Service agreed with this finding and associated recommendation. Management stated that safety training will be provided and management will monitor for compliance. The target implementation date is August 31, 2026.

OIG Evaluation

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

²⁹ Handbook EL-803, *Maintenance Employee's Guide to Safety*, Section 1.C, dated July 2020

Appendix A: Additional Information

We conducted this audit from February through May 2026, in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. We discussed our observations and conclusions with management on April 16, 2026, 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



April 17, 2025

Laura Lozon
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Efficiency of Operations at the Royal Palm Processing and Distribution Center, Opa Locka, FL (26-065-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 Royal Palm Processing and Distribution Center, Opa Locka, FL*.

Management agrees with the six findings in the report:

Finding #1: Clearance Times
Finding #2: Delayed Mail
Finding #3: Late, Canceled, and Extra Outbound Trips
Finding #4: Scan Compliance
Finding #5: Scanner Accountability
Finding #6: Safety and Security

Management agrees with the monetary impact.

Following are our comments on each of the eleven recommendations.

Recommendation 1:

We recommend the **Florida Division Director, Processing Operations**, implement a plan for supervisors to hold employees accountable for their attendance at the Royal Palm Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management will provide training to supervisors and attendance control coordinators to assist in addressing irregular attendance issues as well as monitor for compliance.

Target Implementation Date: 08/31/2026

Responsible Official:

Plant Manager, Royal Palm Processing and Distribution Center, Opa Locka, FL

Recommendation 2:

We recommend the **Florida Division Director, Processing Operations**, analyze and realign staffing to consistently meet clearance times at the Royal Palm Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Royal Palm P&DC has identified an excessing event for September 19th, 2026, and is scheduled to complete future state package processing equipment in January 2027. The staffing will be realigned as part of this process.

Target Implementation Date: 03/31/2027

Responsible Official:

Division Director, Processing Operations

Recommendation 3:

We recommend the **Florida Division Director, Processing Operations**, implement a plan to train supervisors and craft employees on proper mailflow procedures in processing operations at the Royal Palm Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management will provide training to supervisors and craft employees on proper mailflow following the installation of the new processing equipment at the Royal Palm Processing and Distribution Center.

Target Implementation Date: 03/31/2027

Responsible Official:

Division Director, Processing Operations

Recommendation 4:

We recommend the **Florida Division Director, Logistics Operations**, analyze and adjust transportation schedules to get collection mail to the Royal Palm Processing and Distribution Center by the critical entry time.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management will continue to adjust transportation schedules to get collection mail to the Royal Palm P&DC by CET. Furthermore, due to RPDC implementation, more package volume will be rerouted to go through the Royal Palm P&DC bypassing Miami.

Target Implementation Date: 03/31/2027

Responsible Official:
Division Director, Logistics

Recommendation 5:
We recommend the **Florida Division Director, Processing Operations**, train supervisors and craft employees on proper machine procedures for handling rejected packages at the Royal Palm Processing and Distribution Center.

Management Response/Action Plan:
Management **agrees** with this recommendation.
Management will provide training to supervisors and craft employees on proper machine procedures for handling rejected packages and will monitor for compliance.

Target Implementation Date: 08/31/2026

Responsible Official:
Plant Manager, Royal Palm Processing and Distribution Center, Opa Locka, FL

Recommendation 6:
We recommend the **Florida Division Director, Processing Operations**, implement a process to improve communication with logistics when processing delays affect the timely transporting of mail to the dock area for dispatch at the Royal Palm Processing and Distribution Center.

Management Response/Action Plan:
Management **agrees** with this recommendation.
Management will continue providing clear communication to the logistics team regarding mail availability via internal radios, email and phones/texts. Furthermore, Managers, Distribution Operation will be responsible for in-person communication of any mail delays and monitor for compliance through tour turnover process.

Target Implementation Date: 10/31/2026

Responsible Official:
Plant Manager, Royal Palm Processing and Distribution Center, Opa Locka, FL

Recommendation 7:
We recommend the **Florida Division Director, Logistics Operations**, implement a plan to improve communication between the Miami and Royal Palm Processing and Distribution Centers regarding unscheduled driver absences.

Management Response/Action Plan:
Management **agrees** with this recommendation.

Management will continue current hiring process as well as addressing unscheduled driver absences. Management will also continue daily communication between Miami and Royal Palm P&DC to address open runs.

Target Implementation Date: 10/31/2026

Responsible Official:
Division Directors, Logistics

Recommendation 8:

We recommend the **Florida Division Director, Processing Operations**, coordinate with the **Florida Division Director, Logistics**, to implement a plan to verify that close and unload scanning is completed in accordance with policy at the Royal Palm Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management will provide scanning compliance training to the supervisors, mailhandlers and expeditors on proper scanning procedures and monitor for compliance.

Target Implementation Date: 11/30/2026

Responsible Official:
Division Directors, Logistics and Processing

Recommendation 9:

We recommend the **Florida Division Director, Processing Operations, and the Florida Division Director, Logistics**, take measurable actions to retrieve all lost scanners at the Royal Palm Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation. Management has identified full inventory of scanners and identified missing scanners with activity at other facilities. Communication will be sent to the other facilities in effort to recover the missing scanners.

Target Implementation Date: 02/28/2027

Responsible Official:
Division Directors, Logistics and Processing

Recommendation 10:

We recommend the **Florida Division Director, Processing Operations, and the Florida Division Director, Logistics**, conduct a baseline scanner inventory that includes properly numbering scanners in the Ethos system; establish a process for checking scanners in and out; and conduct a monthly audit of scanners at the Royal Palm Processing and Distribution Center.

Management Response/Action Plan:

Management **agrees** with this recommendation.

Management will enhance scanner sign in and out process and monitor for compliance. Furthermore, the Ethos system inventory will be updated, and a monthly audit of scanners will be conducted.

Target Implementation Date: 02/28/2027

Responsible Official:

Plant Manager, Royal Palm Processing and Distribution Center, Opa Locka, FL

Recommendation 11:

We recommend the **Florida Division Director, Logistics**, verify management at the Royal Palm Processing and Distribution Center monitors and enforces the use of wheel chocks on trucks and trailers.

Management Response/Action Plan:

Management **agrees** with this recommendation.

Management will provide wheel chock safety training to PVS and HCR drivers and monitor for compliance.

Target Implementation Date: 08/31/2026

Responsible Official:

Manager, Logistics



E-SIGNED by James.E Shaffer
on 2026-04-16 12:42:18 EDT

James Shaffer
Florida Division Director, Processing Operations



E-SIGNED by William.A Rodriguez
on 2026-04-16 12:55:52 EDT

William Rodriguez
Florida Division Director, Logistics

cc: Corporate Audit & Response Management

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