



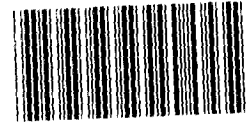
UNITED STATES GENERAL ACCOUNTING OFFICE
WASHINGTON, D.C. 20548

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LOGISTICS AND COMMUNICATIONS
DIVISION

MAR 18 1980

Colonel T. C. Shaylor
Director
Armed Forces Courier Service



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Dear Colonel Shaylor:

Subject: Opportunity for Improving Military Courier Operations

We have completed our survey of Armed Forces Courier Service (ARFCOS) operations in Japan, the Philippines, and Hawaii. We have identified opportunities for improving operations and reducing costs. These include:

- consolidating and/or eliminating selected ARFCOS stations;
- placing greater responsibilities upon customers for designating couriers and delivering material to and collecting material from ARFCOS stations;
- consolidating ARFCOS courier runs to Australia and New Zealand with those made by the Department of State Diplomatic Courier Service; and
- reducing the staffing level at the Honolulu ARFCOS station.

ARFCOS OPERATIONS IN JAPAN

ARFCOS operates three courier stations in Japan--Yokota Air Base, Atsugi Naval Air Facility, and Misawa Air Base. (See map enclosed.) The stations are staffed as follows:

Yokota Air Base	13
Atsugi Naval Air Facility	5
Misawa Air Base	<u>2</u>
	<u>20</u>

The Yokota ARFCOS station serves as the activity center for courier material entering or exiting Japan. The station is open 24 hours a day, 7 days a week and is

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usually staffed by four people during normal daytime work hours, Monday through Friday, and two at all other times. The Yokota ARFCOS staff is augmented on Wednesdays and Thursdays for runs to Chitose and Tokyo, respectively. All other material is delivered to outlying locations via a designated courier.

Infrequently, customers at the Iwakuni Marine Corps Air Station and the U.S. Naval Ordnance Facility at Sasebo have material to enter into the courier system. Iwakuni designates a command messenger to deliver material to the Yokota ARFCOS station while ARFCOS personnel make a special trip to Sasebo, when required, to pick up courier material. Savings could be effected on these runs by using customer designated couriers selected from among traveling military passengers. This concept has been used successfully at stations in the Philippines. (See p. 3.)

The Atsugi ARFCOS station is geographically located between Yokota Air Base and Yokosuka Naval Base, Japan. It operates Monday through Friday from 7:30 a.m. to 3:30 p.m. The station acts primarily as a transit point for material transmitted between Yokota and Yokosuka.

Two trips are made from Atsugi to Yokota each week to pick up and deliver material. Material destined for Yokosuka is held overnight at Atsugi requiring time-consuming preparation of duplicate paperwork to effect the layover. Delivery is then made to Yokosuka the following day where a small substation with a vault is set up so that customers may pick up and/or enter material into the system. Other duties of the Atsugi ARFCOS station include servicing Camp Zama and Kamiseya.

Local ARFCOS officials advised us that the primary reason Atsugi remains open is to service Yokosuka since Camp Zama, Kamiseya and Atsugi could be serviced from Yokota. We believe arrangements could be made with Yokosuka customers that would permit them to also be serviced from Yokota or at a predetermined transit point on a minimum number of days each week.

The third station in Japan is located at Misawa Air Base and operates 3 days per week--Monday, Wednesday, and Friday. The station dispatches material to and receives material from Yokota on one flight each Monday and Friday and on two each Wednesday. Station personnel are on call during the remainder of the week.

ARFCOS OPERATIONS IN THE PHILIPPINES

In the Philippines, ARFCOS operates courier stations at Clark Air Base and at the U.S. Naval Air Station, Cubi Point. (See map enclosed.) Staffing includes 14 personnel at Clark and 6 at Cubi Point.

The Clark courier station serves as a centralized transfer point for material destined to and from the Far East. Interface with the Diplomatic Courier Service representative occurs at the American Embassy, Manila, where each Tuesday and Thursday Clark ARFCOS personnel deliver courier material destined for Southeast Asia and Australia. At the same time, Clark couriers pick up material that the diplomatic courier has dropped off at the Embassy for dispatch to northern Asian countries (i.e., Korea and Japan) and the United States.

The Clark ARFCOS station is the most active courier station in the Far East handling numerous incoming and outgoing Military Airlift Command flights and large volumes of courier material. The station is in operation 24 hours a day, 7 days a week, is staffed by four people during the day and two at night, and is augmented by two for the Manila trip. All local customers pick up at and deliver to the ARFCOS station; consequently, other assigned courier deliveries are infrequent.

The Clark ARFCOS station frequently dispatches courier shipments to Diego Garcia (Indian Ocean) on a Military Airlift Command flight via a designated courier. Since there is no ARFCOS station on Diego Garcia, customers there must select a returning passenger to carry courier material. The courier material does not enter the ARFCOS system until received by ARFCOS personnel at Clark Air Base. This appears to be an excellent way of entering courier material into the system without establishing courier stations at outlying locations and could be used as a guide for ARFCOS customers in Japan and elsewhere.

The Cubi Point courier station primarily services 7th Fleet units afloat, San Miguel, and accounts in the Subic Bay/Cubi Point complex. It is an "end of the line" station and not normally used for the transfer of courier material to other locations as is Clark.

The Cubi Point station operates 8 hours a day, 5 days a week and dispatches and receives the majority of its courier material on flights which operate twice daily Monday, Wednesday, and Friday, between Cubi Point and Clark. Occasionally, a late afternoon flight will add a few additional hours to the courier station operation. The

courier station makes deliveries to local Subic Bay/Cubi Point customers on Thursday morning, which normally take no more than 1 hour, and delivers material via helicopter to San Miguel approximately twice a month. Occasionally, incoming Military Airlift Command flights stop at Cubi Point before proceeding to Clark. If time permits and material destined for Subic Bay/Cubi Point is on the flight, ARFCOS personnel may unload their portion of the load. If time does not permit, the Subic Bay/Cubi Point portion is unloaded by Clark and transferred to Cubi Point on the next available flight.

An analysis of manpower utilization at Cubi Point indicates that personnel on duty in the station average no more than 90 duty hours a month and in some instances considerably less.

ARFCOS OPERATIONS IN HAWAII

The Honolulu ARFCOS station is Navy operated and is located at Hickam Air Force Base. At the time of our visit it was staffed by 13 military and 2 civilian personnel. The station is operated 24 hours a day, 7 days a week. During normal daylight working hours, Monday through Friday, the station is manned by six individuals--two officers, two enlisted personnel, and two civilians. At all other times the station is manned by two military personnel.

The Honolulu ARFCOS station makes one accompanied courier trip each month--to New Zealand and Australia. Two persons are selected on a rotational basis for this trip which takes approximately 7 days. The courier trip appears to be unnecessary because the Department of State Diplomatic Courier Service delivers material to these two locations weekly from Manila via Bangkok and should be able to service DOD customers. The only effect of the diversion would be a slight increase in the number of pouches the diplomatic courier must carry. Savings to ARFCOS would include travel and per diem costs which amount to over \$1,400 a month. Locations on the ARFCOS routes not serviced by the Department of State courier service could be served by assigning or designating eligible military passengers to accompany the material.

Locally an ARFCOS courier, accompanied by a civilian driver, makes pickups and deliveries on the island 5 days a week. However, not all Honolulu customers receive this service--some must pickup at, and deliver to, the ARFCOS station.

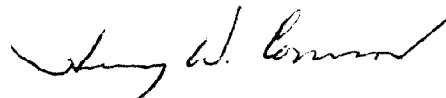
During our visits to the Honolulu ARFCOS station, we observed inactivity and manpower underutilization. Statistics show that during a recent 1-month period material was received or dispatched only on 13 days between the hours of 6 a.m. and 6 p.m., the hours when six persons are normally on duty. Further, we found that local pickups and deliveries, which are performed daily, seldom take longer than 4 hours to complete.

RECOMMENDATIONS

We recommend that you consider (1) closing the Atsugi, Misawa, and Cubi Point ARFCOS stations, (2) placing greater responsibility upon customers for pickup and delivery of material at ARFCOS stations, (3) coordinating with the Department of State for consolidated courier runs to Australia and New Zealand, and (4) implementing a manpower study at Honolulu and other stations affected by the above recommendations to determine the extent to which ARFCOS staffing can be reduced.

We also recommend that you review operations of other ARFCOS stations to determine whether similar efficiencies can be effected. We will be glad to discuss these matters with you or with members of your staff. We would appreciate being advised of actions taken on the matters discussed in this report.

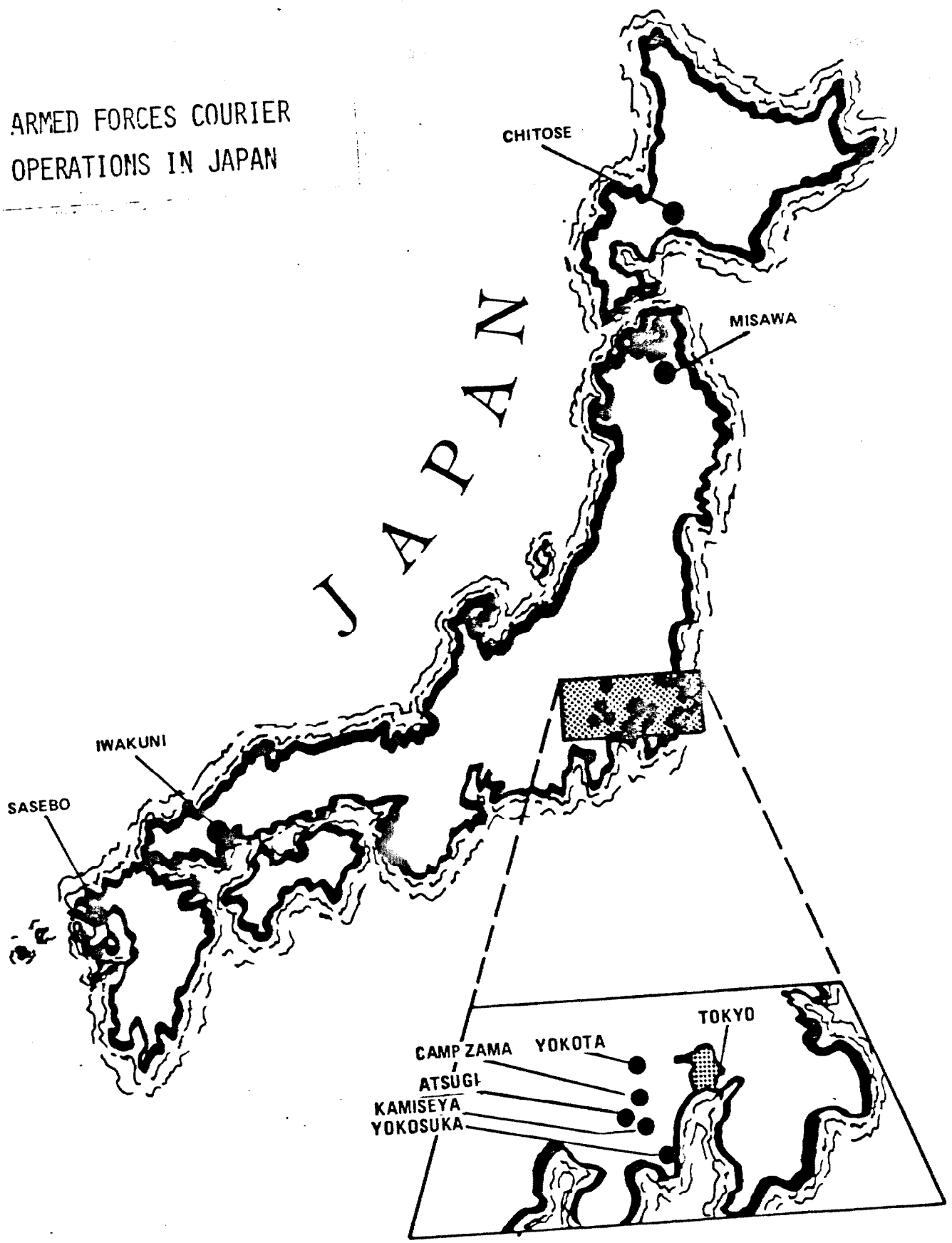
Sincerely yours,



Henry W. Connor
Associate Director

Enclosures

ARMED FORCES COURIER
OPERATIONS IN JAPAN



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PHILIPPINES

