

THE NATION'S COURIERS

"Protecting the Nation's Secrets"

THULE NAPLES PORT LYAUTEY DOVER BOSTON SAN ANTONIO RAMSTEIN ANKARA ASHIYA

KODIAK TRAVIS MUNICH TAIWAN ROTA HAMPTON ROADS ISTANBUL KEFLAVIK CASABLANCA

A BRIEF HISTORY

MADRID LANDSTUHL KOREA OFFUTT HEIDELBERG DISTRICT OF COLUMBIA BURTONWOOD

1953 ~ 2003

SAN FRANCISCO CHATEAUROUX BALTIMORE SAN DIEGO MCANDREW KINDLY MOBILE

LOUISVILLE MCGUIRE YOKOTA

TOKYO-YOKOHAMA NARSARSSUAK PENTAGON GOOSE BAY DENVER ATHENS KEY WEST DHAHRAN ATSUGI MADRID LADD

BRUSSELS DANANG ASMARA HILL GUANTANAMO SUBIC BAY TEHRAN CAM RANH BAY CHITOSE BANGKOK

JACKSONVILLE BERMUDA COLORADO SPRINGS HONOLULU DIEGO GARCIA TACHIKAWA

AMADOR CHARLESTON FUERSTENFELD BRUCK NORTON WAJING LAJES MIAGENTINA OKINAWA MISAWA TORREJON

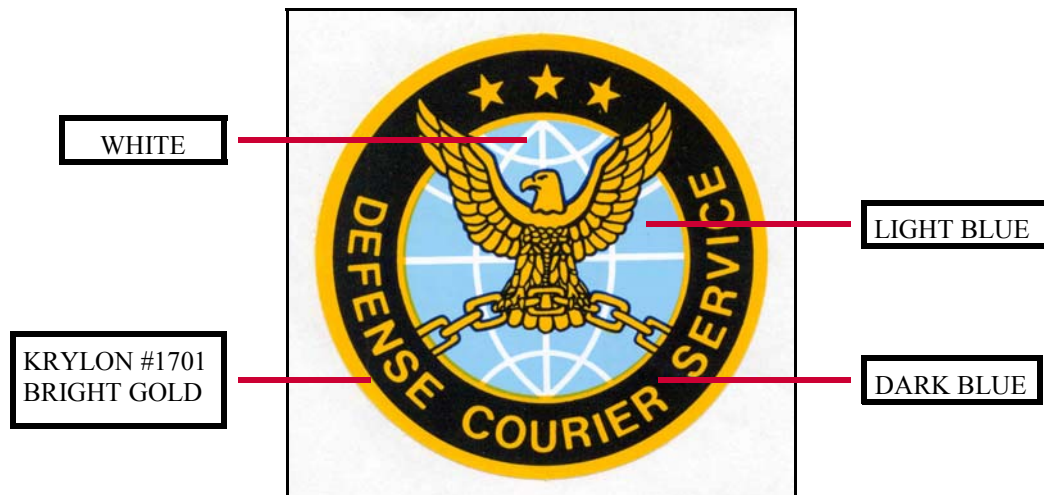
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THE DISTINCTIVE COURIER SERVICE EMBLEM

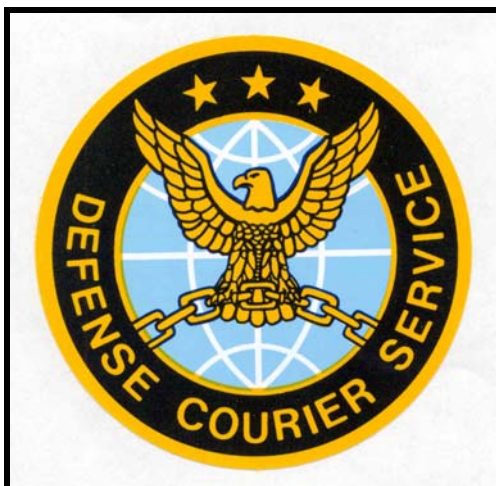
Assigned by the Institute of Heraldry to the Armed Forces Courier Service (ARFCOS), our distinctive unit emblem has remained basically unchanged, though the eagle has been refined over time. In 1987, when ARFCOS was re-designated as the Defense Courier Service (DCS), the unit name across the bottom was modified accordingly. Throughout, the color scheme, basic description, and symbolism remained true to the original design.

Description. Standing upon a gold chain arched across the lower section of a light blue globe with white grid lines, a gold eagle with head erect and wings *displayed*, the wingtips extended across a gold-rimmed blue border, the border enclosing the globe and bearing at top center, between the eagle's wings, three gold, five-pointed stars; below, in gold letters, the words "DEFENSE COURIER SERVICE."

Emblem Color Scheme



Symbolism. The globe refers to the world-wide scope of the Defense Courier Service and the colors, light and dark blue, are from the seal of the Department of Defense under whose authority it operates. The eagle signifies swiftness and vigilance and the chain represents security. The three stars are in reference to the military services of the United States. The color gold is symbolic of achievement.



This publication is likely the first attempt to capture, in one document, significant portions of the story of the Nation's Couriers - the men, women, and accomplishments of the Defense Courier Service.

Unfortunately, during the fifty years of our existence, we have not done a commendable job of documenting, filing away, photographing, or otherwise saving the story which I, as editor, will attempt to tell. That is not an adverse reflection on those who have been assigned to these ranks; rather, it is a sign of the times – reluctance to take the time and effort to capture actions and occasion worthy of retention for future readers.

In this work, I can merely attempt to begin this saga of the Nation's Couriers for I can never find the sources and time necessary to tell the complete story. I hope to make this a living history, one which will periodically be updated with both current actions and future projections and further fleshed out as additional stories, pictures, and documents of the past are provided or unearthed.

For this reason, I choose not to relate this story in the fashion of a normal history, that is, from Day 1 to the present in a blow-by-blow narrative. Instead, this mini-history will consist of chapters which describe and combine separate events, occasions, and actions which, when taken together, will tell the story of this organization and the accomplishments for which it is renowned.

I hope the reader will, upon completing these pages, agree that I have met my goal.

Dieter Ralston, Editor

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INTRODUCTION

Therefore, I say: Know your enemy and know yourself; in a hundred battles, you will never be defeated. When you are ignorant of the enemy but know yourself, your chances of winning or losing are equal. If ignorant both of your enemy and of yourself, you are sure to be defeated in every battle.

Sun Tzu, The Art of War

Those who practice, teach, and/or study the art of armed combat will recognize this quote, just one of many significant quotes offered by Sun Tzu, the noted Chinese strategist, in his ever-relevant book The Art of War.

This quote highlights the importance of Intelligence information to leaders, be they presidents and kings or the military commanders who serve them in the protection of their nation and furtherance of national goals.

Intelligence – vital data on both the foe, his capabilities, and intentions, and the leader’s (or commander’s) own force. Intelligence has been, and will continue to be essential to success in the international arena and the military theater.

Support of the American Intelligence Community is a primary function of the courier organization. As was amply demonstrated during the Desert Shield/Desert Storm conflict – when General Schwarzkopf showed pictures of the Iraqi forces and their destruction – the Defense Courier Service plays a vital role in support of intelligence aims and security of US military efforts. It was the Defense Courier Service (DCS) which rapidly moved the raw film and tapes to Bolling Air Force Base for processing, then expedited the resultant intelligence pictures back to the desert for another “show and tell!”

But the DCS provides vital support to more than just the Intelligence Community. DCS couriers provide secure transportation for a vast range of products vital to command and control and other functions of the Department of Defense, federal agencies, and their contractors as well as providing a secure bridge between the United States and its Allies across the globe.

For fifty years, we have quietly provided a vital service...let’s take a look.

A HISTORICAL OVERVIEW OF THE NATION'S COURIERS

One of the earliest recorded, and most well known, occasions where a messenger relayed information of national importance occurred in 490 B.C. following the defeat of an invading Persian Army by the Athenians. The retreating Persians, re-embarked on their ships, headed for Athens to attack the undefended city. Phidippides, a fast-footed warrior, was called upon to run the 26 miles to the city to warn the citizens. After fighting all day and a 3-hour run to the city, Phidippides died of exhaustion after delivering his message.

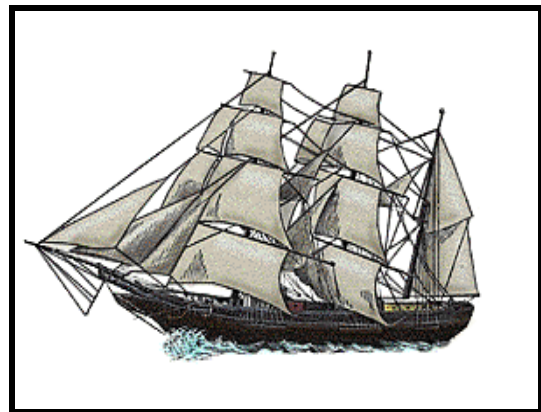
Clearly, the need to safeguard information has existed since the dawn of mankind. As civilization became more sophisticated, organized, and social in nature, the need to provide secure transmission of information has become essential to the existence of nations and success of its military and political leaders. More recently, the secure movement of classified, sensitive, and often bulky, material has become more complex due to increasing sophistication of the threat.

This introductory chapter of the brief history of the Nation's Couriers will provide a brief, generic overview of our fifty-year success story. Fifty down, many more to come...

Pre-World War I

We have all seen movie and television scenes where a loyal subject was entrusted with vital information on an enemy or opponent and tasked to deliver it to another party. Such a situation was equally transferable to ancient warfare; envision the appointed "courier" galloping off into the distance in order to deliver the important data. Later, during the American Civil War, military observers used hot air balloons to rise over the battle lines to spy on the enemy's disposition, then signaled the information to ground forces using mirrors or signal flags. Though somewhat effective, this passage of sensitive information was not done in secret – everyone on the battlefield was witness to the event.

During the early part of the century, a small group of Foreign Service Officers was responsible to transport national information to overseas areas and American government officials. Unfortunately, this group was limited in size and capabilities, unable to handle all requirements to ferry articles between the key ports of embarkation. Eventually, American ship captains and selected, trustworthy American travelers were used to augment the Foreign Service officers. Referred to as "Bearers of Dispatches," these individuals were given sealed packages of mail to safeguard and deliver to specified officials at their destination. However, as our government moved toward active participation in World War I, the requirement for a means of secure movement of material grew and grew.

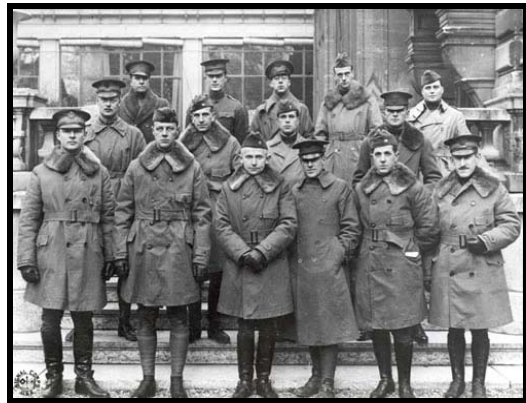


Post - World War I

Clearly, the large-scale secrecy requirements experienced during World War I pointed out the need for an organized system of transferring sensitive military information between headquarters and officials. In response, a courier service called "The Military Postal Express Service," was established on 2 December, 1918. It consisted of 70 Army officers and enlisted personnel, which was divided into two parts, the Overseas Service and the European Service. Steady cutbacks followed World War I, leading to the termination of this service at the end of fiscal year 1933. Loud protests and Presiden-

tial backing were instrumental in forcing a reinstatement of the courier service two years later. But this rebirth was very inauspicious with only a relative handful of couriers being funded.

Prior to World War II, and for a brief period thereafter, War Department classified material was sent through registered mail channels and, within the continental United States (CONUS), by military message centers. Any classified material destined to overseas areas was entered into the State Department's Diplomatic Courier Service. Under the provisions of an Act of Congress, 24 Army officers were detailed to the State Department to serve as diplomatic couriers for six months.



Officers Detailed to the Department of State

Prior to the commencement of WWII, the Army used couriers for the express purpose of moving material and communications between War Department offices and general headquarters of separate theaters of operations, and between the theater headquarters and major tactical units within the theater. This service provided secure movement of Top Secret, Secret, and Confidential communications. This need for rapid and reliable communications grew as war clouds began to form over Europe and Asia. Interest in a viable courier service grew accordingly.

World War II



By War Department Directive G-1/16396-121, 24 December 1941, subject: Constitution and Activation of the Army Courier Service, the Adjutant General (TAG) of the Army was directed to activate the Army Courier Service. It was formally activated on 9 March 1942 and performed wide-ranging courier missions. Shortly thereafter, effective 20 March, the Army Postal Division was established, and charged with administrative supervision of both the Army Postal Service and Army Courier Service.

When activated, the Army Courier Service was comprised only of officer personnel. They provided service within the continental United States (CONUS) and between CONUS and Hawaii, Australia, Africa, and the Middle East for important official military communications. This officer courier service initially operated only "on call," and was used to transmit communications, both classified and unclassified, marked "For Transmission by Hand of Officer Couriers Only," or to serve addressees located at points other than those served by the Enlisted Courier Service (see below). Couriers traveled primarily by air and each article was personally escorted to its destination. Later, the list of material to be moved was expanded.

Shortly thereafter, on 2 May, an Enlisted Courier Service, composed of two officers and 52 enlisted men, was also inaugurated. This organization was tasked to transmit Secret and Confidential matter between the War Department and principal Army and other U.S. government agencies located within Washington, D.C., or in the local vicinity. Initially, a total of 27 organizations was involved, but this number grew to more than 300 activities. The Enlisted Courier Service operated 7 days per week between the hours of 0800 and 2400.

Faced with difficulties in securing priority for air travel for couriers, the decision was made about this point in time to establish "courier transfer stations" (CTS) at principal points in CONUS and overseas theaters. This permitted the selection and "designation" as couriers of officers who already had travel priorities and were destined for locations to which courier pouches were addressed. This

was the beginning of the “designation” process, a force-multiplier which has facilitated courier operations ever since. CTS were established at ports of embarkation/debarkation and at major control points of the Air Transport, Naval Air Transport, and commercial air terminals. The duties of courier transfer officers at these points included selecting and designating officer passengers destined to the next control point or CTS, preparing pouches for outbound designated couriers, receiving pouches from arriving designated officer couriers, and delivering material addressed to local customers.

In November 1942, the Air Courier Service, a function of the Army Air Corps, was established to transport cryptographic materials to/from Air Corps units since they were often located considerable distances from the ground forces. This was an interesting concept, but definitely a duplication of effort. In addition, CTS designation of officer couriers resulted in saving valuable space on aircraft. These factors resulted in the Air Courier Service being discontinued on 1 July 1943, and the functions being consolidated into the Army Courier Service.

From its inception in 1942, through 1945, the Army Courier Service operated about 27 CTS, worldwide. Each CTS reported through its respective theater Adjutant General to The Adjutant General (TAG), Department of the Army. After WWII hostilities were ended in September 1945, TAG recommended discontinuing the Army Courier Service – a surprisingly rapid, but typical, downsizing of military capability once peace is restored. Fortunately, the Director of Intelligence opposed this and pushed for the service to be continued.

Accordingly, on 1 December 1945, the Army Courier Service was transferred to the Intelligence Division, Army Service Forces. The individual courier stations were placed under the respective theater G-2 (intelligence) offices. Not long thereafter, on 2 June 1946, the Army Courier Service was again placed under TAG and, in overseas areas, the theater Adjutants General. The Army Courier Service was re-designated as the Army Courier Branch of the Army Postal Service.

But what about naval forces across the globe – how were they supported with courier services? Though less heralded than its Army counterpart, the Navy also had an established courier element with similar responsibilities. This system, known as the "Naval Officer Messenger Mail System," operated during World War II and afterwards, but was disestablished in 1952. As World War II began to slowly fade into the past, American land, air, and naval forces were serviced by experienced courier systems.

Post - World War II

On 7 November 1946, the War Department again reversed its stance and discontinued the Army Courier Service; in its place, it established a "Security Courier Service," for transmission of Top Secret and crypto material. This system was established within the Army Postal Service, Administrative Services Division, TAG, effective 30 November, and performed the same role as its predecessors.

The National Security Act of 1947 established the Air Force. As part of the process to stand up this new service, a new combined-service organization, the Army-Air Force Security Courier Service, was established, effective 1 January 1949. The personnel and facilities of CTS stations on Army Air Bases were transferred to the Air Force element – the Air Force Security Courier Service (AFSCS). AFSCS stations operated as part of the United States Air Force Postal and Courier Services, under supervision of the Air Adjutant General. The remaining CTS remained as part of the Army Courier Service, operating under the Administrative Services Division of TAG. Though these individual courier elements had been placed under a common umbrella, they reported through separate channels, a less-than-perfect relationship in performing the worldwide courier mission. Two parallel



Establishment of the Armed Forces Courier Service

In 1952, the Joint Chiefs of Staff directed an ad hoc group to review courier operations and formulate plans for establishing a tri-service courier organization, consisting of Army, Navy, and Air Force courier elements. On 7 January 1953, the Joint Chiefs approved the “Establishment, Organization, and Functions of the Armed Forces Courier Service (ARFCOS)” and directed its establishment by 1 February 1953, or as soon as practical thereafter. ARFCOS was formally established shortly afterwards; however its initial charter and regulation, identifiable by tri-service numbers, were not approved until 10 February 1954, with an effective date of 1 April 1954.



ARFCOS was tasked to provide coordinated, worldwide courier movement of highly classified material for elements of the Department of Defense, Department of State, NSA, NATO, and other U.S. agencies. The primary effort was to provide security, the secondary effort was moving material expeditiously and as economically as feasible. The new ARFCOS organization consolidated the Army – Air Force Security Courier Service and Naval Officer Messenger Mail Systems into a single system, yet left the individual service elements intact. The Air Force Postal & Courier Service was (finally) disestablished on effective 31 December 1975 and renamed the Air Force Courier Service, bringing the Air Force courier structure on the same level as those of the Army and Navy.

ARFCOS was organized with a headquarters and field operating activities. The headquarters was composed of equal representation from the three services, but began as a small activity – one officer and two civilians for each service contingent, a total of nine personnel. The position of ARFCOS Director was envisioned as being alternated among the three military departments every two years. Normally, the military service responsible for the position of Director would not also provide a Deputy Director – the Director would serve in both capacities.

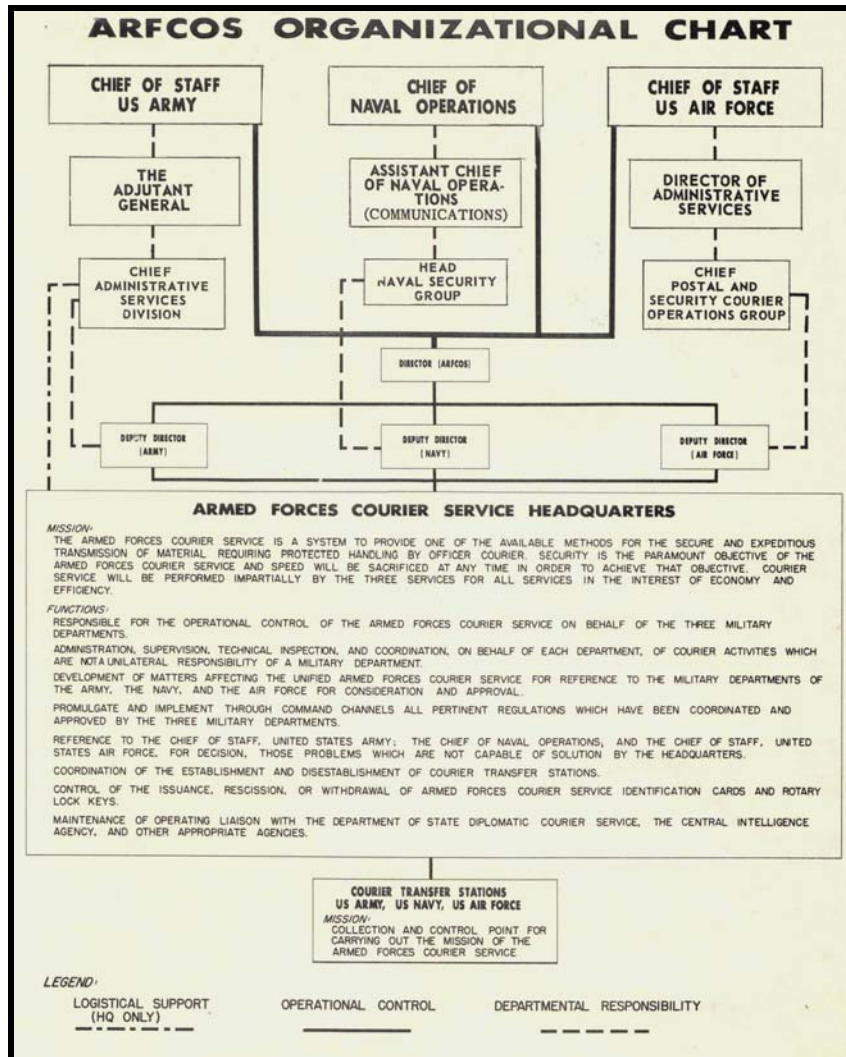
The headquarters was a “composite” organization in which the Deputy Directors assisted the Director in carrying out the functions of the headquarters. Simultaneously, they served as their respective service representatives for courier matters. For this, they were organized as shown in the chart on the next page.

- The Deputy Director (Army) reported to the Chief, Admin Services Division, who, in turn, reported to the Adjutant General of the Army.
- The Deputy Director (Air Force) reported to the Chief, Postal and Security Courier Operations Group, who, in turn, reported to the Director of Admin Services (Department of the Air Force).
- The Deputy Director (Navy) reported to the Head of the Naval Security Group, Director of Naval Communications (Department of the Navy).

In essence, the three separate courier elements had been consolidated into a single organization, yet each maintained its separate identity, unique emblem, and distinctive channels for administrative, manpower and personnel, logistical and other support. Through the addition of an “umbrella” headquarters activity responsible for command, staff, and other support to this new organization, classified courier activities were now merged into a worldwide, hopefully-coordinated, system.

The field elements were organized as courier transfer stations similar to those of a decade earlier and were associated with the military department of the host installation. Here too, responsibility for operations was divided in a confusing manner.

- Army CTS within the Continental United States (CONUS) were considered Class II activities under the Adjutant General of the Army. Army stations overseas operated under the supervision of the overseas commander, who normally delegated this responsibility to local area commanders.
- The Navy placed all its stations under the Naval Communications Stations or Naval Security Group Activities in the area where they were located. Overseas stations were the responsibility of major air commanders and delegated to the Commander of the Postal and Security Courier Group, which operated throughout the Air Force overseas area.



Early Organizational Chart

As you can readily see, the chain of command for courier matters was confusing. It is a tribute to those involved that ARFCOS performed as efficiently as it did.

- Air Force alignment was similar to that of the Army. The Postal and Security Operations Division, Directorate of Administrative Services, was designated to supervise Air Force courier operations worldwide. This was accomplished through two postal/courier groups and one postal/courier squadron.

The ARFCOS mission was carried out by this worldwide system of CTS which, unfortunately, reflected the intra-service environment shown for the headquarters. This is understandable since ARFCOS was not the result of studied construction - it was merely the product of merging three elements which remained separate. Though stations were required to work together at times, generally when the material had to be routed across service lines to reach the end customer, most movements were accomplished within service environments. Thus, an article from a Navy station would pass through other Navy stations until the articles reached the destination Navy station. True interoperability between services was not evident, a factor which impeded efficiency. A study of the ARFCOS system, and recommendations to improve the situation would not be seen for a few more years.

In the FY 54 annual summary, dated 30 June 1954 (fiscal years used to run July thru June), ARFCOS consisted of 59 stations and claimed movement of 31.1 million pounds of material. Though impressive, we must remember that this workload was generally dual counted since workload figures were not system totals, they were the sum of each station's individual figures. Each article was received and dispatched, thus handled (and counted) twice. Though too inaccurate for true statistical comparison, the workload trends (up or down) were of use in considering manning and station alignments.

By FY 60, ARFCOS had been reduced in size to 58 stations, 13 Army, 14 Navy, and 31 Air Force which, incidentally, always had more stations on record than did the Army or Navy. These stations were truly dispersed worldwide. From CONUS, the CTS were located as far north as Thule, Greenland; as far south as Ft Amador, Panama Canal Zone; as far east as Asmara, Eritrea; and as far west as Saigon, Republic of Vietnam. A better listing of CTS station locations and status over time is provided in another chapter.



Though there were many more stations in the early days of ARFCOS, they were more “skeletal” in composition. A primary reason for this is that many stations served little more than a “thru-put” role. Stations did not have the comprehensive role they play today. For example, in FY 60, the Army had 51 officers and 61 enlisted personnel, the Navy had 51 and 64, respectively; and the Air Force claimed 86 officers and 83 enlisted personnel. Adding in the HQ, ARFCOS was composed of 191 officers, 208 enlisted men, and 6 civilians, for a total of 405. Compare that to FY 03 when we have 20 stations and 261 total personnel.

By 1962, after experiencing growing pains and adjustments, ARFCOS had a total of 56 stations. For the most part, these stations had evolved during WWII or in the following decade as courier requirements (and station creation) followed the progress and disposition of the military forces being supported. Many wartime stations remained in place even as troops returned home since occupation forces required considerable support. Later, as the Cold War became a reality, the need for strategic positioning of courier stations became even more important to support Allied communications. In 1962, station alignment (by military department) was: Army - 13 stations, Navy - 16 stations, and Air Force - 27 sites. Only 17 of these stations were positioned in CONUS.

The annual historical summary prepared for the Adjutant General in 1962 estimates that, worldwide, ARFCOS handled approximately 2.7 million articles and 75 million pounds of material that year – another tremendous figure, but remember the dual-counting discussed earlier. ARFCOS operations (cost of moving material only) amounted to \$3.43 million, of which \$1.8 million was for military

(Military Airlift Transportation System) airlift. Today, we spend close to \$6.7 million in transportation alone. Though ARFCOS was functioning and classified material was being moved, the process was not always as efficient as it should have been. As you can see in the organization chart shown earlier, the Director was required to report to three chiefs, each of whom could give him operational directions. If an impasse existed on a specific policy or tasking, action might be possible only through extraordinary, unnecessary effort, especially during deployments or mobilization. There were other factors which prevented ARFCOS from operating at peak efficiency. These were addressed in a special study group which met in 1965. The report, dated 16 August 1965, reached several conclusions that were subsequently enacted in a new charter (14 September) to improve ARFCOS operations. These included

- Revision of the ARFCOS charter to provide effective authority for DIRARFCOS
- Designation of the Chief of Staff, U.S. Army to act as Executive Agent for the organization
- Review of the type of material to be transmitted by ARFCOS couriers
- Standardization of security clearance procedures for the military personnel assigned to ARFCOS
- Standardization of minimal qualifications for personnel assigned to ARFCOS

The new charter made it much easier for DIRARFCOS to control worldwide courier operations and facilitated interoperability of the separate stations. It also led to a reorganization of the HQ in 1966, which resulted in the addition of personnel, to include civilian assistants in the fields of transportation, security, and inspections/operations. Another important action was the creation of an ARFCOS training school at the Washington CTS on 14 February 1966 (more on training in another chapter). The provisions of the new charter were implemented over a four year span.

Prior to the establishment of ARFCOS, most couriers were commissioned officers. Afterwards, courier duties were allocated to warrant officers as well. Later, in 1967, senior noncommissioned officers (E7 and higher) and the Navy equivalent were authorized to become credentialed as couriers. About the same time, the carrying of side arms by couriers was discontinued.

In April 1968, in response to the high-jacking of U.S. flag airliners to Cuba, DIRARFCOS gained authority to establish more secure means of transportation for ARFCOS material. He also was authorized to use two couriers rather than one on those routes deemed advisable in the interest of security. In fact, DIRARFCOS was empowered to authorize first-class air travel if security warranted this measure.



The late 1960's saw continual transportation reviews, often with corresponding reviews of station locations. Tightening of time lags from station to station, increased use of military air channels, and work with the Military Airlift Transportation System (MATS) to establish/modify existing routes allowed ARFCOS to improve service and take a look at many sites which were not in line with the changing environment.

A key reason for these reviews was the conflict in Vietnam, a morass which affected courier stations throughout Asia, across most of the Pacific, and into CONUS. Station and workload totals were relatively consistent throughout the 1960s, even when our Vietnamese involvement escalated to levels never thought possible. Only when U.S. forces began to withdraw from the theater did the number of ARFCOS stations, workload, and manpower totals begin to recede. By the end of FY 71, ARFCOS had 54 stations (Army -11, Navy - 19, and AF – 24) and 546 personnel - apparently stations were be-

coming more beefed up. A year later, only 49 stations and 506 personnel were on the books. Both of these totals have been decreasing ever since.



The decade of the 70s saw continual tweaking of the courier environment, in part due to overseas events and requirements, changes within the military structure, and to internal measures intended to gradually improve the courier operation. During that period, ARFCOS also faced occasional challenges which, no doubt, had the staff spending long hours at the drawing board. For example, the Military Airlift Command (MAC) increased its cargo rates by 27.3 percent, effective 1 January 1974. This resulted in a total increase of 61 percent in MAC cargo rates since June, 1973. Then, on 14 February, commercial air rates to/from Europe were increased. This price rise affected the important, and often used, courier routes between Washington and both London and Frankfurt, and between Boston and these European capitals.

Another factor that challenged ARFCOS operations in 1974 was a decision by the Air Force Chief of Staff to discontinue use of aircraft with reciprocating engines – propeller-driven planes, if you will. This had an immediate and unfavorable impact on ARFCOS which was then in the midst of moving a very heavy volume of material from Asia. This resulted in a considerable reduction in the number of military aircraft in service. ARFCOS was able to overcome this adversity by several initiatives, to include working with customers to adjust delivery schedules and increased use of commercial passenger flights on a selective basis (commercial flights had been discontinued in 1969 due to the severe hijacking threat).

By 30 September 1981, ARFCOS was down to a total of 38 stations, broken down as Army (10), Navy (14) and Air Force (14). ARFCOS strength had increased, however, to a total of 437 officers, enlisted, and civilian personnel. The Army continued to be the smallest contingent with 117 personnel; the Navy has 131 and the Air Force led with 189 personnel. The workload also showed a reduction with a FY 81 total of 975,853 articles and 63 million pounds of material. Operational costs had increased to \$8.5 million.

In the early 1980's, DIRARFCOS instituted a program to functionalize staff responsibilities at the headquarters, primarily along areas of expertise. The Commander, Army Courier Service, assumed the responsibility as Deputy Director, Plans, Programs, and Budget. His Air Force counterpart assumed responsibility for transportation matters within the system. Not to be forgotten, their Navy counterpart became responsible for world-wide courier operations. Each of these individuals continued to also wear a hat as Director of his respective courier service. Thus, the Commander of the Army Courier Service continued to head and be responsible for all aspects of the Army Courier Service and its stations. The same relationship existed for his Air Force and Navy counterparts.



A rather new addition to the HQ was the Deputy Director, System Support, responsible for the fledgling material accountability computer system. A contract was enacted to Systems Research and Development Corporation for development and testing of the ARFCOS Management and Information Systems (AMIS). The system would be tested at ARFCOS stations Dover, Norfolk, San Antonio, San Diego, Travis, and Wright Patterson. ARFCOS was finally taking initial steps to evolve from manually-prepared documentation to a computer-driven accountability system. Not only was this

new deputy director instrumental in establishing the fledgling computer system, he also was the point man in the initial experiments with the use of bar codes to identify and move material.

The headquarters had also been reorganized with the addition of an expanded administrative section and a "Safety & Security" Office which was the Director's arm for safety, training, and physical security. ARFCOS-wide, unique supply was handled through the headquarters for stations, regardless of service affiliation. Service-unique matters were handled through the responsible courier element head. The headquarters arrangement might still appear confusing on the surface, but it performed satisfactorily.

Funding of ARFCOS activities was accomplished by a 3-way split of transportation and ARFCOS supply costs. Each service was responsible for its own per diem, temporary duty (TDY/TAD), air fares, and station operating costs. About this time, a study was done to accomplish centralized funding of all charges except station operating costs. The study results were used to streamline funding later in the decade.

Corresponding changes were being seen in the field. The 1980's saw a continuation of the post-Vietnam draw down of military forces and the decreasing threat of the Soviet block in Europe. These were merely two of the significant political and military factors which affected the realignment of ARFCOS stations and changing demands upon ARFCOS.

Establishment of the Defense Courier Service

The ARFCOS charter was updated seven times during its history to reflect changes in the Armed Forces, military doctrine, operational procedures, and other factors. Though still valid, the charter (and ARFCOS system), were due for a major face-lift by the mid-80's.

The genesis of the Defense Courier Service (DCS) began with the aftermath of the Walker-Whitmore espionage case of 1985. The Secretary of Defense established a Security Review Commission -- most often referred to as the Stilwell Commission -- to "...conduct a review and evaluation of DoD security policies and procedures." As part of its findings, the group recommended "assessing the adequacy of ARFCOS facilities and the vehicles, aircraft, and distribution elements it uses to protect the highly sensitive material it transports." The Stilwell Commission report was approved in February 1986, and a subsequent US Army Audit Agency report concluded that ARFCOS was NOT organizationally aligned or structured to facilitate accomplishing its mission.



As a result, the Deputy Under Secretary of Defense (Policy) formed two working groups composed of senior DoD representatives to address the policy and organizational details of a redefined ARFCOS. The efforts of these groups resulted in publication of DoD Directive 5200.33, a revised charter which established the DCS - a new joint-service military command - effective 1 October 1987. Executive Agency responsibility for the DCS was transferred to the Air Force and, subsequently, delegated to the Military Airlift Command (later re-designated as the Air Mobility Command (AMC)).

A revised concept for execution of the courier function emerged with the establishment of the DCS. Central to the new organization were (and are) three major affiliations:

- The Office of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (OASD C3I). This office outlines overall parameters and provides security policy guidance to the DCS - what can be moved, for whom, overall re-

sponsibilities, and similar guidance. This affiliation continues today, with specific responsibility for the DCS vested in the Security & Intelligence Operations (S & IO) Office. ASD C3I officials also provide DCS with DoD interpretations on issues and assist in resolving high level problems and controversies.

- Air Mobility Command. The AMC Commander provides command oversight of DCS activities. The DCS is responsible to the AMC Commander for accomplishment of the courier mission.
- Air Staff and HQ AMC staff directorates. From these, the DCS receives executive and operational support, to include Program Objective Memorandum (POM) and budget assistance, assistance with airlift contracts, engineering support, and C4S support.

These three functions -- policy guidance, executive agency, and command – compliment each other very effectively, and facilitate the worldwide DCS mission.

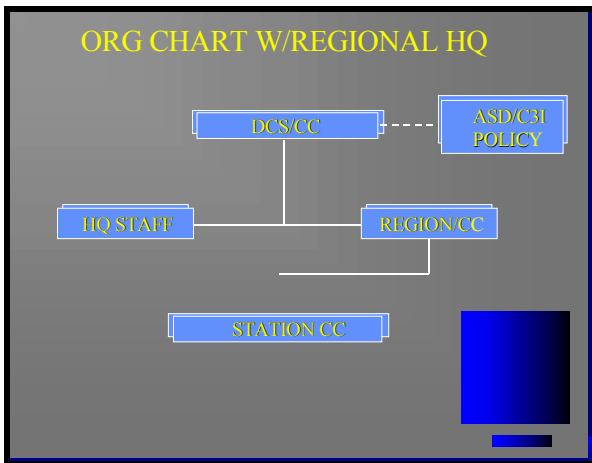
The DCS soon began to profit from its new status as a joint command. One of the most immediate benefits of this status was in the Manpower and Personnel arena. Serving in a “joint” billet was/is a desirable feature of the courier service for it allowed personnel, especially officers, to get another “punch in their ticket” and facilitate their careers. Being a joint-service command also elevated the stature of the DCS in its relationships with higher headquarters, supported commanders-in-chief (CINCs), other agencies, and Allies.

The Regions – A Flirtation in Decentralization

MAC Programming Plan (PPLAN) 87-29, effective 1 October 1987, provided implementation guidance to establish the DCS and introduced a new concept – the regional headquarters, a command and control echelon inserted between the headquarters and courier station levels. Though called for in the PPLAN, regions did not become a reality until the dust of realignment had settled.

Station activities were managed by the station commander/chief/officer in charge (hereafter referred to as station CC) -- the specific title was related to the service and grade of the incumbent. In the former ARFCOS organization, station CCs reported to their service directors who, in turn, coordinated courier activities for his service.

With implementation of the new joint-command DCS, the headquarters was further functionalized and "jointness" was introduced throughout the courier system. Courier stations were no longer deemed to be "Army", "Navy", or "Air Force", they were now joint. Station CCs no longer answered to service heads, they responded to the DCS Commander. This revised structure facilitated courier system response to operational requirements; however, more was needed to ensure timely and efficient DCS responsiveness and effective support of customer requirements in an environment of ever-increasing complexity.



With Colonel Jefferies’ assumption of command in mid-1989, the need to establish this additional level of command and control -- the DCS regional staff – was realized, thus achieving three primary functions:

- Decentralization of command and control.
- Reduction of the span of control.
- Improvement of responsiveness to operational requirements and customer needs.

Initially, there were four regions -- European, North America - East (NARE), North America - West (NARW), and Pacific. The Mississippi River was the dividing line between the two North American regions, which were later combined into the American Region. The regions began quite simply, e.g., assign one officer (O4) per region, and task him/her to establish a HQ element. This resulted in the European and North America-East commanders being Army, the North America-West Region being Air Force, and the Pacific region being a Navy billet. The initial regional headquarters sites were Rhein main AB, Germany; Hanover, Maryland; Travis AFB, California; and Yokota AB, Japan, respectively.

Once on site, the region CCs were each required to establish A functional headquarters, which normally resulted in their "borrowing" a body (or more) from within their regions to serve as the regional superintendent and necessary administrative assistants. Thereafter, each region developed its own "personality" while functioning as part of the worldwide courier team.

The European Region

The European Region was initially co-located with the Rhein Main courier station, which proved to be cumbersome. Eventually, the region headquarters was relocated to a separate facility on Rhein Main Air Base. When created, the region was responsible for only continental Europe, the Mediterranean, and the United Kingdom. As the Gulf War developed, the region CC (Major Jay Jones) revised his designation to the European, Mediterranean, and Middle East (EMME) Region.

The EMME Region was deeply involved in support of Operation DESERT SHIELD/DESERT STORM, to include the expansion of courier activities at Bahrain and creation of the contingency station at Riyadh AB, Saudi Arabia. After closing the Riyadh station, EMME support of Southwest Asia continued at a high pitch. EMME was involved in the planning and conduct of DCS support to U.S. forces in Somalia and other regional contingency operations. The massive draw down of U.S. forces in Europe created many challenges for EMME, reducing it to a mere shell of its former self. EMME operations were terminated in the DCS streamlining initiative of the mid-1990s.



The American Region

After several years of having two regions controlling courier activities in the continental U. S., the decision was made to eliminate the NARW region and realign the NARE and Pacific regions. The NARE was expanded to reach the Rocky Mountains and renamed the American Region; west coast stations were transferred to the Pacific Region.

The American Region also began its existence co-located with a station, in this case DCS Station Baltimore. The region later moved to a commercial location in Linthicum close to BWI Airport. This region was the largest in the number of DCS stations and DCS customer

base, and was responsible for most of the material moved through the DCS system. The region was also responsible for service to Canada, Panama, Central America, Puerto Rico, the provisional DCS stations, and other areas to which the DCS was required to go on "special" missions.

The American Region also was charged to maintain three contingency deployment teams, plus backups, for worldwide deployment in response to National Command Authority (NCA) and Joint Chiefs of Staff (JCS) requirements. This capability was tested during DESERT SHIELD/DESERT STORM, one exercise in Germany, and two exercises in Korea. To a lesser extent, the region's reaction capability was tested in DCS support of Operations JUST CAUSE (Panama) and UPHOLD DEMOCRACY (Haiti). DCS support to deployed elements in Bosnia also involved the American Region.

For this region too, the draw down of U.S. forces and closure of numerous installations under Base Realignment and Closure Commission mandates resulted in the decision to terminate its operations.

The Pacific Region

The PAC Region, as it is affectionately known, was formed at Yokota Air Base, a logical decision since Yokota was at the center of DCS activities in the Far East. Later, the ever-changing airflow into the Pacific basin and world events proved that Hawaii was more central to both military and DCS activities in the Pacific. Accordingly, the regional headquarters staff begrudgingly relocated to sunny, exotic Hawaii and Hickam Air Force Base. A tough job, but someone had to do it....



Shortly after relocating to its new home, the PAC region was realigned as part of the decision to consolidate the two North American regions. The west coast stations and the Anchorage station were transferred to the PAC Region to facilitate interoperability and improve regional control of air movement from CONUS to the Pacific basin.

The PAC region was distinguished because it had the greatest geographical area of responsibility, the greatest dispersion between stations and customers, and the most difficult material movement channels to manage. Relying almost exclusively on AMC and Navy air channels, the region distinguished itself by providing quality, responsive support to customer requirements. The Pacific Region was also responsible for contingency courier support to the last major "Cold War" area -- Korea. The PAC Region supported two complete, and one partial, deployment exercises to Korea, a difficult task considering all the administrative and logistical burdens encountered.

The PAC Region was generally a mystery to most of the DCS, quietly performing its role in movement of the nation's secrets. The Pacific Region led the others into the future, then paved the way into the DCS archives when it was disestablished in January 1996.

The DCS regions were instrumental in DCS operations for more than half a decade; however, the worldwide draw-down of U.S. forces and streamlining of the DCS system resulted in a courier service which could no longer afford the luxury of these entities. The regional closures were an initial part of the large downsizing accomplished by the DCS in the mid-1990's.

With the end of regional operations, the headquarters again directed station activities – the courier system had come full circle. However, the span of control had been reduced to only 20 stations which could adequately be managed. Shortly thereafter, the Defense Courier Automated Management System (DCAMS) – our computer “track, trace, and accountability” system saw tremendous improvement, thus facilitating accountability and archival features for material. Another feature which greatly improved internal and external communications was the introduction of email – no longer would we have to rely on telephones, the world-wide message system, or signal flags to communicate. Supervision and coordination of station activities was now, relatively speaking, child’s play.

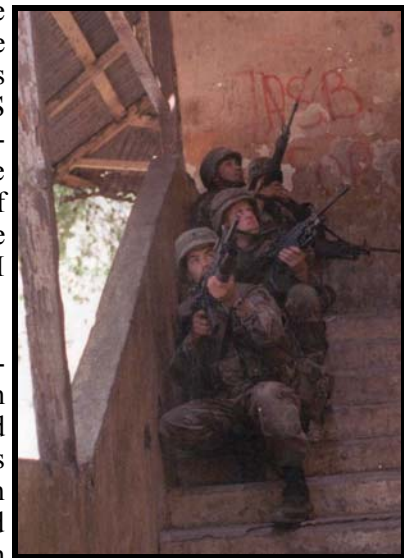
Supported Contingencies

The DCS has contributed to every major military deployment and international relief effort involving U.S. forces. The list is extensive, so special mention is made in this history of only a few of the most significant. Brief summaries are provided here; more detailed discussions follow later.

As the decade of the 1980s neared its end, U.S. forces became involved in a greater number of contingencies than ever before. The first of these that involved the DCS to a great extent occurred when Joint Task Force South launched a limited operation to re-establish a democratic government in the Republic of Panama. Operation JUST CAUSE, aptly named to reflect the defense and stabilization of Panama, took place during the period 20 December 1989 to 20 January 1990, and saw DCS participation in movement of material to DCS Station Panama for distribution to JTF South elements. Once at the station, the real work began as the area was considered hostile and non-tactical vehicles, such as the station’s cargo vans, were not allowed on the road. Thanks to innovative coordination, Panama couriers were able to provide timely support using armed military police or unit escorts or helicopters to negotiate the distance to supported customers. Following the successful operation, the DCS was involved in bringing sensitive intelligence and other material out of the Republic.

As the decade drew to a close, Directorate of Plans and Operations (DCS/J3) planners were analyzing/ modifying station locations to better support the war fighter. External factors were at work as war clouds formed over Southwest Asia and, within months, the sovereign nation of Kuwait was invaded by its neighbor Iraq. The resulting Gulf War provided the first real-world contingency deployment test for the courier service since the days of the Vietnam conflict. Eight days after Iraqi tanks entered Kuwait, a seven-man DCS station was deployed with US Central Command (USCENTCOM) elements to Riyadh, Saudi Arabia. By the end of DESERT SHIELD/DESERT STORM, the “Couriers in the Sand” had provided over one million pounds of command, control, intelligence, and other material essential to the smashing coalition success. DESERT SHIELD/DESERT STORM are also discussed in detail in another chapter.

Late in 1990, the DCS was alerted for support to U.S. elements destined to Somalia as part of the U.N. peacekeeping effort. Operation RESTORE HOPE was a short-lived deployment for U.S. forces and was, unfortunately, a period in which friendly personnel losses were disproportionately high. Americans were shocked by the high death toll and media images of dead U.S. troops being dragged through the streets of Mogadishu, situations vividly captured in *Black Hawk Down*. The American commitment to this U.N. effort was curtailed earlier than what had been anticipated, which also impacted the length of the DCS support requirement.



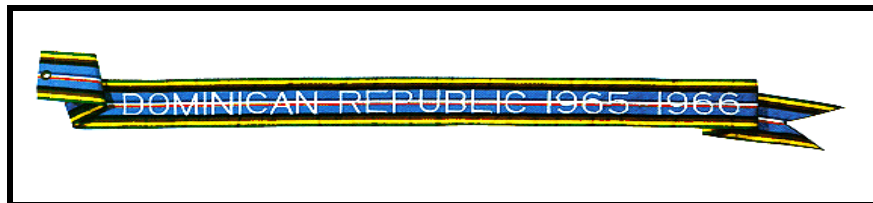
The middle of the decade saw U.S. elements involved in a series of related contingencies involving the former Republic of Yugoslavia (FRY). U.S. forces participated in the North Atlantic Treaty Organization (NATO) deployment of military forces to the region to support the regional cease fire, provide for peace and stability, and reconstitute the democratic process. NATO Operation JOINT ENDEAVOR, and follow on Operation JOINT GUARD, involved actions in and around Bosnia-Herzegovina, Serbia, and Kosovo, and resulted in DCS supporting operations, for a short period, with two separate teams. The period also saw the DCS participate in a multi-national courier cell in Sarajevo. A separate chapter on DCS operations in the region provides additional information.

The world will long remember the events of 11 September 2001, when small groups of terrorists commandeered four commercial airliners with the intent of crashing them into specific buildings and leaving a message of their hatred for the United States. The U.S. had earlier experienced conflict with the al Qaeda terrorist organization; however, the events of 9/11 led to an escalation of our anti-terrorism effort against al Qaeda and other terrorist activities. Not only would we respond against the perpetrators of the 9/11 incidents, the U.S. would lead the international effort to root out and squash terrorists everywhere. Operation ENDURING FREEDOM (OEF) was launched in October 2001 when Air Force and Navy jets began bombing Taliban targets in Afghanistan. OEF continues, as does DCS support to U.S. forces in Afghanistan.

Even as OEF has settled into a “normal” rhythm, the U.S. Government has moved its focus to Iraq and an effort to disarm and depose the Iraqi dictator. Gradually, over the past two years, U.S. military elements positioned themselves in Kuwait and other countries of Southwest Asia in preparation of another confrontation with the Iraqis. The DCS has supported this deployment all along, and has now placed a team of couriers and a contingency station – the Kazbah Couriers - in Kuwait to facilitate support to the warfighters. This chapter is being written as I write these words.

Other contingencies of note, but which are not specifically discussed include:

- Dominican Republic (DomRep): 28 April 1965 - 21 September 1966; An Armed Forces expedition in which the U.S. Army 11th Air Assault Division (which became the 1st Air Cavalry) was deployed to DomRep to stabilize the country and facilitate government control.



- Grenada: 23 October - 21 November 1983; The deterioration of the political situation in Grenada threatened U.S. citizens in the country and resulted in US Southern Command ordering an invasion with 6,000 U.S. troops in Operation URGENT FURY.
- Operation NORTHERN WATCH: 1 August 1992 to Present; Enforcement of the No-Fly Zone above the 36d Parallel.
- Operation SOUTHERN WATCH: 1 August 1992 to Present; Enforcement of the No-Fly Zone below the 33d Parallel.
- Operation DESERT FOX: 1998; A 72-hour air campaign to punish Iraq for barring United Nations weapons inspectors.

- Operation ALLIED FORCE: 24 March - 10 June 1999; The air campaign over Serbia to free Kosovo after ground invasion was ruled out by President Clinton. Air power was used as the weapon of first resort.



- Operation NORTHERN EAGLE: 1999; This operation provided fighter combat patrols over the United States after the 9-11 terrorist attacks.

Full-Circle Realignments

Though the DCS had initially been affiliated with the Military Airlift Command (MAC), the Stilwell Commission had strongly recommended that the courier service be realigned under the United States Transportation Command (USTRANSCOM) once that command was established. It was felt that this would better align DCS for its worldwide transportation of material and facilitate security during movement. General Cassity, then AMC Commander, became dual-hatted as the initial Commander-in-Chief of USTRANSCOM when the command stood up in 1993. He resolved to leave DCS aligned under MAC and not implement an immediate realignment. ASD/C3I, in conjunction with his successor, General Hansford Johnson, finally brought about the Commission's proposal to realign the DCS.

In conjunction with a revision of the DCS charter, the organization was realigned to become a Direct Reporting Unit (DRU) under the US Transportation Command (USTRANSCOM) on 5 December 1994. This relationship resulted in increased exposure for the DCS to the Commanders-in-Chief of the major US military commands which, in turn, provided enhanced coordination for worldwide operational issues. This transfer also resulted in a change to DCS funding – DCS became a fee-for-service organization, a situation that would result in some financial turmoil and “growing pains” over the succeeding years.

This relationship was short-lived, however, as Program Budget Decision (PBD) 710, dated 17 December 1997, directed the realignment of DCS from USTRANSCOM to the Air Mobility Command (AMC), formerly the Military Airlift Command, effective 30 September 1998, thus re-establishing the DRU relationship between the DCS and this Air Force element. This was accomplished by Programming Plan (PPLAN) 98-12, dated 1 August 1998, and resulted in the transfer of 296 manpower authorizations from USTRANSCOM to MAC.

DCS Streamlining Initiative



The DCS Streamlining Initiative of the mid-1990s was an internal proposal undertaken, in part, in response to DoD-level manning studies and initiatives to cut costs and pare military strengths. This environmental situation was supported by DCS/CC's observations that several stations he visited were less than fully employed. Close scrutiny of the DCS establishment was both prudent, in light of anticipated pressure from outside DCS, and logical, in consideration of decreasing workloads.

The DCS staff conducted an in-depth analysis of each station and every staff entity to determine mission requirements, necessary manpower, workloads, workload flow, customer

data, and related information. A fundamental goal was to critically evaluate every station, movement and delivery process, and mission to determine if/where there was an element that could be eliminated with little or no impact on the mission. The study concluded that the three region headquarters and 11 stations could be eliminated. One of these stations, DCS Station Offutt, was in the process of being closed when the US Strategic Command (USSTRATCOM), the chief customer at Offutt, filed an official complaint, which caused DCS to reconsider the closure of that station in light of additional information provided by that headquarters. Accordingly, Offutt was removed from the "hit list."

After we concluded our study and presented the results to USTRANSCOM, to which the DCS was a Direct Reporting Unit (DRU) at the time, we were formally directed to eliminate the regions and stations as planned. Our cuts were included with the USTRANSCOM totals that were passed to the Joint Chiefs of Staff.

The DCS Streamlining Initiative was ambitious and reached each level of the courier system. The over all reduction in our manpower structure was from 401 billets to 322 positions, a 20 percent cut. Overall the DCS streamlining achieved a savings of \$3 million, a significant figure.

- Though headquarters are notorious for not being cut – they usually get bigger – HQ DCS was cut 15 percent, from 51 authorizations to 46. In addition to the cuts, the HQ was slightly reorganized to enhance efficiency and improve internal coordination.
- The regional headquarters were eliminated in their entirety. This was attainable due to the decrease in the number of field stations to a level that could easily be managed from the HQ.
- The number of field stations was reduced from 32 to 22, a significant 31 percent reduction. Most of these were end-of-the-line stations or those located fairly close to another, more productive station that could absorb the workload of the station being eliminated.
- European Region closures: Incirlik (1 December 1995), Rota 31 January 1996), Brussels (16 February 1996), and Naples (1 March 1996). The region was disestablished on 1 March 1996.
- American Region closures: Dover (15 January 1996), District of Columbia (29 March 1996), Boston (16 August 1996), and Charleston (13 September 1996). The region was closed on 22 January 1996.
- Pacific Region closures: Guam (17 May 1996) and Okinawa (14 June 1996). The Pacific Region was closed on 1 January 1996.

Most of the station facilities which were closed were retained under DCS control through an agreement with the host installation. This facilitated continued support to local customers by the new station of responsibility as it provides accredited Sensitive Compartmented Information Facilities (SCIFs) for security and storage of the material being delivered and/or entered into the DCS.

THE DEFENSE COURIER SERVICE TODAY

General

National security policy is to transmit classified material in a manner that precludes its disclosure to unauthorized personnel and ensures the integrity of the information. This provides the focus for DCS operations and is stressed at all levels of the organization. The Defense Courier Service, and before it, the Armed Forces Courier Service, have exemplified this guidance to perfection for the past 50 years.

The Defense Courier Service is a command and control organization, tasked to provide the secure, expeditious, and cost-effective worldwide movement of sensitive material requiring courier escort. Security is core to the mission. Material is processed and stored in SCIFs and is under continuous courier escort during transport. Economy is always considered.

Many organizations within the federal government have courier sections, and many organizations move classified items within a designated area. A primary factor that differentiates the DCS and makes us truly unique, is that material in the DCS system is under continuous courier control, whether it is being moved across the state or across the globe.

DCS couriers move qualified material to/from those nations with which the United States has a Status of Forces Agreement (SOFA) or similar agreement which precludes search and seizure of couriers and their material. Working closely with the DoS Diplomatic Courier Service, whose couriers can travel to any nation under diplomatic immunity, the DCS can move DoD classified material anywhere in the world.

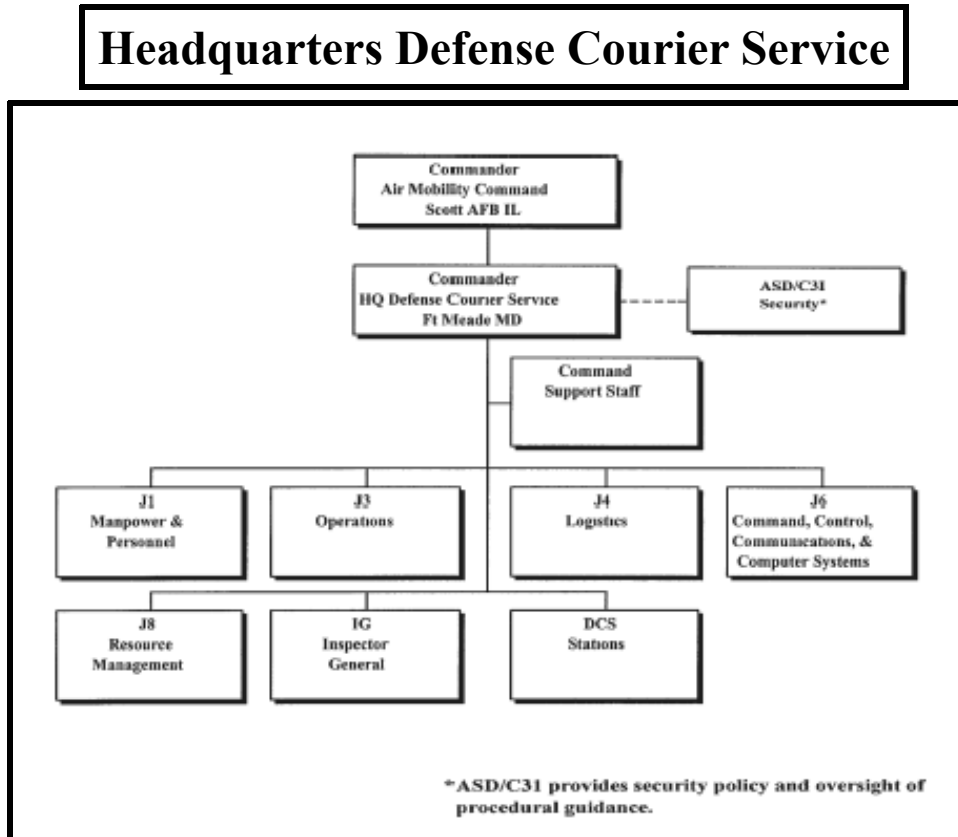


The DCS also works closely with our NATO allies, primarily the Supreme Headquarters Allied Powers Europe/Allied Command Europe (SHAPE/ACE) Courier Service and the British Defence Postal and Courier Service with respect to NATO material. The DCS is the primary conduit to our European Allies for communications security and classified material produced in (or through) the U.S. Under the NATO agreement. In addition, the DCS works with these agencies concerning classified courier activities and the movement of material to support NATO contingency operations, e.g., Bosnia. Our respective Memoranda of Agreement (MOAs) are periodically renewed to ensure they support mutual interests and promote maximum interoperability.

Organization

With its headquarters at Fort George G. Meade, Maryland, the DCS has been reduced in size until it is now composed of 20 field stations and 1 provisional courier site, scattered across the globe in 12 states or U.S. territories and 6 foreign nations. The DCS is "lean and mean" with a manpower authorization of 261 Army, Navy, Air Force, and civilian personnel.

The DCS has a normal command and staff structure, as depicted below. A significant factor in this chart shows that the DCS Commander reports to the Commander, Air Mobility Command, yet is also linked to the Assistant Secretary of Defense, Command, Control, Communications, and Intelligence (ASD C3I) for security policy matters.



Briefly, let's look at the primary functions of the directorates and stations.

- **Command Group:** Responsible for overall planning, execution, and management of DCS activities and resources to meet mission requirements. Responsible for leadership, discipline, morale, welfare, health, and training. Maintains and enforces standards.
- **Manpower & Personnel (J1):** Formulates plans, policies, and procedures for administration of the military personnel program and provides liaison with the servicing civilian personnel office. Responsible for all military personnel functions, policies, and procedures. Develops and directs the Joint manpower program. Works directly with Army, Navy, and Air Force military personnel centers for personnel assignment, tour extensions/curtailment, and performance evaluation reports. Determines civilian manpower estimates and justification for DCS Program Objective Memorandum submissions. Establishes and maintains Individual Mobilization Augmentee (IMA) program. Administers individual, Joint service, and civilian award programs. Serves as the main point of contact with the Joint staff and military Services for manpower authorizations, unit manpower document issues, and the redistribution of assets. Plans, develops, and maintains contingency wartime manning, to include the IMA program, and mobilization team billets.

- Plans & Operations (J3): Develops functional doctrine and policy to govern worldwide DCS operations. Advises the DCS commander on all issues pertaining to day-to-day operations, operational plans, contingency operations, station management, exercises, disaster preparedness, and force protection. Coordinates with the Office of the Assistant Secretary of Defense and Commander, Air Mobility Command, on long-range plans and supporting programs. Manages the daily, worldwide courier operations of the DCS. Validates airlift requirements, prepares mission packages for submission to HQ AMC and coordinates actions vital to DCS utilization of AMC channel missions. Develops special mission programs and coordinates requests for special customer requests for special shipments. Coordinates with the Department of State Diplomatic Courier Service concerning the movement of diplomatic courier material through the DCS system and reciprocal movement of DCS material through the Diplomatic Courier Service. Establishes and coordinates DCS Crisis Action Center operations. Collects statistical data for DCS metrics and management indicators to measure continuous improvement. Develops and coordinates disaster preparedness, contingency and mobilization planning, command antiterrorism/force protection, and the operations security program. Plans, coordinates, and supervises DCS participation in Joint and international exercises. Develops doctrine, policies, and programs for field courier operations. Responsible for the future posture and basing of DCS elements. Serves as DCS liaison to DOD, State Department, federal agencies, and Allies on courier operations.



- Logistics (J4): Responsible for logistics, contracting, engineering, and supply matters. Oversees and provides recommendations on facilities and civil engineering activities affecting the readiness of the command. Manages the programming, design, and construction of real property for all courier stations and DCS administrative buildings. Develops requirements for courier station design to satisfy security, force protection, and facility needs. Conducts site visits to DCS stations for physical security assessments, risk analysis, and accreditation inspections. Serves as focal point for DCS station SCI facility accreditation and reaccreditation. Primary point of contact for the installation of and/or upgrade of security systems. Responsible for vehicle management, contracting actions, and overseeing the command's environmental protection program. Coordinates procurement actions with host contracting offices, buyers, vendors, and higher headquarters. Procures and manages DCS-unique supplies.
- Command, Control, Communications, & Computer (C4) Systems (J6): Responsible for the operation and management of all DCS C4 systems. Oversees development, implementation, and maintenance of DCS application programs for system-wide use. Responsible for maintaining inventory accountability associated with the Defense Courier Automated Management System (DCAMS) archive database. Performs recurring analyses of C4 systems and develops recommendations to improve these systems. Responsible for coordinating interface issues concerning data exchange with higher headquarters, DOD and federal agencies, and other elements. Coordinates the drafting, awarding, and administration of maintenance contracts involving the HQ DCS Local Area Network, phone system, and microcomputers. Develops, tests, and implements software and hardware enhancements to DCAMS equipment.

- Resource Management (J8): Responsible for financial management and comptroller functions. Formulates policy, procedures, and guidance for the financial management of all DCS operations and activities to include budgeting, fund administration, review and analysis, and control of all financial obligations. Executes the annual Transportation Working Capital Fund. Prepares the budget estimates for DCS. Oversees budget for facility modifications and upgrades and coordinates projects with the DCS Engineer. Responsible for all financial transactions associated with appropriations, operating budget authority, allocations, commitments, obligations, disbursements, accrued expenditures and revenues, assets, liabilities, capital, costs, and property in DCS's integrated finance and accounting system.
- Inspector General (IG): Provides a continuing assessment of the DCS to include command, operational, logistical, and administrative effectiveness of the organization. Serves as the principal technical advisor and consultant on Quality management and internal investigation matters. Has executive responsibility for the IG Complaint and Inspection programs. Implements and maintains an active Fraud, Waste, and Abuse (FWA) program to detect FWA and identify potential FWA during all inspection activities. Accepts and processes DCS personal complaints. Coordinates with local Social Actions Office on cases involving Equal Opportunity and Treatment policy. Conducts investigations involving DCS material that is damaged, lost, mishandled, out of control, mis-delivered, or suspected of being tampered with, and communication insecurities. Investigates violations of material requiring special handling, unqualified material entered into the DCS system, suspect or contraband material, and lost courier credentials. Responsible for management and administration of the DCS Training School. Develops and manages DCS Training School enrollment, curriculum, and conduct of courses. Manages the command training program. Maintains library of catalogs and literature for non-DCS training sources. Manages the DCS Quality program and is the primary focal point for Quality issues. Conducts Command Assistance Evaluations and Operational Compliance Inspections at DCS stations worldwide. Evaluates compliance with DOD Management Control program instructions. Manages the command Safety program.
- Command Support Staff (CSS): Responsible for planning and coordinating administrative management functions for HQ DCS and stations, to include administrative communications, reprographics, publishing, distribution, records management, Privacy Act, and Freedom of Information Act implementation. Manages the Army, Navy, and Air Force Suggestion programs for DCS. Directs the planning, implementation, and evaluation of the DCS human resources program, i.e., Equal Opportunity/Equal Employment Opportunity (EO/EEO) and serves as command representative for EO/EEO/sexual harassment training programs and actions. Serves as the focal point and primary liaison for civilian personnel offices on all actions pertaining to DCS civilian personnel and ensures compliance with civilian personnel policies and directives. Supervises the DCS Publications Management program.



- Station Commanders/Chiefs (Station CCs): Responsible for accomplishment of the DCS mission through effective management, training, and use of assigned personnel. Efficiently uses and controls station resources, including funds, equipment, and facilities. Directs station operations to ensure material is securely transported, stored, and accounted for in strict compliance with established procedures and guidance, while observing economy of operations. Prepares and enforces a station force protection plan and operations security program to protect station assets. Establishes and maintains active liaison with counterintelligence activities and law enforcement agencies regarding potential threats to station operations. Develops and exercises a Disaster Preparedness (DP) plan to ensure preparedness for DP situations. Exercises a proactive relationship with federal, state, and local agencies, transportation authorities, and DCS customers to ensure mission accomplishment.

The DCS has seen significant change to the composition of our workload over the years due to improved technology, increased use of electronic media, the downsizing of the Department of Defense, and other circumstances. Yet, the DCS continues to move approximately 3.5 million pounds of highly-classified, time sensitive material each year with an annual operating budget of approximately \$26 million.

Approximately 6300 active customers are currently supported by the DCS. This customer base is composed of Department of Defense components, federal agencies, certain NATO elements, U.S. Allies, and government contractors. This number remains fairly constant from month to month; however, large scale deployments due to international situations such as Bosnia, Afghanistan, and Iraq cause spikes in the customer base due to forward-deployed elements which require an account and courier support, plus the special programs and unique situations brought about by the contingencies.

When reviewing the DCS mission and operational procedures, we see that the DCS must often function within limited parameters provided by higher headquarters guidance; for example, strict adherence to Chairman of the Joint Chiefs of Staff (CJCS) instructions for security, handling, and control of nuclear command and control material. This material is so sensitive that no single person will be allowed the capability or opportunity to have access to it. This material must, at all times, be in the custody of two appropriately cleared individuals or secured in an approved TPC storage container. In addition, many of our Intelligence Community customers have special requirements to ensure the integrity of their shipments. These operational requirements necessitate that DCS couriers be extremely knowledgeable, dedicated, security conscious, and flexible to ensure they can respond to changing mission requirements on a moments notice.

DCS couriers move material authorized by the DCS charter, to include cryptographic/cryptologic systems and materials, communications security systems and components, perishable national intelligence, and other material which requires strict accountability and control. Once entrusted to DCS, the crates, pouches, and pallets of classified material are moved on military and commercial airlift, small charter aircraft, overnight express carriers, and ground vehicles. DCS even delivers to U.S. naval vessels at sea.

Regardless of the mode of transportation, all DCS-managed material is under the continuous control of two couriers. This two-person system facilitates security and accountability of the material entrusted to the DCS and provides reassurance to DCS customers that their material is in excellent hands. Also, when DCS couriers are stuck on distant flight lines or face other unforeseen glitches, our two-person system allows the couriers the flexibility to be responsive and protect the material in their control. Security is definitely job #1.

The life of a DCS courier is exciting and glamorous at times; but it can also be tedious, backbreaking work that seems to never end. Special shipments may consist of a few small items that can be carried in an attaché case. Large DCS shipments may consist of pallets of material weighing thousands of pounds, crates and boxes requiring a forklift to move, and hundreds of articles that must be individually accounted for. DCS missions may be over in a few hours; they can also drag on for days. The DCS courier can expect the unexpected; but he/she should neither expect to see the results of his/her efforts nor be openly thanked by the customer. Our couriers receive an internal reward – self satisfaction for a job well done.

Relationship with Department of State (DoS)



DCS interoperability with DoS goes back to the earliest stages of an organized military courier service, as shown in the early portions of this history. Throughout our history, DCS has had a close working relationship with our Diplomatic Courier Service counterparts. The two services, together, have been instrumental in providing movement of classified material to U.S. elements throughout the world, in both peacetime and war.

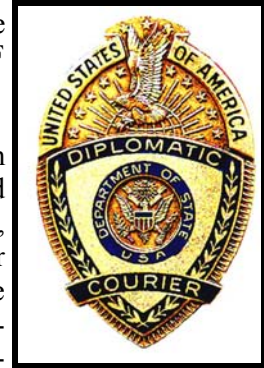
Sustained interoperability between DCS and DoS began in the 1940s when military channels were the only means of moving classified and sensitive articles, both military and governmental, to overseas areas. Following the war, the use of military channels, and military couriers, to move government (DoS) material continued as commercial airlines and channels struggled to regain a pre-war footing. Eventually, military channels became the preferred way to move bulky, heavy, and large DoS shipments, leaving the Diplomatic Couriers free to move shipments that could better be accommodated on commercial passenger airliners. This relationship is reciprocal since many DCS customers have been located in areas to which the DCS cannot deliver. In such instances, the DCS material is ultimately given to DoS for delivery to the customers at the local embassy or diplomatic post. The DCS-DoS relationship has been mutually supportive - each activity has eagerly accepted and moved the other's material without reservation. The DCS has never considered limited parameters of support to DoS; if our sister courier service was in need of special assistance, we have not delayed in working to provide the required assistance, and vice versa. Many times, the parallel and cooperative DCS and DoS movement channels have allowed us to serve U.S. interests in areas of turmoil and international disagreement. For example, when DCS shipments into Incirlik, Turkey, in the mid-1990s were challenged and severely restricted, we were able to divert much material to DoS for movement into the country. Earlier, in an incident in Saudi Arabia, a limit was placed on the volume of diplomatic cargo permitted into the region; the DCS stepped in and continued the delivery of critical diplomatic and military material.

The DCS has, on average, moved approximately 2.5 million pounds of diplomatic material per year to/ from overseas areas. DoS has been the largest single DCS customer. Over time, as the U.S. military presence and DCS workload overseas have been reduced, a corresponding increase has been seen in diplomatic missions and material. Thus, a significant workload has continued.

To facilitate interoperability between our activities, we initiated a Memorandum of Understanding (MOU) to establish a program whereby we (DCS) would hire civilians to work at the Rhein Main and Okinawa stations to process inbound/outbound material for DoS. At that time, these stations were primary interface sites which saw the frequent transfer of material between DoS and the DCS. Though the civilian positions were on the DCS manning documents, they were funded by DoS.

These civilian positions were essential. At Rhein Main, the flow of DoS material was so great that the Information Management pouchers from the Frankfurt Consulate could not process/move it all in

a timely manner, resulting in a significant bottleneck and the inundation of the station by DoS material. This DoS material actually covered more of the SCIF floor than did DCS material.



Since DoS had no authority to hire personnel at that time (1992), we reached an agreement which authorized the DCS to hire four civilians at Rhein Main and two at Okinawa. They were to process material from one system into the other, and vice versa. Originally, we intended for them to actually pouch material for DoS as well, but that was not implemented. The civilians at Rhein Main were hired over a period of time and quickly helped to clear the backlog of DoS material clogging the station. Next, as there was not enough DoS material to continually keep them busy, we instructed the Rhein Main station commander to integrate them into her overall work force, which led to their attendance at the DCS Training School and receipt of Form 9 courier credentials.

Due to the integration of the civilians into the station work force, DoS material processing may have been performed by civilians one day, military the next, or a combination the following day. The DoS civilians also performed DCS road missions, performed missions to CONUS, etc. - in short, Rhein Main used all its couriers interchangeably.

Civilians were never hired at Okinawa due to problems in negotiations with the civilian personnel office. While the coordination was going on, we decided to close the Okinawa station and realigned the civilian billets to the Korea station at Osan Air Base. Their duties at Korea were slightly different than at Rhein Main, partly due to the station's distance from the servicing airport (at that time, Kimpo Airport in Seoul) and the fact that Korea helped pouch material destined to certain locations.

The civilian positions were beneficial to both agencies, however, time brings changes. Among the last position cuts which DCS experienced in the mandated reduction to an authorization level of 261 billets were the DoS civilian positions. They were abolished as of 1 October 2002, thus ending another chapter in our relationship with the Department of State.

Over the past few years, our diplomatic counterparts have received a substantial increase in funding and courier position authorizations. We anticipate that the nature of our interoperability will continue to evolve as DoS assumes more direct movements of its material to Europe and parts of the Pacific. Though our relationship may change, the DCS and DoS will continue to work together in their charter to provide secure movement of classified articles to U.S. activities, no matter where they are located.

The Future

Though I do not have a crystal ball with which to see into the future, it does not take a visionary to pinpoint expectations which will impact on the future of the organization. Here are a few.



The need for DCS support to military and other customers can be expected to remain a certainty as we look toward the future. Whether we are looking at a peacetime mission of training, reorganization, and preparedness, or a contingency situation of active hostilities and combat, courier support of U.S. national interests will continue.

During the last decade, the terms anti-terrorism and force protection have become a fundamental part of our vocabulary, with valid reason. Though terrorists have been increasingly active since the mid-1960s, most of their violence was overseas – to most Americans, these stories merely helped fill out the evening news broadcast. Though directed against American servicemen, even the terrorist attack on Khobar Towers in Saudi Arabia seemed distant because it was in another country.

However, ever since the attack on the World Trade Center a decade ago, Americans have discovered that the terrorist threat is all-too real, and is directed against us in our own back yard. Beyond all doubt, the attacks of 9-11 reinforced this. Terrorism is considered one of the primary threats to U.S. citizens today. This threat has even resulted in changes to the composition and organization of the federal government, witness the creation of the Transportation Security Administration (TSA) from elements of the Federal Aviation Administration and, more recently, establishment of the multi-armed Department of Homeland Security (DHS).



As for involvement of the Department of Defense, we need merely look at a map of the world to notice that our forces are engaged in search and destroy operations in Afghanistan to discover and eradicate remnants of the Taliban and al Qaeda. They are training and assisting Philippine security forces in combating Muslim extremists. Columbia, Central America, and Mexico are sites of U.S. involvement in combat against the drug cartels and related criminal activity. Recently launched Operation IRAQI FREEDOM provides a prime example of armed conflict involving tens of thousand of U.S. and Allied forces. There are other hot spots in which U.S. and friendly forces are waging variations of war against terrorists, insurgents, criminals, dictators, and other adversaries. These are situations where the efforts of DCS couriers are invaluable to the success of friendly elements.

Experts often mention the asymmetric threat to U.S. forces in the future. These define situations where state and non-state adversaries avoid direct engagements with U.S. military elements, or with coalition forces in which the U.S. is a partner, in order to avoid being liquidated by the numerically and technologically superior friendly forces. Instead, the adversary will devise strategies, tactics, and weapons to minimize U.S. strengths and exploit perceived weaknesses. In other words, the adversary will try to meet U.S. or multi-national forces on his terms.

These may be unconventional conflicts, perhaps guerilla wars similar to those we see today in the Philippines, Indonesia, some African countries, and in portions of Central America. The adversary will attempt to wage a battle of wills with friendly forces and will attempt to wear us down through attrition. The adversary will be elusive and hard to define or point out in a crowd. Conflicts will be fought at a time and place of the adversary's choosing in order to maximize the advantage of surprise and shock action while minimizing friendly force superiority. The continuing conflict between Israel and the Palestinians and the never-ending rivalries in Asia are good examples of these asymmetric conflicts.



As we discovered during the Bosnia-Serbia-Kosovo situation, we can expect future armed conflicts to be more limited in scope – more of the “brushfire” and regional variations rather than examples like IRAQI FREEDOM. Whether they are called wars of liberation, regional wars, insurgencies, or limited conflicts, experts assume these to be the battlefield of the future. The regional military threat will likely be the game plan of a dictator or a ruthless leader who can threaten his neighbors with large military or paramilitary forces. Mercenaries may be involved. The instigator of the regional tension can be expected to have a larger-than-necessary army fitted with a mix of old (Cold War era) and newer military weaponry and technology. Iraq is offered as an example of such a geographical situation.

Most of these situations will probably involve the U.S. as a player – part of a larger, united front, such as the United Nations action in the Baltic region. By virtue of its leadership and technological edge, U.S. planners may play an overly significant role; but it will be as part of a united/coalition effort. Because of this, there will be almost no limit to the geographical areas in which U.S. forces may find themselves thrust or the type of mission they can expect to perform.

The risk of war among the more developed nations of the world will be extremely low. As members of the international community, however, these nations will face conflicts around the world to which they will be obligated to send forces to help maintain or reestablish peace, reconstitute or maintain governments, and otherwise provide police actions and enforcement.

Though war between the more developed nations is not envisioned, there will be moments of tension as they assert themselves. These will create situations to which the DCS will respond. For example, we can remember the scene which unfolded on 31 March 2001, when a U.S. Navy EP-3 reconnaissance aircraft on a routine surveillance mission over the South China Sea was struck in mid-air by a Chinese F-8 fighter jet. The U.S. pilot managed to save the aircraft and made an emergency landing at a Chinese Air Force base on Hainan Island. The crew and airplane were detained and a 13-day diplomatic crisis ensued. This incident led to reaction throughout the U.S. government, not the least of which was military reaction to the Chinese having unrestricted access to all the secrets and equipment inside the aircraft. Needless to say, recovery from this incident involved DCS movement of replacement codes and other material.

To “be prepared” is not just a motto for the Boy Scouts of America; it is also a guiding principle for U.S. national security. The U.S. is watchful of potential adversaries and trouble spots and uses a significant portion of our military efforts to look, listen, and feel out environments which can potentially become trouble spots. Ever since the days of the Cold War, the U.S. has used communications intercept sites, listening posts, and similar facilities to “snoop” on our potential foe, and, in some cases, our allies as well, though we have not often publicized the latter situation. Though these sites have been phased out in many areas because the target audience is using fiber optic or other technology, many of them continue to serve a useful purpose. These missions can be expected to continue, and the DCS will continue to move the raw, accumulated data.

The other traditional DCS missions undertaken in support of DoD and federal agency requirements may be modified through time, but will also continue in the future. The significance of the DCS mission to national security cannot be understated; DCS will continue to support national interests. It is a safe assumption that the following statements are valid.

- As long as imagery needs to be moved to the Defense Intelligence Agency for processing, there will be a need for the DCS.
- So long as nuclear command and control items are produced to help maintain U.S. security, there will be a need for the DCS.
- As long as officials use secure communications, there will be a need for the DCS.
- So long as there are government secrets, there will be a need for the DCS.

Rest assured that, each day, as in the years and decades gone by, the Defense Courier Service, like its predecessor the Armed Forces Courier Service, provides contributions which have impact on our government, our military services, and, ultimately, our way of life.

Our couriers move the nation’s secrets. Little wonder that we have long been acknowledged as “**The Nation’s Couriers.**”



OUR SERVICE EMBLEM

Though the Armed Forces Courier Service (ARFCOS) had been formally established in January 1953, the organization did not receive a unique emblem until many years later, and then in a round-about manner. Initially, ARFCOS created a “customs seal” to identify ARFCOS material. Several years later, ARFCOS actually achieved a unique emblem which could be worn as a uniform item and for other identification.

The Customs Seal

In September 1965, the Commissioner of Customs, U.S. Treasury Department, met with ARFCOS officials concerning identification of courier material by U.S. Customs officials. This was important since ARFCOS material would be exempt from inspection upon entry/import in the United States. Failure to properly identify courier material could have resulted in shipments being temporarily impounded at the port of entry and, ultimately, delayed in reaching their destination.

A request was sent to the Adjutant General on 20 September 1965 to begin the process of developing a unique seal to identify ARFCOS material, a seal similar in function to that used by the State Department Diplomatic Courier Service. The request was forwarded to the Joint Chiefs of Staff (the procedure prior to 1972) for coordination with the Institute of Heraldry (TIOH), followed by consideration/approval by the Assistant Secretary of Defense (Manpower and Personnel).

The initial recommendation for this desired seal was simple – use the Department of Defense (DoD) logo and imprint the words “Armed Forces Courier Service” upon it. The design would be made into a rubber stamp, a metal die, or printed on an adhesive backing which would, in turn, be used on shipment documentation. Formal approval to use the DoD logo was granted in early November 1965 and the Bureau of Customs agreed to a design using the DoD logo.

Several more years elapsed before an emblem was developed for wear on courier uniforms. Colonel Thomas Shaylor, then Director, Armed Forces Courier Service (DIRARFCOS), submitted a request to TIOH on 1 November 1978 for development of an ARFCOS emblem. Subsequent coordination provided that this emblem should not be a replica of the DoD logo – like that of the distinctive Customs seal. Rather, the emblem should include *symbolism* that reflected ARFCOS affiliation with DoD. The emblem would also be included on correspondence, training literature, wall devices, and similar purposes.

Distinctive Emblems

You may be asking what ARFCOS couriers were wearing as identification prior to this time; after all, the organization had existed for a quarter century. As mentioned earlier in the general history synopsis, ARFCOS consisted of four distinctive elements: three courier elements, one from each of the primary military services, and an “umbrella” headquarters.

Each of the service courier elements already had a distinctive emblem. The Army couriers wore the Adjutant General emblem; the Navy and Air Force courier elements each had a distinctive emblem. Military members of the headquarters wore the emblems (patches and/or pin-on crests) of their respective service courier elements. The need for a common emblem for all ARFCOS personnel was not recognized in those early years. Replicas of the service courier service emblems follow.

Army Courier Service couriers wore the Adjutant General (TAG), patch, a generic emblem worn by Army personnel without affiliation to a specific Army organization. The Army Courier Service did not have a unique emblem as did its Air Force and Navy counterparts. Army personnel assigned to the headquarters also wore this patch. The TAG shield was worn as a collar device.



The **Air Force Courier Service** had a distinctive emblem for the Air Force members of ARFCOS....



...as did the Navy Courier Service for Navy members of the organization.

Finally, in early 1979, the Institute of Heraldry submitted its initial design recommendations to DIRARFCOS. The initial design submissions were a varied lot and were provided to ARFCOS for appraisal and comment, after which another and improved design was submitted for consideration. Available records provide information on a total of five designs which were proposed and rejected before the final ARFCOS emblem was approved. Unfortunately, legible representations of all these designs are no longer available.

The following designs are provided in the approximate order in which they were submitted to DIRARFCOS for consideration. Again, the lack of information in available records prevents us from being positive of the order in which they were prepared. Each of the designs is interesting by itself. Imagine wearing one of the following patches on your courier uniform.

The Globe & Crest: One of the two designs for which a legible replica does not exist.

Description. Three arrows overlaid on a globe in the upper half of the disc, under which is found the Adjutant General shield and a set of wings. The surrounding border displays the words “Armed Forces Courier Service” arched across the top and “Department of Defense” across the bottom.

Symbolism. The colors, as well as the three arrows, the wings and shield are suggested by the Department of Defense seal and signify the authority of that organization. The courier mission is suggested by the wings for swiftness and the globe for world-wide operations. The arrows represent the military services of the United States.

The Greyhound: One of the initial design proposals.



Description. Within a circular border inscribed with the words “Armed Forces” above, and “Courier Service” below, a globe with grid lines surmounted by the silhouette outline of a running greyhound extending from the border at right to the border at left.

Symbolism. The greyhound represents swiftness of service and the globe upon which it is placed alludes to the world-wide scope of the Courier Service. The color blue is from the seal of the Department of Defense under whose authority the Courier Service operates.

The Helmet: There are two versions of this design, shown is the version with four stars atop the design – the other version displays only three stars.

Description. Centered on a disc, a winged helmet, the wings displayed and enclosing four stars placed three above one, below the helmet a globe with grid lines centered on a partial border between the words “Armed Forces” on the left and “Courier Service” on the right.

Symbolism. The winged helmet refers to a swift messenger and the globe beneath it alludes to the world-wide scope of the Courier Service. The stars represent the military services and the color blue is from the seal of the Department of Defense under whose authority the Courier Service operates.



The Modified Navy Design: Another early design, for which a legible replica no longer exists, was based on the Navy Courier Service emblem shown earlier.

Description. A globe with grid lines on a light blue field, above which a gold chain and the acronym ARFCOS arch. An eagle with head erect and wings upraised above the globe faces to the right. The surrounding border displays the three stars along the top center between the wings and “ARMED FORCES COURIER SERVICE” across the bottom.”

Symbolism. The globe refers to the world-wide scope of the Armed Forces Courier Service and the colors, light and dark blue, represent the Department of Defense under whose authority it operates. The eagle signifies swiftness and vigilance and the chain represents security. The three stars refer to the military services. The color gold is symbolic of achievement.

The Early Eagle: Another early design, for which a legible replica no longer exists, was based on the Navy Courier Service emblem shown earlier.

Description. Standing upon a gold chain placed across the center of a light blue globe with white grid lines, a gold eagle with head erect and wings upraised and extended across a gold-rimmed blue border, the border enclosing the globe and bearing three gold stars at the top between the eagle’s wings and the words “ARMED FORCES COURIER SERVICE” below in gold letters.



Symbolism. The globe refers to the world-wide scope of the Armed Forces Courier Service and the colors, light and dark blue, represent the Department of Defense under whose authority it operates. The eagle signifies swiftness and vigilance and the chain represents security. The three stars refer to the military services. The color gold is symbolic of achievement.

Though minor wordsmithing changes could still be expected as the process continued, you can see that symbolism for the ARFCOS emblem has become somewhat standardized at this point: *“Three stars represent the three services; the eagle from the DoD seal implies for swiftness; the globe indicates the world-wide service; and the chain signifies security.”*

The “Early Eagle” design shown above, though closer to what DIRARFCOS sought as an emblem, still fell short of expectations and was returned to TIOH in mid-March 1979. Colonel Shaylor indicated concurrence except for “the strength displayed in the eagle and the imbalance displayed by having the eagle and chain in the upper half of the emblem.” He requested TIOH provide a “stronger” eagle and “repositioning of the eagle and chain to achieve better balance.”

The final/approved ARFCOS emblem appears to have been based in large part on the Modified Navy Courier Service emblem, but modified based on heraldic principles. Thus, the eagle was modified to face to the dexter side – the viewer’s left. Also, the acronym ARFCOS was removed from the globe to adhere to the principle of NOT placing numerals or letters in the design itself. The organization’s name in the encircling border provided adequate identification for the emblem. The approved design is shown below.

The Final Eagle: The final emblem shows the stronger eagle and better design balance.

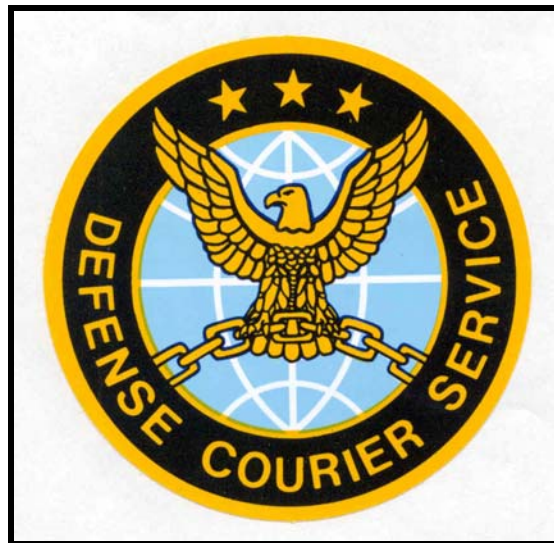


Description. Standing upon a gold chain *arched across the lower section* of a light blue globe with white grid lines, a gold eagle with head erect and wings *displayed*, the wingtips extended across a gold-rimmed blue border, the border enclosing the globe and bearing at top center between the eagle’s wings three gold five-pointed stars; below in gold letters the words “ARMED FORCES COURIER SERVICE.”

Symbolism. The globe refers to the world-wide scope of the Armed Forces Courier Service and the colors, light and dark blue, are from the seal of the Department of Defense under whose authority it operates. The eagle signifies swiftness and vigilance and the chain represents security. The three stars are in reference to the military services of the United States. The color gold (or yellow) is symbolic of achievement.

This emblem has been “modernized” over the years, to include being updated to reflect the re-designation of ARFCOS to the Defense Courier Service. A simple update – to “retain the old ARFCOS shield and just change the name...” - was requested by Colonel Howard King, the incumbent commander, in April 1988 to allow the DCS to “retain its heritage and continue serving as a reminder of the joint Army, Navy, and Air Force nature of organization.” The request was approved that June.

Even prior to the 1987 update showing the re-designation of ARFCOS as the Defense Courier Service (below), the eagle imbedded in the design had been modified. The original eagle had broad and rounded wings; however, the newer eagle was given more pointed wings – the upper feathers are longer than those below – and the body appears more compact. However, the color scheme, basic description, and symbolism remained true to the original design.



The most recent modification of the DCS emblem was created specifically for the organization’s Golden Anniversary. This design was created by TSgt Shawn Sharber, C4S Directorate (DCS/J6), and is featured in various uses, to include the distinctive Golden Anniversary coin. Though Shawn was able to use a graphics program in creating this design, he had to painstakingly create each detail individually. Can you imagine drawing those links in the chain one at a time? Thanks to Shawn for his efforts (shown below) to continue the distinction of our emblem.



COMMAND ROW

On a wall in the Headquarters, we have always had a group of pictures showing all the past Directors/Commanders of the organization and their dates of service. Looking at these pictures has always triggered thoughts, and reflections of my own service in the courier system. Interestingly, most of these officers were on their terminal assignment and departed the organization in conjunction with retirement from active duty. Only a few have continued on active duty after passing command to another.

When the Armed Forces Courier Service (ARFCOS) first came into existence, there was no set pattern of which service filled the Director's position. Later, the charter provided for rotation among the services – Army, Navy, Air Force. The charter which realigned ARFCOS into the Defense Courier Service (DCS) did away with the established rotation in favor of making the DCS Commander position a nominative one – the services could each nominate an officer for the position whenever it was due to become open. Making the position nominative, vice rotational, resulted in the Air Force continually filling the position beginning with the departure of Capt (USN) Jackson in October 1985.

Without further delay, let's review our past ARFCOS Directors and DCS Commanders.

<u>Incumbent</u>	<u>Rank</u>	<u>Service</u>	<u>Inclusive Dates</u>
J.A. Morrison	Captain	Navy	10 Feb 1953 – 31 Dec 1954
Robert P. Muhlback	Lt Col	Air Force	1 Jan 1955 – 31 Dec 1956
Aaron S. Sadove	Lt Col	Army	1 Jan 1957 – 14 Dec 1958
Anthony H. Coakley	Lt Col	Army	15 Dec 1958 – 31 Dec 1958
Rupert D. Hawley	Captain	Navy	1 Jan 1959 – 31 Dec 1960
James K. Adcock	Lt Col	Air Force	1 Jan 1961 – 31 Jan 1962
Richard D. Barger	Lt Col	Air Force	1 Feb 1962 – 31 Jun 1962
Horatio N. Reynolds	Lt Col	Army	1 Jul 1962 – 31 Jul 1964
Alfred O. Anderson	Lt Col	Army	1 Aug 1964 – 31 Dec 1964
Edward F. Carl	Cmdr	Navy	1 Jan 1965 – 6 Dec 1965
William J. Foley Jr.	Captain	Navy	7 Dec 1965 – 31 Dec 1966
Herbert I. Butler	Colonel	Air Force	1 Jan 1967 – 31 Oct 1968
Noble H. Dawson	Colonel	Army	1 Nov 1968 – 13 Jun 1971

<u>Incumbent</u>	<u>Rank</u>	<u>Service</u>	<u>Inclusive Dates</u>
Bryce L. Clack	Captain	Navy	14 Jun 1971 – 31 Jun 1972
Walter H. Jester	Captain	Navy	14 Jun 1972 – 30 Jun 1974
Herbert L. Neathery	Colonel	Air Force	1 Jul 1974 – 31 Jul 1978
Thomas C. Shaylor	Colonel	Army	1 Aug 1978 – 31 Jul 1982
George L. Jackson	Captain	Navy	1 Aug 1982 – 17 Oct 1985
Howard L. King	Colonel	Air Force	18 Oct 1985 – 27 Jul 1989
Chris L. Jefferies	Colonel	Air Force	28 Jul 1989 – 31 Aug 1992
Ralph C. Polley	Colonel	Air Force	1 Sep 1992 – 6 August 1995
E. Earl Harrington	Colonel	Air Force	August 1995 – April 1996
Clarence A. Johnson	Colonel	Air Force	April 1996 – June 1998
Michael R. Pikula	Colonel	Air Force	June 1998 – April 2000
R. Stephen Bunn	Colonel	Air Force	April 2000 – Present



Armed Forces Courier Service
1953 ~ 1987



Defense Courier Service
1987 ~ 2003

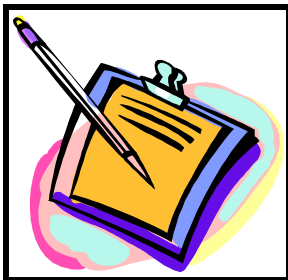
HOW TO TRAIN A COURIER

Personnel assigned to the Armed Forces Courier Service (ARFCOS), and its successor the Defense Courier Service (DCS), arrive in the organization with a widely varied background of military experience and education. Of equal significance to the courier system is the attitudinal and expertise variances imposed by the differences between the military departments.

For example, the training, work environment, procedures, terminology, and other aspects of the background of a newly assigned Army Administrative Specialist are totally different than those of his/her Information Management Specialist counterpart in the Air Force. Needless to say, the Navy A-Brancher who joins the DCS comes from an even more varied background.

Though our personnel come from varied backgrounds, once they begin their duties as DCS couriers, they are expected to adhere to specific standards of security, operational procedures, and protocols of performance. The security of the material they escort and the integrity of the DCS itself are dependent on these standards.

On-the-job training (OJT) has always been a primary ingredient in training to be a courier. There are few recorded observations of courier training in the very early days of organized courier activity, but we can surmise it was more OJT than anything else. From the military officers who were delegated to duty with the State Department, to the Army officer couriers escorting military communications to the European Theater Headquarters, to the Navy Officer Messengers serving the fleets, there was no formally established training process to speak of.



Following the oral and written instructions and examples of forms provided to them by the dispatching station, early couriers were able to securely escort pouches of material between destinations. In the early days of the courier service, most couriers were officers. Most likely, a common presumption was that these officers did not need a significant amount of training to be couriers – they could easily follow simple instructions

However, with the advent of courier transfer stations (CTS), the courier process began to involve responsibilities more complex than merely carrying a pouch from point A to point B. Now, material was moved to and from customers as well as between stations. The types of headquarters, agencies, and customers being served were evolving. Procedures were expanded, accountability became more complex, and security was stressed all the more.

The Evolution of Training

After the establishment of ARFCOS in 1953, the responsibility for all aspects of station and courier performance became vested in the Deputy Directors, one for each of the military services. This provided a slightly more-focused approach to training and performance since each Deputy Director had only a finite number of station and personnel for whom he was responsible, thus shortening the span of control. However, there was no formal training on an ARFCOS-wide basis; OJT and mentorship continued to be the rule.

An important result of the ad hoc study of ARFCOS in 1965 was the creation of an ARFCOS training school at the Washington Courier Station on 14 February 1966. All personnel assigned to ARFCOS were scheduled to attend the course prior to their assumption of duties. The course was oriented toward security indoctrination and familiarization with ARFCOS operating instructions. The service

intelligence organizations, NSA, CIA, and similar activities participated in the instruction. During the first year of operation, the school graduated 90 couriers, but the individual service figures are not available. Graduation totals during the next three years were as shown:

<u>FY</u>	<u>Army</u>	<u>Navy</u>	<u>AF</u>	<u>Civ</u>	<u>Total</u>
68	91	15	72	0	178
69	124	29	103	0	256
70	93	42	106	0	241

Attendance at the Washington station was convenient since the station was located in Alexandria, VA, rather close to the HQ. However, the station was relocated to Ft Meade, MD, some 40 miles away, in 1973. Rotating newly-assigned personnel through the new site for training would have proven difficult, so an alternative was necessary. Fortunately, HQ ARFCOS relocated to a new location in the Forrestal Building, Washington, D.C., at about the same time. Once the offices were settled in, a new training program was begun, to be sponsored by the HQ.

The ARFCOS Security and Indoctrination Program, a one week course at the Forrestal Building, commenced operation in 1973. The course was the responsibility of the Safety and Security Directorate and was designed for all newly assigned personnel from all three services, to include civilians.

<u>FY</u>	<u>Army</u>	<u>Navy</u>	<u>AF</u>	<u>Civ</u>	<u>Total</u>
73	53	16	71	0	140
74	64	19	64	5	152
75	105	40	65	0	210

In January 1980, HQ ARFCOS again relocated, this time to Hoffman Building I in Alexandria, VA. Unfortunately, this move resulted in loss of the training facility used for the class as space in the new building was at a premium. Though a formal courier training class was no longer possible, the HQ maintained an interest in standardized training and distributed occasional training “packages” of movies, videotapes, documents, and regulations to stations to supplement station-directed training activities. Unfortunately, individual training packages for each station were not always available; packages were sometimes circulated by geographical areas and stations would pass them on, in turn. As you can imagine, this often resulted in inadequate or a lack of training due to distribution problems.



An example of the supplemental training packages sent to the stations or made available to the staff is the HQ ARFCOS Training Package entitled “A Lesson in Terrorism,” which was distributed in August 1981 to those selected ARFCOSTAs considered most vulnerable. The HQ staff received an intensive 4-hour briefing by the Naval Investigative Service (NIS) on 16 September 1981 on the subjects “Terrorism Preventive Measures and Hostage Negotiations.” These particular training packages were created in response to terrorism threats of the time.

To help ensure standards of training, the Safety and Security Directorate created a program of testing of newly-assigned members. Stations would issue the DoD directive (ARFCOS charter), regulation, the ARFCOS Manual – a two volume set in those days, ARFCOS forms, and other material to new couriers for self-study. Depending on the station, either the courier’s sponsor or another individual would assist/advise the new member to attain sufficient proficiency. Often, the new member was taken along as an observer for ground missions to observe procedures first hand.

As mentioned in an earlier chapter, ARFCOS began using senior noncommissioned officers (NCOs) in the grade E7 and up, and the Navy equivalent, in 1967. This was expanded to include E6s later. Senior NCOs/CTAs (E7 and up), warrant officers, and commissioned officers were authorized to become ARFCOS Couriers, identified by ARFCOS Form 9 credentials. The E6 personnel could only qualify as Courier Assistants, identified by ARFCOS Form 14. This difference was reflected in the actual test provided to new members.

Traditionally, newly assigned personnel had 30 days in which to study and learn how to perform their duties prior to taking the ARFCOS certification examination. The test was a composite – questions provided by the Safety and Security Directorate and the station training NCO. The number of questions on a test was not standardized and ranged from as few as 20 questions to as many as 100.

The answer sheet was sent to HQ ARFCOS for grading. The examination results and a report of shortcomings/study recommendations were sent back to the station. If the new courier/courier assistant passed the examination satisfactorily, his credentials were issued by HQ ARFCOS and sent to the station for signature, lamination, and issue to the individual.



A major drawback to this training/testing was that it was customized to fit the mission of the station to which the new member was assigned and not to the overall mission of the Courier Service. This shortcoming was most evident when couriers transferred from one station to another. An individual's knowledge of ARFCOS and ability to perform his duties – there were no female couriers for many years – was based solely on the mission of the station to which he came from. Therefore, individuals had to “relearn” how to perform their duties at the new station. This method of training also imparted the trainer's personal interpretation of policies and procedures, which sometimes “colored” the information.

The former ARFCOS was reorganized in 1987. Military Airlift Command (MAC) Programming Plan 87-29, dated 1 September 1987, which formally established the Defense Courier Service, listed, as a responsibility for the Inspector General, to “Formulate policies and programs relating to...and training to include the management of a mobile training program.” The IG was also made responsible for preparation and distribution of printed and video training products.

Realizing the shortcoming discussed above, training of new personnel evolved into a more centralized program during the second half of the decade. The HQ Training NCO, assigned to the Inspector General (former Safety and Security) Office, made quarterly trips to each of the regions. Advance coordination with the region commander (CC) and stations resulted in a travel agenda which brought the training NCO to one (or more) stations to which the newer personnel were brought for training.

Though this facilitated DCS-wide proficiency, immediate system-wide standardization was not achieved since many of the “old hands” were, perhaps, accustomed to doing things in the “old way.” Eventually, as the old hands rotated out, retired, or were retrained, the system achieved greater standardization. One factor which, fortunately, did not adversely impact the system was that each training NCO instilled his individual personality and proficiency into this training program. We were lucky to have had outstanding NCOs in this position.

Although this provided a centralized training program of sorts for all personnel, the concept itself was extremely demanding on the training NCO. This person carried with him all his training materials in two or three large (and very heavy) suitcases, plus his personal baggage. The training trips were not only fatiguing, they were an extreme exercise in physical fitness.

The DCS Training School

In January 1989, HQ DCS relocated to its present site on Ft Meade, MD, a building constructed to meet HQ DCS space specifications. Though we had hoped to include a training facility in the building, funding limitations prevented this and it took another few years before the necessary construction funds were available. However, the idea to again have a training facility and be able to accomplish centralized training was not lost.

A group of experienced couriers was assembled from the HQ and field stations in 1991 to develop the concept of a training school. The group consisted of SMSgt Charles Boston, DCS Station (DCSS) Anchorage; MSgt Paul Marks, DCSS Pentagon; Mr. Dieter Ralston (former courier, station CC, and now a staff member); Ms. June Fritzinger, DCS/IG; and MSgt Mike Kidwell HQ Training NCO. This group was responsible for developing the curriculum for a two week training school, to include the examination, and the process for follow-on OJT training at the gaining station to verify proficiency.

MSgt Paul Marks, an experienced courier with good teaching skills and a pleasant demeanor, was selected to test the group's proposed program as the first instructor of the school. Three "pilot" classes were taught in February, June, and July 1992. During these initial classes, experienced couriers were included as observers in the student mix to evaluate and critique the classes. Students were also involved in the critique process. The comments and class results allowed the curriculum to be refined and improved. The first formal class was conducted in August 1992.



MSgt Paul Marks (2d row, right end) and Ms. June Fritzinger (1st row, left end) with the first pilot class, February 1992.

With a formal curriculum in hand, DCS faced the challenge of arranging a temporary classroom facility, and appropriate billeting and support, until we could build a new classroom onto the HQ building.

MSgt Marks and Ms. Fritzinger led an initiative to contact hotels in the local (Ft Meade) area, inform them of our plans and requirements, and ask for their proposals to host the classes. They visited the prospective sites and selected the Days Inn in Hanover. The hotel fulfilled our needs and was eager to accommodate DCS and individual requirements. A small conference room was made available for us to set up as a classroom at a reasonable charge, which was paid for through a contract.

The hotel was readily accessible from the highway and was close to BWI Airport and Ft Meade, thus facilitating transportation of the students, guests, and instructors. It became a one-stop shop for our needs since our students were billeted in the hotel during their course. A Denny's restaurant was next to the hotel, but there were other dining opportunities nearby. During the two years that we used this hotel,

it was purchased by the Holiday Inn chain and re-designated as the Holiday Inn Express (BWI); but to us, it will always be the Days Inn.

For the initial classes, students in-processed on Sundays and attended classes for a full 10 class days (Monday – Friday), with graduation set for the second Friday afternoon. As our proficiency improved and we made slight modifications to the curriculum, we were able to shorten the class to 9 days, with graduation on Friday morning. This permitted many students to depart that afternoon from BWI Airport or other means for their new station or other destination.



Though our course needs were being met, we continued to seek a permanent classroom as part of the HQ building. Design of the “DCS School House” was accomplished through frequent and close coordination between the DCS Engineer, Capt Kerri Grimes, the Ft Meade DPW/Engineer Staff, and SMSgt Marks. The day of groundbreaking for the extension to the building was one to be celebrated – the school facility was nearing reality. Unfortunately, Paul Marks retired from the Air Force prior to seeing the completion of the school and the first class taught in it.

With the classroom in operation, we established a slightly different routine. We opted to billet students in the Comfort Suites Hotel in Laurel, a slightly better deal for students, and provide them a government multi-passenger van to use as a shuttle during the course. Check in at the hotel continues to be on the Sunday prior to the class. The class has again been streamlined and graduation now scheduled for the second Thursday afternoon.

Ms. Robin Kline, the primary instructor for the course, does a fantastic job in balancing presentation of station-specific information necessary to courier duty with the general, supportive data that helps paint the overall operational environment.

As can be expected, the curriculum is heavy in operational subjects necessary to proper accountability and security of material. The course also makes maximum use of several guest speakers from major DCS customers or supporting agencies, and features several hours of hands-on training with our “track and trace” computer system - a main reason for our accurate accountability - the Defense Courier Service Automated Management System, more often referred to as DCAMS. This training places students in hypothetical stations and causes them to create forms, transact operations, and perform (simulated) movement of material – just as



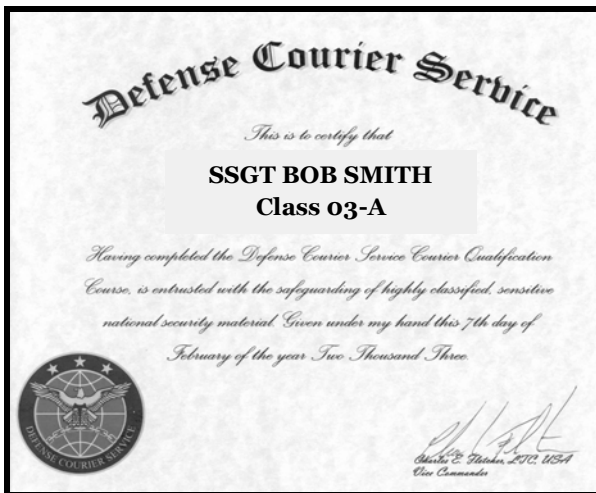
Ms. Robin Kline (front row, left) and MSgt Paul Marks (back row, right) with a DCSU class at the Days Inn.

they will at their future stations. A highlight of each class is a visit to DCS Station Baltimore, also located on Ft Meade, where they observe execution of procedures in “real time” and in an actual operating environment.

Use of multiple examinations scheduled throughout the course forces students to stay abreast of the classes and material, thus ensuring they attain a basic proficiency during their studies. Upon their graduation, the students are “conditionally” issued credentials. These are fully activated only after the student completes a station-specific period of OJT upon reaching his/her station and the station CC is satisfied with the individual’s proficiency.

The DCS Training School, affectionately referred to as DCSU, is a formal Courier Certification Course recognized by the military services as a prerequisite for courier duty. Service detailers work closely with the DCS Directorate of Manpower and Personnel and the Inspector General Office to coordinate TDY/TAD-enroute attendance for newly assigned personnel. The services fund this training.

The DCSU provides new DCS personnel and guests the general and varied background of DCS policies, procedures, and standards necessary to their duties. Included in the curriculum are presentations from major customers, such as the Department of State and CIA, and other agencies. Attendance at the school is mandatory for all newly assigned couriers, former couriers that have been out of the organization for five or more years, HQ personnel, and civilian employees.



Since the beginning of formal classes in 1992, DCSU has held up to eight classes per year. The reduction of DCS manning levels has resulted in a corresponding decrease in the number of classes. We try to limit class sizes to only 10-12 students in order to maintain a favorable student-instructor ratio. And, to ensure a high quality of instruction, each of the DCSU “teachers” attends formal instructor training before he/she transitions to the podium.

Participation in DCSU is also offered to our major customers and Allies. The proficiency and skills taught in DCSU are of great value to them since they provide a fundamental background for their own procedures, even if these are not exactly the same as those of the DCS. Over the years, DCSU has graduated students from the Supreme Headquarters Allied Powers Europe, United Kingdom Defense Courier Service, Polish Courier Service, State Department, National Security Agency, other Department of Defense (DoD) organizations, and several U.S. federal agencies.

DCSU is designed as a living entity that is constantly updated providing an up-to-date curriculum and standardized training for personnel. DCSU – another success story.



THE UPS SHUFFLE



One of the secrets to the success of the Courier Service is, without a doubt, our affiliation with the United Parcel Service, more commonly referred to as UPS or, more recently, as the men/women in brown.

The ARFCOS/DCS marriage with UPS is a mutually beneficial arrangement that may seem a bit unusual to the casual observer or outsider. To our customers, our couriers, and to those to whom we are accountable, however, this contractual relationship has always been a win-win situation.

The “UPS connection” has permitted the DCS to rapidly move the nation’s secrets over large distances at a reduced cost, yet maintain high standards of security. Use of this channel permits the DCS to transport material overnight from coast to coast, with continuation to Korea or other sites that may be integrated. This channel has facilitated courier support to all agencies of the federal government and the timely movement of sensitive, highly-classified items.

The Beginning

In November 1985, Mr. Noel Taylor, then Sales Manager at UPS headquarters, Standiford Field, Louisville, KY, was handed a note from a member of his staff. The note provided a name, Lt Col Lawrence Fisher, and a telephone number at Ft Meade, MD. Mr. Taylor returned the call and that began a coordination process which eventually matured into what we in the DCS refer to as our “UPS Shuffle.”

As you know from earlier chapters in this document, HQ ARFCOS began realigning into a more functional headquarters beginning in 1982. The Air Force Courier Service, then headed by Lt Col Lawrence Fisher, was assigned responsibility for transportation, which meant that he and his staff monitored the worldwide ARFCOS movement system. Included in these responsibilities was the requirement to seek faster, more efficient air channels to expedite ARFOCS shipments across the globe. Also, since ARFCOS was often adversely impacted by occasional disruptions to military and commercial channels, his staff was sensitive to finding channels that could better guarantee reliability and economy.



Always eager to test new, promising concepts, ARFCOS experimented with several different channels and transportation modes, some even considered radical - such as use of rail movement between the Washington and Kelly stations – in an attempt to improve service.

The initial dialogue between Mr. Taylor and Lt Col Fisher did not accomplish any earth-shaking deals, but did cause the two agencies to begin exploring interoperability.

ARFCOS was fascinated by the UPS network that permitted expeditious (generally overnight) shipments between two points far apart. Since most ARFCOS stations within CONUS were near, or reasonably close to, major airports from which UPS operated, the idea of using the UPS system was a logical one. ARFCOS planners were confident that security inherent in airport operations and air

movement could be harnessed to facilitate its (ARFCOS) shipments. Could a marriage be possible between the two?

The UPS was (and is) an ambitious business that continuously seeks new business opportunities. For the UPS, the prospect of securing several thousand pounds of new business each month from a previously untapped source was an exciting one. Later, as we discovered in our discussions, the UPS is also a patriotic organization, which has often seen UPS facilitate ARFCOS/DCS operations and shipments in many ways, even outside the contractual requirements.



As negotiations progressed, a simple strategy emerged over the many visits between the two agencies. Using the overnight UPS connectivity, ARFCOS couriers would fly to Louisville from UPS regional service centers. These aircraft normally returned with unused capacity that, conveniently, could be at least partially filled by ARFCOS material. By carefully plotting and coordinating these shipments, ARFCOS and UPS planners could arrange a coordinated, but hectic, exchange of courier material while the aircraft were on the ground at Louisville. The period required by UPS to download, service, re-load, and prepare the aircraft would be available to ARFCOS for courier transactions. The couriers could, while on the ground, exchange material destined to the other stations, then prepare for the return leg. The advance coordination of shipment weight, cube, and UPS container (igloo) requirements would allow the courier shipments to be manifested and loaded into UPS flight planning calculations.

In March 1986, selected ARFCOS stations executed an initial trial mission to move material in the manner described above. The trial culminated several weeks of coordination and planning. The process was improved, another test was conducted, and the process was repeated. Finally, in June 1986, ARFCOS formally began use of the UPS system to move material within the continent.

The overnight movement system began small. Some of us can remember when the material exchange area consisted of four marked parking slots in the air cargo warehouse that had been marked off with barrier tape. The first few missions were flown by couriers with their DCS documentation in one hand and Government Bills of Lading (GBLs) in the other – GBLs were used to pay for the missions until a formal contract was established. From this inauspicious beginning, and an initial handful of participating stations, our operations with UPS have grown considerably.

As we worked to get a better handle on the UPS operation, Wright Patterson station personnel served as the core of our UPS interface and supervision of the exchange activities. The Wright Patterson couriers were sent to Louisville in a TDY/TAD status up to five days per week to support the UPS operations. On evenings when couriers transited the UPS hub, the fast-paced operation necessitated we have an On-Scene Coordinator to conduct advance coordination of the shipments with UPS, then orchestrate the frenzied activities as couriers were rapidly ferried to and from the DCS operating site.

The 2½ to 3 hour commute (one way) between the two sites was stressful, but a TDY/TAD stay of several days in the Louisville each week was expensive. Add to that the length and intensity of the coordination with UPS and stations, and you have several frazzled couriers and a situation that could be improved. We eventually established a sub-station of Wright Patterson at Louisville to have a permanent party of DCS personnel stationed at the UPS hub, thus allowing the DCS to better and fully utilize this movement channel.

Once the process was well honed and everyone was comfortable with it, ARFCOS added more stations to the list of participants – the “players,” if you will. Within a short time, this had grown to an operation that exceeded the limited space available to us inside the cargo warehouse. UPS management took the initiative to build a contiguous room to use for the exchange, thus freeing valuable space in the warehouse and removing courier transactions from public view. This facility could be controlled and secured by the couriers, thus facilitating access to coordinate and supervise missions and enhancing security during periods of non-use.

When initially established in 1992, Louisville was intended as an “exchange” facility – storage and customer service were not intended purposes. Over time, however, we came to realize that support of DCS customers in the northern Kentucky area would be improved if we assigned them to Louisville and also gave that station responsibility for ground and over-the-counter missions. These changing workload requirements caused DCS to coordinate with UPS for construction upgrades necessary to achieve Defense Intelligence Agency accreditation for storage of DCS material. Once again, the UPS came to the rescue and assisted us in making this happen. This upgrade was completed in April 1994.



In a separate and simultaneous action, the DCS Commander decided to close the station at Wright Patterson, but retain the facility under an agreement with the installation, to provide a secure operating site for DCS couriers while they served local customers. As preparations commenced to disestablish Wright Patterson, we also began steps to fully activate Louisville as a DCS station. This occasion was observed with a ribbon cutting on 8 April 1992. Establishing the Louisville station

facilitated UPS operations and eliminated several inefficiencies inherent in using two separate sites to execute the mission.

Upon activation, Louisville was coordinating movement of nine participating DCS stations. By July 1993, this figure had been increased to 12 participating stations; another was added in August 1994. The following month, Louisville became responsible to handle the return of Baltimore’s couriers from its United Kingdom mission. This short-lived requirement - the mission was moved to another carrier in mid-1995 - was necessary due to routing of the returning aircraft, which bypassed the Baltimore-Philadelphia area. Several months later, DCSS Norfolk was added as a player, thus bringing the total to 14 stations. In January 1996, we were able to add a “deep-Pacific” mission to Korea, via Anchorage, bringing the total players to 16 – most of the DCS was now part of the UPS connection.

On the 10th anniversary of the relationship between the DCS and UPS, its success was observed in a “DCS-UPS Partnership Celebration” held at the prestigious Seelbach Hotel in Louisville on 19 June 1996. The guest list demonstrated the significance afforded the DCS-UPS relationship. Among those in attendance from the UPS were Mr. Tom Weidemeyer, CEO; Mr. Marty Hanse, VP for International Operations; Mr. Don Herbert, VP for Business Development; Mr. Russ Coonley, Chief Pilot; and Mr. Noel Taylor, Manager, Sales & Marketing. Representing the DoD and DCS were LTG Smith, Deputy CINC, USTRANSCOM; Col Clarence Johnson, DCS Commander; and MSgt Lawrence Wisdom, Acting Louisville Station Chief.



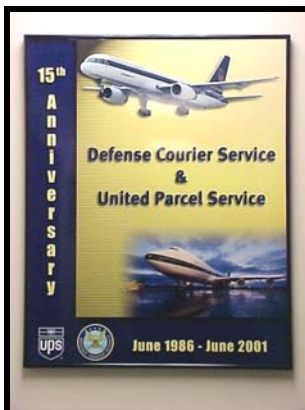
Though DCS had reached a high of 16 participating stations, the number of players dwindled over the next few years, due in part to a large-scale streamlining initiative that eliminated ten field stations. During the 1990s, participating stations were added to or deleted from the contract, resulting in a sustained level of 13 participating stations – still a key tool to rapid and efficient movement of DCS material.

The Louisville station again furthered interoperability with UPS when it commenced an air mission to Puerto Rico (Roosevelt Roads) using UPS channels, taking over this mission from the Jacksonville station in June 1993. This streamlined the Roosevelt Roads mission, eliminating the costs of continuing to maintain a DCS facility there, and also reduced shipment costs for the DCS.

The DCS relationship with UPS is more of an active partnership than the normal customer - service provider arrangement. For the 15(+) years we have been active with the UPS, DCS has received exceptional service. During the few occasions when work stoppages loomed on the horizon, UPS officials assured us that DCS shipments would NOT be affected – our material would move as scheduled.....and it was. Every participating station can attest to UPS responsiveness; for example, if a sudden if an unexpected influx of material is received, which must be moved, UPS will go out of its way to move the material to meet our requirements, even if coordination within contractual time parameters is not possible. When a container (igloo) is deemed unsuitable for proper security, the station can accomplish a simple exchange for a serviceable one. If adverse weather is forecast, UPS officials ensure that the DCS is kept abreast of conditions and UPS operations. Though unusual, even the infrequent courier complaint of an alleged disservice is rapidly investigated and corrected as appropriate. The list goes on and on. DCS is very fortunate to have such a partnership.



We continually have the opportunity to provide favorable comments of our commercial partner and illustrate the DCS – UPS connection. When DCS sponsored the 2001 annual meeting of the Allied Courier Service Executive Committee (ACSEC), an element of Supreme Headquarters Allied Powers Europe -- the military arm of the North Atlantic Treaty Organization (NATO), we chose Louisville as the host site, in part to show off our UPS connection and the Louisville station. The ACSEC members, composed of a Belgian Brigadier General, a British Brigadier, and senior military or civilian representatives from several NATO member nations, were quite impressed and enthusiastic in their endorsement of our close relationship with the UPS.



We also used the opportunity of the ACSEC conference to observe the 15th anniversary of the DCS - UPS relationship. Here too, we can find another example of voluntary UPS actions which exceed contractual expectations. UPS officials approached the conference with as much enthusiasm and concern as did the DCS planners. They organized a briefing and tour to focus on the mutually-beneficial relationship and, to help honor the events and make them more memorable, UPS graphic artists prepared large commemorative posters for both the ACSEC conference and the 15th anniversary. Smaller versions of the SHAPE/ACE poster were provided for each participant. These unexpected actions helped ensure that the conference and anniversary were a success, and were another example of the selfless

actions by our UPS partner.

From the initial cooperative arrangement of six courier stations participating in the orchestrated movement and exchange of DCS material, our relationship with UPS has grown to the present contractual arrangement. The eleven participating DCS courier stations move more than two million pounds of material annually, securely, expeditiously, and efficiently. Though the initial UPS rate of 45 cents per pound to move our material has long been history, the DCS continues to receive very favorable rates from UPS each time the contract is renewed. This helps keep our costs to a minimum, savings which are passed to our customers.

In summary, the ARFCOS/DCS relationship with the United Parcel Service is a success story, pure and simple.

A SEA OF WOOD

On a fateful day in early September 1970, the personnel of Armed Forces Courier Service Station (ARFCOSTA) Subic Bay, Republic of the Philippines, woke to another duty day. They could only wonder if they should begin building an ark; after all, this was the sixth consecutive day of down-pours. Can you imagine trying to deliver material to customers in this stuff!

By the time the rains ended, a record 27 inches of rain had fallen from the heavens. Manila, the capital, experienced record flooding as 4 to 5 inches of water covered vast portions of the city. On a broader scale, an area of the Island of Luzon the size of Florida was affected by high water. President Marcos declared a “state of calamity and emergency” and a massive relief program was mobilized. As the storm abated, the tally sheet of its destruction included several deaths and injuries, to include men of the Subic Bay station.



Naval Station Subic Bay and NAS Cubi Point, approximately 90 miles northwest of Manila



ARFCOSTA Subic Bay, circa September 1970



Close proximity to the flight line and the bay.

The weight of courier material moved in Southeast Asia was directly related to increased fleet activity which, in turn, was related to the situation bubbling in the republic of Vietnam. From 1964 to 1965, the weight of material doubled, increasing from 87,708 to 176,696 pounds. Much of this was bound to, or from, the Philippines and Subic Bay.

To ensure proper handling of this highly classified material, the ARFCOS Director and his staff reviewed the status of stations in the area and, over time, increased the number of stations available to the insurgency support requirements of the supported commands. ARFCOSTA Subic Bay was a product of this effort, coming into existence on 15 July 1966. Initially, a temporary station was established in Building 255, but that was expected to become inadequate by the end of 1967. Accordingly, military construction of a permanent facility was approved.

ARFCOSTA Subic Bay moved to permanent quarters in Building 8160, adjacent to the Cubi Point Air Terminal. This was convenient for several reasons. Many courier shipments were made using couriers “designated” from passenger manifests prepared by the air terminal operations office, so the station was strategically located to access this source of manpower. The site also placed the station closer to the flight line and to ships/customers in the bay. This facilitated both use of carrier-onboard-delivery (COD) flights to service ships at sea and designation of a COD’s pilot or co-pilot as the mission courier.

ARFCOSTA Subic Bay was a small cinder-block building consisting of a “strengthened” vault and an administrative area. A loading dock facilitated loading/unloading of vehicles and access to the material entering/leaving the station. The site was at the bottom of a rather large, grass-covered hill (see picture on previous page). The service road was above the station, which meant the couriers had to park their personal vehicles off the road and use stairs to access the building. Due to the station’s proximity to the flight line, only “authorized” vehicles were permitted access to the station loading dock.

The morning of 2 September began like any other, except for the rain, of course. The members of the station jockeyed for position around the coffee pot, grumbled about the rain, and smiled if they didn’t have to go out in it. LtJG Joseph C. Conrad, Officer-in-Charge of the station, was inside working on station issues. Machinist Mate First Class Donald E. Stickney, a native of Columbus, Nebraska, was also inside the station and might have been thinking of how that rain could benefit the wheat fields of his community. Other station members were engaged in normal station activities.

About mid-morning, 0940 hours local time - 9:40 A.M. for civilians – a low rumbling sound was heard. The sound grew to a roar and, within seconds, a sea of mud smashed into the station, demolishing most of the administrative area, collapsing the loading dock and roof, and enveloping Conrad and Stickney. Five additional station members were tossed about as the building collapsed and their world turned topsy-turvy. Fortunately, the strengthened walls of the vault withstood most of the shock and were not smashed, thus preventing the collapse of the entire building and probably saving the lives of several of those who were merely injured.

The record rainfall had loosened the soil of the hillside to the point where it collapsed, allowing a virtual “sea” of mud to cascade down the rather steep hillside. The mudslide responded to the pull of



The collapsed roof and loading dock attest to the force of the mudslide which smashed into the station that morning. Here, an army of military and civilian personnel try to locate and recover the casualties.



Station vehicles after the landslide. The truck had been parked on the road above the station; the van had been parked at the loading dock. Note the large area of the hill which loosened into the landslide

gravity and gained momentum as it grew. By the time it reached the station's building, the slide's momentum caused it to smash into the structure with the force of a speeding locomotive. The building was not built to sustain such force and was smashed to rubble, trapping two men inside.

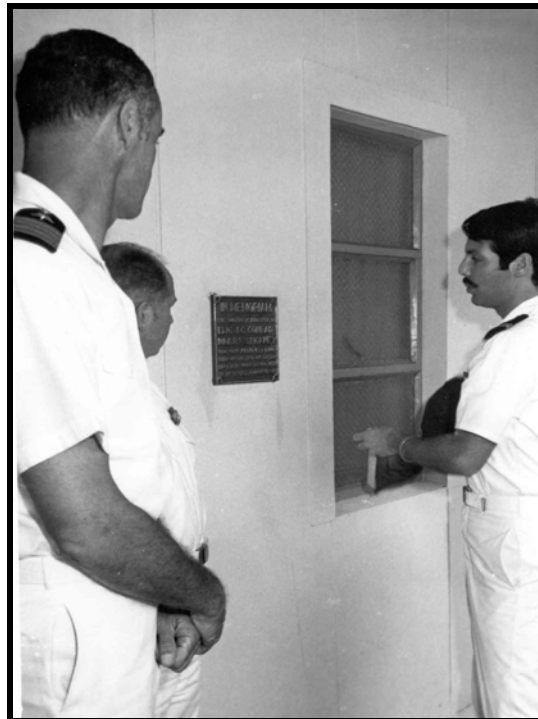
As the shock of the incident abated, a temporary quiet returned to the scene. Chief Ruckman, the senior member of the station not incapacitated, assumed control of the situation and began immediate recovery actions. One of the couriers was sent to air terminal operations center to call ARFCOSTA Clark to notify them of the disaster and request the information be passed to HQ ARFCOS. As other personnel rushed to the scene, a massive recovery effort was launched to recover the missing men. Back hoes and shovels began the grisly process of digging into the mud. LtJG Conrad and MM1 Stickney were located shortly after noon. LtJG Conrad was pronounced dead at the scene due to asphyxiation; MM1 Stickney was in critical condition and evacuated, but succumbed to his injuries shortly thereafter.

The four injured couriers who required medical attention were evacuated. Chief Ruckman, who suffered only superficial injuries, turned his attention to recovery of the material. The vault, though still largely intact, had been damaged, resulting in a hole in the wall. This was fortunate since station personnel could access the ARFCOS material, which they extracted and placed into a van for security. An armed guard provided temporary physical security until arrangements could be made to move the material to the Communications Security Control Office at NAS Cubi Point.

Response by the AFRCOS system was admirable. The Clark station temporarily assumed the Subic Bay mission as the latter station regained an operational capability. Messages to all ARFCOSTAs requested that Subic-bound material be diverted to Clark. Clark provided emergency supplies of



Captain Walter Jester, DIRARFCOS, formally inaugurating the new facility at Subic Bay.



LtJG Steven Hall, Officer in Charge of the new Subic Bay station during re-opening ceremonies

ARFOCS forms, pouches, and containers to replace those lost in the building. CDR Gebler, Deputy Director for the Navy Courier Service, worked manpower issues to expedite replacement of the lost couriers. Ensign Bo Hall, the station's deputy OIC, was released to duty on 3 September, briefed on the situation, and assumed control of the station. In relatively short order, the station was back on its feet.

Once order was restored to the base following the storm, the station was provided a small vault area in the air terminal as a base of operations, pending a decision to rebuild or relocate. An inspection team from CINCPAC visited Subic Bay later in the month to view the damage resulting from the storm. The team recommended keeping the cost of a new station below \$25,000 so that military construction (MILCON) funds would not have to be approved by Congress. CINCPAC funded the construction of the new facility.

During construction of the replacement facility, a plaque was created to honor the two casualties of the mudslide. It was unveiled during dedication of the new station. Subsequent members of the station could read the following words:

“This building is dedicated to LtJG J. C. Conrad and MM1 D. E. Stickney who were killed by a landslide on this spot on September 2, 1970, while serving with the Armed Forces Courier Service.”



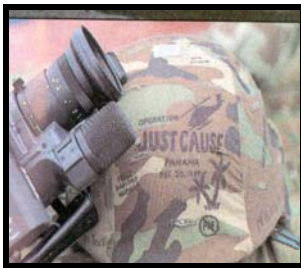
JUST CAUSE | PROMOTE LIBERTY

Several events during the late 1980s led to the decision to deploy US troops to Panama, a small but strategic country. Due to growing tensions between the United States and the regime of Manuel Noriega, the Panamanian dictator, Pentagon planning for a possible contingency began in February 1988, but were kept “close-hold.” The operation plan (OPLAN) for Panama operations was known as Operation JUST CAUSE.

In March 1988, low key augmentation of US forces in Panama began with the addition of Military Police units and an aviation task force. Three months later, the XVIII Airborne Corps at Fort Bragg, NC, was designated as the base for the Joint Task Force (JTF) headquarters for planning and execution.

After Panamanian elections in May 1989, in which Noriega was defeated, tensions increased further when he voided the election results and approved the physical beating of opposition leaders by his “Dignity Battalions.” Concurrently, military dependents began returning to the United States and additional US military forces continued to shuttle into the country.

In October, a coup attempt against the Noriega regime allowed US planners to observe the reaction of Noriega’s Panamanian Defense Forces (PDF). These observations allowed them to adjust the OPLAN accordingly and earmark 27 PDF objectives. Political rhetoric escalated as outrage was vented against the situation in Panama.



On 15 December, the National Assembly of Panama declared that a state of war existed with the United States. During the following days, a Marine lieutenant was killed; U.S. service members and dependents were harassed. On the 17th, the Joint Chiefs of Staff (JCS) received instructions to execute Operation Plan (OPLAN) JUST CAUSE; H-Hour was set for 0100 (local), 20 December.

Within hours of the first soldiers hitting the ground, the President held a press conference to define our objectives, namely, the restoration of democracy in Panama, protection of Americans & US interests under the Panama Canal Treaty, neutralization of the PDF, and ouster of dictator Manuel Noriega (also wanted for drug trafficking in the United States).

Simultaneous with JUST CAUSE, US forces would conduct Operation PROMOTE LIBERTY to support establishment of a US-recognized Panamanian government and restructure the PDF to support the new Panamanian government.

Operations JUST CAUSE and PROMOTE LIBERTY provided the Defense Courier Service a unique opportunity to test its effectiveness during a limited contingency situation. During the period 18 December 1989 until about 31 January 1990, the DCS provided requisite service to operating forces. It wasn’t always pretty....

As forces at Fort Bragg prepared for H-Hour, JCS planners disseminated special instructions to ensure friendly forces would not inadvertently get caught up in the activity. Aerial movement of all material to and from Panama was suspended at the beginning of the operation, pending coordination with the command posts of 21st Air Force, McGuire AFB, NJ, and the Joint Task Force validator at Fort Bragg, NC. The only air traffic headed for Panama for the first few hours would be the airborne

troops dropping in and necessary support. At H-Hour, the first of 11,000 enroute combat troops began their combat jumps. As landing zones and airfields were secured, an air armada of US military aircraft began arriving to discharge their forces, vehicles, and support equipment. The speed and intensity of the air assault provided a decisive advantage; hitting the pre-assigned PDF targets nullified most of the home team's capabilities.

The surprise of the aerial invasion was intended, but it interfered with activities of those not involved in the fighting, the DCS among them. A "standfast" was imposed on non-essential road travel on the 20th (day #1 of the operation) and access to US installations was severely curtailed; only one courier was able to get to the station. Restrictions on inbound air movement stranded another in Honduras on his return to Panama. That afternoon, flight clearance was granted and the aircraft was released for the flight. The courier was recovered at 1600 that afternoon. Since the station had only three personnel assigned at that time, we can see that any semblance of normal activity on the initial day of military operations was nigh impossible.



Road movement restrictions during the initial days effectively halted station operations for three days. Though the ground travel ban was then lifted, road travel had to be accomplished with armed guards. This created a dilemma for many DCS customers who often were unable to arrange for guards or obtain weapons themselves. The authorities agreed that two armed couriers in a vehicle met the requirement, so the DCS went to the customers – in the first road missions done by the station since March 1989. To assist the station with its personnel shortage, a courier from DCS Station Charleston was sent down on temporary duty for two weeks. This provided two teams of couriers to man the station and perform missions.

The first of the ground missions was conducted on 29 December, then every few days as required, to cover the station area of operations. As DCS couriers headed out with their material, they were a combat-ready team: helmets, flak vests, and side arms. Though road movement was again permitted, DCS personnel sometimes encountered difficulty in using their administrative vehicles to deliver to units deployed in tactical environments. Off-road capability would have made this much easier.



Not including the increase in customers arriving as part of the military operation, the station serviced 42 accounts spread across the country. Authorization for road movement/delivery was a day-to-day issue and was often prohibited or restricted by the operational commander, necessitating that our couriers scramble for already-scare air movement assets. The station scheduled weekly helicopter missions to speed delivery of material and to reach remote sites, but limited availability precluded their use until 4 January 1990. Eventually, four helicopter missions were conducted during the period of support to Operation JUST CAUSE.

DCS support of customers continued to require flexibility. The very limited storage space in the station vault forced the station to restrict incoming material for the first 2 weeks of the conflict. As the tactical situation eased, the station could finally accept a pallet of material that was held at Charleston for three weeks. Delivery to the customer had to be almost immediate. Outbound missions to Honduras were restricted until the heavy commitments on the aviation brigade eased. Three trips were eventually made to Honduras to service JTF customers there.

A new problem was sometimes encountered by the couriers when attempting to deliver material, especially to the operational forces. Upon arrival at the account, the couriers would learn that the personnel listed on the account's Form 10 had been either wounded or killed (and evacuated) which, technically, prevented us from delivering. We worked around this to ensure the customers received their material.

Another challenge Panama station couriers sometimes faced was customer reluctance to accept all material destined for delivery. The account representative desired only certain items, likely those related to the operation, and was reluctant to accept the remainder, leaving the couriers in an unfavorable situation. The couriers were able to effect delivery, but we quickly learned that prioritization of material by originators apparently was not accomplished – they sent everything, whether it was essential to the hostilities or not. As the intermediary, of course, we had to explain to the customers why they had to accept all the items.

The station's workload was above average for much of the period. Approximately 25,000 pounds of highly sensitive collateral DIA material was brought in under the "Grand Hotel" nickname project set up with DIA. Special missions to support the operation were conducted for numerous agencies, e.g., the JCS, National Security Agency, and similar high-level agencies. The station also provided special support to the American Embassy by escorting sensitive items, to include evidence and the new Panamanian Ambassador's credentials to New York for delivery to the United Nations.



As life in Panama slowly returned to normal, a continued focus on follow-up operations meant that local U.S. elements faced shortages of tactical supplies, e.g., rations and munitions, and other contingency-related material. What was available in the supply system was difficult to obtain. Slowly, the disruption which began in the early hours of 20 December, began to ease and people were finally able to celebrate the new year.

After a period of mopping up isolated resistance and restoring order to the country, the way was paved for a massive humanitarian aid program, which began around New Year. US military aircraft brought in many tons of relief supplies and food to assist in recovery efforts. These supplies were invaluable in stabilizing the situation and restoring equilibrium to the citizens.



THE DCS GOES TO WAR

(Based on a report by then-Major Nicholas Szasz and CWO4 Greg Deweerd)

Introduction

This is a story of DCS response to the “real world” contingency known as Operations DESERT SHIELD/ DESERT STORM. Though exercising largely-untested concepts, the soldiers, sailors, and airmen of the DCS rose to the occasion, met the challenge, and wrote another chapter in the auspicious history of the courier service.

The U.S. Central Command (USCENTCOM) is responsible for contingency response to a vast area to the south and east of continental Europe. Southwest Asia (SWA), the area of focus as the Iraqi forces postured, threatened, and then invaded their neighbor Kuwait, is a key region within the USCENTCOM Area of Responsibility (AOR). Always a volatile area, it was the scene of the first DCS wartime response since the end of the Vietnamese conflict.



The requirement to provide contingency courier support to USCENTCOM deployments dates back to the inception of the Joint Rapid Rapid Deployment Task Force (JRDTF) concept in the 1980's. USCENTCOM was given the task to prepare operations plans (OPLANs) for possible JRDTF deployment. To outline courier support plans, DCS staff planners prepared a DCS appendix to the Communications-Electronics Annex to the USCENTCOM OPLAN. Though generic, the appendix provided basic information on how we envisioned supporting USCENTCOM deployment and was, in essence, a synopsis of the full DCS Contingency Support Plan.

Under this contingency plan, conveniently designated as Contingency Support Operations Plan 1002 to coincide with the number of the USCENTCOM plan, DCS Station Baltimore (DCSS BA) was identified as the primary force to support the command's contingencies. As necessary, a seven-person courier team would deploy to provide direct support of deployed forces. Of course, a considerable amount of effort and coordination would be required before any couriers would set foot on foreign soil. The OPLAN and appendix had, over time, been periodically dusted off and polished up, but not exercised - would it really be effective if implemented?

Shifting into Second

The activities of the "Couriers in the Sand," a nickname coined by the initial deployment team, were triggered by the Iraqi invasion of Kuwait in the early morning of August 2, 1990. The first indication of any unusual requirements for the DCS occurred that evening when the communications officer of the USS Independence contacted the Current Operations Officer (the “duty” officer of the Plans & Operations Directorate) to arrange a delivery of communications security material to the ship as it was underway, steaming towards the North Arabian Sea.

The next day, the President imposed a blockade of Iraqi ports and froze Iraqi assets in the United States. Then, on the 6th, President Bush decided to deploy troops to the Mid-East; Operation DESERT SHIELD, an operation to contain the Iraqi invasion, was born. Late that day, at approximately 2330 hours, a special DCS (liaison) courier was dispatched from Andrews AFB to MacDill AFB, FL, home of USCENTCOM. Our support of the contingency had begun!

Anticipating an immediate increase in support to USCENTCOM, the Director of Plans and Operations (DCS/J3), Mr. Lewis Witt, asked Colonel Jefferies, DCS Commander (DCS/CC), to activate the HQ Crisis Action Team (CAT). DCS/J3 initiated contact and close coordination with primary players, most notably: U.S. Transportation Command (USTRANSCOM); Military Airlift Command (MAC); National Security Agency (NSA); Defense Intelligence Agency (DIA); and the Commander, DCS North American Region – East (NARE/CC), then-Major Nicholas Szasz. DCS planners next reviewed the USCINCCENT deployment plan and DCS OPLAN 1002; they then prepared to activate Phase One of the DCS OPLAN.

Interestingly, well in advance of the invasion of Kuwait, the DCS had made (prophetic) plans to replace the provisional courier activity at Naval Administrative Support Unit (ASU) Bahrain into a full DCS station, to be effective January 1991. DCS personnel were already in the pipeline and preparations to expand the Bahrain operation had been coordinated. Efforts were now made to expedite the movement of the personnel to Bahrain and stand up the Bahrain operation.

Conveniently, Phase One of DCS OPLAN 1002 called for augmentation of the Bahrain courier station by three dedicated (assigned) couriers. On August 8th, Phase One was accelerated in order to sustain the increased operational requirements being levied on Bahrain. In response, the European/Mediterranean/ Middle East Regional Commander (EMME/CC) dispatched three couriers to establish the station and prepare for additional requirements. The provisional couriers at Bahrain were released to their primary duties at the Administrative Support Unit.

As the Persian Gulf situation intensified, DCS/J3 and NARE/CC were in almost continual contact regarding OPLAN 1002 actions and support of special shipments to the Gulf. By 10 August, DCS was being asked to fly special missions at an incredible rate, a total of nine to that point, each of which necessitated extensive coordination with regional/station commanders, the originating and receiving customers, and transportation providers. About this time, USCENTCOM alerted DCS/J3 of probable deployment to Saudi Arabia and ordered the DCS to stand by for activation of Phase Two - actual deployment of a courier team with USCENTCOM Forward Headquarters.

Even before Phase 2 was activated, indications were that deployment within a matter of days was virtually certain. We had to get ready. On the evening of August 8, Major Szasz, SMSgt Ben Greener (DCSS BA Superintendent), and SFC Bill Kuegel (DCSS BA Operations NCO) compiled a list of primary and alternate team members for the deployment element. A strong team of courier professionals was assembled:

CWO3 G. Craig Neidig, USN	Commander
SFC James C. Scott, USA	Superintendent
TSgt Joe Figueroa, Jr., USAF	Courier
PO1 Todd S. Randolph, USN	Courier
SSG Mardenia Woods, USA	Courier
SGT Marlon N. James, USA	Courier
Sp4 Sean E. Lerch, USA	Courier

Alternates (just in case) were also selected: SSgt Anthony J. Palmer, Sp4 Carl M. McGee, Jr., and Sp4 Sylvester J. Milton.

The next day began a period of furious activity for the team, NARE, and HQ DCS as preparation for deployment became the primary focus of attention. Extracts from the first of many situation reports (SITREPS) prepared during Operations DESERT SHIELD/DESERT STORM provide a glimpse of the hectic activity scheduled.

"Thursday, August 9, 1990: All day, made arrangements for Nuclear, Biological, and Chemical (NBC) training, weapons training, and the procurement of gear specified in the DCS OPLAN. 1900, met with deployment team and alternates to issue a 96-hr warning order. CPT Jim Hendley and MSG John Ryan from DCS/J3 briefed the overall CENTCOM operations plan and the DCS OPLAN."

"Friday, August 10, 1990: The busiest day of all. Troops, including alternates, underwent NBC training at Andrews AFB, MD. Made arrangements to procure TDY support (temporary replacements for DCSS BA) from within the Region (1 each from Dover (DV), Charleston (CH), and McGuire (MG)) and was informed by DCS/J3 that West and Pac Regions would each make one courier available. Troops were "Prepared for Overseas Movement (POM)" on Ft. Meade in the afternoon. All bases - personnel, legal, finance, and medical - were covered. CW2 Shelley at Ft. Meade MILPO was particularly helpful in making arrangements to effect a full POM. By the evening all gear was staged at DCSS BA and troops stayed busy packing until approximately 2300. During the course of the day, DCSS BA also was involved in coordinating many specials with regions and many stations. DCSS BA personnel bore the brunt of these specials."

"Saturday, August 11, 1990: In the morning, rallied at HQ DCS. Col Jefferies and CDR Ludwig (DCS Vice Commander) met with the team. The Colonel pledged his support and wished them well. CTAC Rickard gave an excellent block of instruction on the 9mm pistol. Moved to Ft. Meade ranges for live fire practice. All personnel fired three full magazines of ammunition. (EDITOR'S NOTE: Because ammunition was not available through Ft Meade, it was purchased locally.) PO1 Randolph and all gear, minus weapons - two flight kit bags per man plus approximately 2,043 pounds of DCS unique supplies - were put aboard USAir departing BWI at 0900. Troops were held to a 2-hour recall."

"Sunday, August 12, 1990: Met CPT Hendley at HQ DCS at 0515. Maj Peterson (USCENTCOM J1) requested deployment of our team to MacDill AFB, FL, as soon as possible to link up with the USCENTCOM Forward Headquarters deployment team. Recall effected by 0900. Mr. Carl Pulles (DCSS BA) coordinated with the Scheduled Airline Ticket Office (SATO) to provide airline tickets for our troops. (Carl Pulles on leave, SATO closed and USAir overbooked the flight.) All was overcome and the customer service supervisor at USAir Headquarters, Mrs. Carol Dziki, bumped 6 passengers to ensure our troops were on the flight to Tampa, FL. Col Jefferies gave the order to deploy, and command of the troops was formally turned over to CWO3 Neidig at 1830; team departed Baltimore-Washington International Airport (BWI) at 1950. Weapons shipped with team in specially packed and marked boxes. Chaplain Pittman spoke to and prayed with the team and made himself available for private consultation. Major Szasz, CPT Strong (DCSS BA Commander), CPT Hendley, MSG Ryan, SFC Kuegel, and Chaplain Pittman accompanied the team to the BWI Airport."

"Monday, August 13, 1990: Team was scheduled to depart MacDill AFB, but flight never materialized. Team, despite our protests, was re-POM'd, including more shots - 7 per man total." Back home, many more specials bound for SWA.

"Tuesday, August 14, 1990: Team has departed on flight, tail nr. J222, to Riyadh, Saudi Arabia."

"Wednesday, August 15, 1990: The "Eagle has landed" - DCS courier team arrived in Saudi Arabia. Defense Courier Service Station Riyadh was activated hours later after the group was able to get oriented and organized.

In less than one week, DCS had put together a group of highly motivated professionals - all dedicated couriers – prepared for war-fighting conditions. The cooperation throughout the entire DCS produced an esprit de corps that “pumped up” everyone for what was to come. It is noteworthy that the DCS team had been deployed to the AOR prior to any major U.S. maneuver elements. Whether we needed to be there that early or not, we were ready!

DCS Station Riyadh, Saudi Arabia (DCSS RD) Courier Operations

Following the Iraqi invasion of Kuwait in early August 1990, until the beginning of June 1991, courier operations throughout the Defense Courier Service were at an extraordinarily high tempo. From HQ DCS at Fort Meade, MD; to the little atoll Diego Garcia in the middle of the Indian Ocean; to our largest station, DCSS BA; to our couriers in the sands of Saudi Arabia, the DCS provided unparalleled support to the war fighters.

DCS support to USCENTCOM began very slowly since the deployed team arrived only to be greeted with “who are you?” Though seemingly well coordinated in CONUS, the efforts to bring our team in and set up operations was anything-but coordinated as the team arrived in Riyadh. Ol’ Murphy, the nemesis of military operations, was definitely at work! For the first few days, the couriers basically worked out of their quarters (a hotel leased by USENCOM for arrivals). After several frustrating days of trying to coordinate a facility, set up operation, arrange personal support, and so forth, the team was finally able to process material and perform its mission. Considering that Riyadh was in tremendous turmoil due to the massive influx of men and materials, CWO3 Neidig and his personnel accomplished a small miracle.

Courier support in the sand was a continuous learning experience. Initially, movement of DCS material was conducted on the same premise as for normal, peacetime activity. The magnitude of the inbound airlift, however, rapidly found DCS material in a queue (wait list) with, and often behind, bullets, beans, and other categories of supplies to be transported to Saudi Arabia. Though DCS material was essential to command and control functions, the importance of our shipments was lost to the logisticians and transporters responsible for airlift. Only through extensive liaison with the Joint Staff, USCENTCOM, and USTRANSCOM, and the intervention of the Commander, Military Airlift Command (MAC), were we able to secure a "move ahead of all other priorities" arrangement for DCS couriers and material.

During the early stages of Operation DESERT SHIELD, the Riyadh station’s status was complicated by uncertainty about its organizational affiliation. Support to the station initially came from Central Air Force (CENTAF), a USCENTCOM element, which arranged for courier lodging and an operational DCS

facility. Responsibility for support to the station later shifted to the USCENTCOM J1/AG, but then was stabilized when placed under the USCENTCOM J6. As a side note, during a visit to the USCENTCOM area, a senior aide of VADM Mackee (JCS/J6) stopped by DCSS Riyadh (RD) to ensure the couriers were being well taken care of. Thereafter, the combined efforts of USCENTCOM J1 and J6 ensured outstanding logistical support for our couriers.

It is important to the history of DCS support during the Gulf War to understand there was no "normal" mode of operations. Both Operations DESERT SHIELD and DESERT STORM were not a "regular war," if any war could be categorized as "regular." For example, consider the operating environment encountered in the rear area of operations. The first DCS home on the Royal Saudi Air Base (RSAB) at Riyadh was a closet-sized office in the basement of the command building. This lit-

tle office was approximately a mile away from the flight line and up (and down) three flights of stairs. The limited furniture necessitated that couriers sit on the floor with their typewriters to complete inventory and delivery forms.

After several days, a modular office (house trailer) - a former English language classroom for young students, with desks on each side and a couple of filing cabinets - was provided to the station. It was cramped, but air-conditioned. With daily temperatures hitting 120 degrees in the shade, the couriers were grateful to occasionally get out of the oppressive dry heat and blowing sand.

DCSS RD worked out of this facility until March 1991, when a General Purpose Shelter (GPS) (tent) was erected. Finally, we could store all material under one roof, which simplified pallet building, deliveries, containerization, and inventory procedures. The GPS provided space for three Air Force 463L pallets, storage for all in-station material and individual NBC (chemical) gear, a shredder, refrigerator, computer system, five desks, and miscellaneous storage. The shelter was about 12 feet high and featured both a pedestrian and vehicle-size door. Total time to erect the GPS building was about six hours. The facility included an "air raid shelter", a reinforced concrete pipe about 10 feet long and four feet in diameter. The couriers occupied it on a few occasions when warning sirens/SCUD alerts were sounded. Though claustrophobic, it was comforting for our desert couriers to know that pipe was nearby.

The duty day for couriers generally started very early in the morning and ended late at night - working 14 to 18 hours a day, 7 days a week, was common. The DCS/J3 staff worked with members of the National Intelligence Community, the Joint Staff, and the Communications Security (COMSEC) Material Community to ensure DCS material was given the highest priority and to reconcile problems and movement alternatives. Once the initial movement snags were overcome, the flow of material into, and delivered by, DCSS RD was steady, and growing, and growing.



Our major obstacles were storage at DCSS RD and shipment from the East Coast (of the Continental United States - CONUS). Initially, a cargo van provided by DCSS Sigonella was pressed into service as a makeshift vault, though it was too small for storage of anything but smaller articles. Larger items were palletized, covered with plastic, and stored under guard near the flight line. At any given time, we had anywhere from two to ten pallets under guard by Security Police. Thank heaven for the GPS and its large contiguous storage area.

The largest obstacle to quality service, however, was in locating the almost-500 customers after they were deployed to Saudi Arabia, the UAE, Oman, and (later) Kuwait, then moving material from CONUS to them. Perseverance, ingenuity, a little luck, and many white-knuckle conversations with an assortment of sources would normally afford our couriers adequate routing information, but it was a challenge. As a general rule, Navy accounts were easiest to pinpoint. Air Force units were the most difficult; they would often split or merge into new configurations, each of which laid claim to the original account number. As ground combat became more imminent, Army elements would advance into new positions nearly each day. Considering how fast they moved, catching up with Army units proved to be an exciting challenge for RD personnel.

A major event which impacted significantly on the DCS was the creation of the Theater COMSEC Management Office (TCMO), the repository for most of the COMSEC material used by the air, land, and sea forces in the USCENTCOM area of operations (AO). This facility was established by the Joint Staff/J6, in conjunction with the National Security Agency, Communications Security Logistics Activity (Army), Communications Security Command (AF), Communications Security Material Command (Navy), the Defense Courier Service, and other key DoD components. Creating a single supply point for the huge quantities of theater COMSEC material minimized the possibility of compromise of the keying material and decreased the required amount of reserve key items to be generated. The TCMO concept was excellent for the ultimate user and permitted the DCS to perform small, continual service to our customers in lieu of large, infrequent deliveries which frenzied everyone.



Of course, the majority of customers did not come to either DCSS RD or the TCMO for their material – the DCS went to them. We rapidly discovered Saudi Arabia is a vast country, most of which is extremely inhospitable and threatening. The best, and most logical, way to travel anywhere was to fly, thus most material was delivered on one of the 32 air missions flown weekly by DCS throughout the AO. These air missions included carrier on board delivery (COD) aircraft flights onto/from aircraft carriers. One team of Army couriers, Sergeants Fred Mayieux and Calvin Harris, have the distinction of being the only Army folks to have been "trapped and shot" (catapulted) from the USS SARATOGA.

Though demanding, DCSS RD air missions were performed with a few creature comforts, most notably the use of C-21 Gates/Learjet aircraft in and around Saudi Arabia. Without equivocation, the C-21 schedulers were always willing, if not eager, to assist DCS in the movement of materials. In fact, the availability of C-21s to DCS was second only to that for USCENTCOM flag officers. Often, couriers had to tactfully answer irate queries from senior officers about why some "lousy" packages got on the plane and they did not. Riyadh couriers also met with similar success in the establishment of new routes or one-time special missions using C-130 aircraft. The key to success in many cases was to get a bid in for the aircraft early, well ahead of others. DCS couriers were not bashful and usually outstripped other requesters for the limited availability.

As a reward to those willing to help ensure DCS material was lifted, loaded, transported, and delivered, DCSS RD could offer flights as couriers on out-country missions. Service personnel with appropriate security clearances could be "designated" as DCS couriers and be accorded all the amenities associated with their newly acquired "courier" status. When folks discovered that DCS could send someone round-trip to Rhein Main, Germany, with a two-day layover, they could not do enough to become friendly with the Riyadh couriers. Use of this designation "reward" paid great dividends to the desert couriers until the day they departed the sands of Saudi Arabia.

An early decision by Colonel Jefferies had significant impact on the types of materials DCS would accept and the flexible support the DCS was able to offer its customers. Using his authority to grant limited-duration exceptions to qualification standards for material to be entered into the DCS, the Colonel waived restrictions and allowed station commanders to accept, and enter, almost any war-critical, mission-



essential materials required quickly by field commanders. This waiver was not abused by customers, and DCS responded by transporting an unusual variety of materials. This flexibility was a key factor in DCS earning a reputation during the war as an aggressive, responsive, can-do organization.

As a result, DCS distributed, with distinction, a wide variety of war-essential materials, including daily Air Tasking and Maneuver Orders, targeting data, bomb-damage assessment information, overhead imagery, POW Information, Cross-Tell information, PSYOPS materials, and critically-needed Combat Camera products for theater and DoD use. Though the Services and the Intelligence communities had invested heavily in them, many high-tech communications and intelligence systems frequently did not operate as effectively, reliably, or as quickly as anticipated. This flexibility of entry into DCS allowed us to fill these communications gaps quickly and responsively.

There was no norm for Riyadh courier missions and, on several occasions, a mission planned for six hours turned into several days. One such instance involved the delivery of material at Jeddah to afloat units underway in the Red Sea. Following an uneventful Sunday evening delivery to about twenty customers, the crew and couriers thought an easy flight back to Riyadh would get everyone to bed by 0200. When only three of the C-130's engines fired, the couriers settled in for a cold night of waiting while mechanics tried to trouble shoot the malfunction. About 0630 on Monday, the crew succeeded in starting all four engines but, once airborne, they decided the faulty engine was not air-worthy. The aircraft diverted to Taif, Saudi Arabia, for more repairs and crew rest. The material was downloaded; the couriers guarded the articles until another aircraft destined for Riyadh might come along. That "six hour" mission, which began on Sunday afternoon, finally concluded Tuesday afternoon.

Special accounts and special material became the daily norm for DCSS Riyadh. Some of the more notable were:

- **DESERT SUN:** Desert Sun missions arrived daily, bringing material generated by the Defense Intelligence Agency and flown to USCINCENT within 36-hours of production. Desert Sun material included the most recent overhead imagery, to include Bomb Damage Assessments, and significant targeting information. The tasking for this mission used DCS to seek manpower augmentation to aid in flying the missions since we were short of resources. To fill the gap, properly-cleared DCS staff members and representatives from Intelligence Community agencies in the Washington area volunteered their services. The outbound couriers would pick up the material, packed in two medium-sized and well marked boxes, and proceed directly to Dulles Airport for a short wait. There, the couriers were escorted by an airline security representative who expedited them through the gate area and to the aircraft. After an overnight flight to Frankfurt, the couriers dropped off the boxes at DCSS Rhein Main and "hot bunked" at a hotel room reserved for mission couriers. The couriers were picked up in late afternoon to retrieve the material, booked on the daily "Stars and Stripes" mission to Riyadh, and sent on their way. After a stopover in Dhahran, the mission would arrive in Riyadh in mid-morning and the material given to the station. Generally, the couriers returned to Frankfurt on the same aircraft and returned to CONUS on a commercial flight the next day. Over a two-month period, Desert Sun couriers flew 86 missions, using 238 personnel and a total of 626 man-days.



- **DESERT SPRINT:** Desert Sprint missions provided for the time sensitive movement of intelligence material produced by the Joint Processing Center (JPC - pronounced GYPSY) at Riyadh. The JPC products would arrive at DCSS RD about 0500 each day, be entered into the DCS, processed, and taken to the flight line for in-country delivery via C-21. Desert Sprint was also used to distribute Air Tasking and Maneuver Orders to Army, Navy, and Air Force field units. Shortly after beginning Desert Sprint missions, DCSS RD began to designate a JPC member to augment DCS resources on this daily mission.
- **COMBAT CAMERA:** The Combat Camera crew provided gun/nose camera videotapes for delivery to national intelligence authorities in Washington, DC. After review and sanction by Pentagon officials, the tapes were released and viewed by millions of people, worldwide, on television.
- **JOINT COMMUNICATIONS ELECTRONICS OPERATING INSTRUCTIONS (JCEOI):** JCEOI material was vital to secure communications interoperability of U.S. forces in the USCENTCOM AO. Missions involving JCEOI shipments required detailed planning to assure successful delivery of this critical material. Normally, between five and seven DCS couriers were required. They would meet the traveling couriers and shipment in Dhahran, Saudi Arabia, effect delivery to local accounts, and proceed to King Khalid Military City (KKMC) in northern Saudi Arabia. This critical material was delivered in seven different installments overall. In a well-recorded, middle-of-the-night operation the night before the ground war was launched, DCS couriers, along with a company of military police and two A-10 aircraft for air support, delivered approximately 10,000 pounds of JCEOI material to USCENTCOM combat forces in the little town of Rafra.
- **ELIGIBLE FARMER:** Generally, members of the DCS are unable to point to hard evidence of their efforts since courier support is passive in nature; rewards are internal. Statistics of "number of pieces moved" are not as visible as videos of "smart bombs" guided into a building's ventilator shaft. DCS provided support to USCENTCOM special psychological operations with a project nicknamed "Eligible Farmer." In this, the DCS move moved more than 27 million surrender leaflets, at 46,000 pounds, to the AO. Who has not seen pictures of Iraqi soldiers emerging from their underground bunkers, with white safe-conduct leaflets in their hands, surrendering order to advancing U.S. troops? With pride, DCS "Couriers in the Sand in the Sand" and others could point to this rare, hard evidence of another successful mission.

The most frightening times experienced by the Riyadh couriers were the SCUD missile alerts and actual attacks. Several SCUD alerts occurred in the Riyadh area, with vicinity, alarms and sirens screaming at both Royal Saudi Air Base Riyadh, site of the courier station, and Eskan



Village (the area where the couriers were quartered). Fortunately, no Scuds were experienced. An actual SCUD attack did catch three couriers conducting a daytime delivery at KKMC in late February 1991. While they were serving a large group of customers, three Patriot missiles suddenly blasted skyward. Explosions occurred almost directly overhead. Everyone stopped and stared momentarily, then, like a shot, scrambled to don protective gear and masks. Since the deliveries were being made on the ramp, in the open, there was nowhere to run. The couriers and their customers continued business as normal while waiting for the "all clear" to sound.

Receipt and dispatch of material from, and to, customers were frequently under difficult, hazardous, or confusing circumstances, particularly when done planeside. Rain, blowing sand, and excruciating heat were examples of the adverse conditions our couriers encountered. Despite these difficulties, material accountability and security remained at 100%, with only one major incident that, fortunately, was resolved soon thereafter. In this incident, a temporary loss of control occurred of a 70-pound container in mid-February. While delivering material at KKMC, darkness set in and a sandstorm arose. In a rush to pack up his material, one customer took the missing container by mistake in addition to his articles. Instead of reporting the error, the customer attempted to retain the material in his own account. The error was discovered when some of the articles were discovered by conscientious COMSEC personnel. Nothing had been compromised, the material had been properly secured, and the war effort had not been impacted.

Some DCS missions shared a higher degree of danger than others. The missions to Rahfa, for example, generated concern. The small outpost was only 6 kilometers (@3.8 miles) south of the Iraqi border. For these missions, the two couriers were accompanied by two armed and highly trained members of the AF security squadron. As the couriers dealt with customers, the security personnel would set up a security perimeter and conduct roving patrols – an extra measure of security. This was a fantastic training opportunity for the security personnel, so they eagerly volunteered for the mission. This practice of using armed security personnel was also used for the first few flights into a liberated Kuwait City.

As mentioned, this was no “normal” war. Of the many “war stories” which emerged from the sands, one of the most popular is of the special trip DCS made on behalf of the Saudi government to U.S. Treasury officials in New York City. The cargo was a check for \$760 million, one of two such Saudi negotiable contributions to the war effort – DCS normally does not move negotiable instruments, but these were not normal times. Another such story shows the dedication and innovation of a customer, OCEANUNIT 4, an afloat command in the Arabian Gulf. The representatives would call the station on a cellular phone to coordinate a pick up, come ashore in a small boat, take a taxi to the rendezvous airfield, sign for their material, and reverse the process to get back to the ship. That is dedication.....

Statistical data compiled during ten months of courier deployment in support of Operations DESERT SHIELD/DESERT STORM attest to the magnitude of the DCS effort. During that period, DCS moved several thousand individual articles of material at an aggregate of 1.25 million pounds. Impressive by themselves, these numbers are even more significant when considering that each article, and each pound, consisted of highly classified and time-sensitive material without which our forces could not have achieved their whirlwind success.

Living in Saudi Arabia

Even in a war zone, there is usually more to life than work and danger. This was certainly true for the couriers in Saudi Arabia. The couriers lived, in almost-plush conditions, in contract quarters at



Eskan Village, 18 miles south of Riyadh. The couriers were assigned two new, marble-floored villas, each of which had a large kitchen, spacious living room, three full baths, five master bedrooms, and, most importantly, central air! Each villa was designed to house ten troops; in fact, only five to seven couriers lived in each during most of the deployment. One reason for this might have been that the Housing Management NCO was confused about the actual occupancy rate due to the rather-frequent stopovers by transiting couriers. The station commander insisted on unit integrity; that, and strategically-placed "gifts" of DCS caps and patches, guaranteed only our couriers were housed in the DCS villas.

Initially, villa furnishings were limited to Army cots, a VCR, and a television. The latter items were courtesy of the NARE and EMME Regions, but were not used very much due to the extremely long (14-18 hour) work days normally encountered. Beds and other furniture were received later, making the villas even nicer places to call home. Particularly enjoyable were the cookouts held on the flat and walled villa rooftops. These were weekly until cold weather set in (the temperatures would drop during the winter months, especially after sunset).

In December 1990, the Army and Air Force Exchange Service (AAFES) opened a small post exchange (PX), providing both essential and personal items such as deodorant, underwear, candy, cigarettes, snacks, portable stereos, portable television, etc. It was an immediate hit and always crowded. The PX also offered a Burger Bar for quick food service and a Baskin Robbins, which became the "hot" stop after work. The French-fries at the Burger Bar were great; the ice cream delicious. DCS couriers averaged only about one evening meal a week in the mess/chow tent; perhaps, because it closed "early" at 2000 hrs.

DCS couriers experienced a variety of culinary experiences during the course of the Gulf War. U.S. forces on RSAB Riyadh were treated to box lunches - flight kitchen specials - which were handed out from a roving truck about noon each day. The food was initially appreciated, but, after a while, it became boring, monotonous, and downright unappealing. The lunches consisted of fruit, juice, water, mystery meat sandwiches, or, for days in a row, chicken... chicken... and more chicken. When box lunches became unbearable, individuals could try those infamous "meals, ready to eat - MREs." Any novelty offered by MREs was quickly lost after you had the pleasure of sampling a few of the choicest selections. Usually, the snack or dessert, not the main course, determined which meal was best.

Eskan Village, home to about 9,000 American troops, was dotted with very colorfully-named dining establishments such as "The Golden Sheik", "The White Camel," and "The Golden Bear". Some soldiers would patronize these in full battle dress; others - apparently with less dangerous duties - would wear their Sunday-finest athletic attire or shorts and T-shirts. Some combined the best of both worlds and wore shorts and T-shirts, with a rifle slung over their shoulders. Downtown Riyadh featured Kentucky Fried Chicken, Pizza Hut, and Wendy's, among the "gourmet restaurants," which could satisfy that taste or something akin to a good ole grease burger or "finger-lickin' good" chicken.



Among the most memorable meals were those taken with the American Embassy personnel. The couriers had formed close professional ties with State Department (STATE) employees as the Embassy was one of our largest and most important customers. Our STATE contacts also took a personal interest in the DCS crew. There were several cookouts in the diplomatic quarter, to which we were invited, as well as a huge Thanksgiving dinner for the whole station. Several couriers also spent Christmas with Embassy families.

One of the highest priorities, of course, was to keep the troops "well watered." An ample supply of water for everyone was always readily at hand and "smart" people carried a couple of liters with them at all times, just in case.

Though limited, off duty time allowed couriers an opportunity to shop on the local economy. The shopping malls, the clothing and electronics stores, the gold suk - all were heavily patronized by Americans eager to buy Saudi souvenirs. The Shollah Mall on King Abdul Aziz Road was the favorite shopping place for DCS couriers. There were several cassette tape stores where everything from current rock, to 1950's oldies, to country and western could be had at bargain prices. Copyright laws (U.S. and U.K.) are not honored here, so bootleg copies of popular tapes, made in Singapore and India, were as cheap as three for a dollar. Gold was very popular, with some folks buying a unique design or custom-made pieces with their children's name in Arabic lettering. Intricate wool rugs were also very popular.



For ground missions and general transportation, the station had been issued a late model Mazda station wagon and a brand-new Mitsubishi Pujero 4-wheel drive sport vehicle, both compliments of the Saudi government. Both were pure "stock" and painted civilian colors, but were air-conditioned. Both were also stick-shift, which meant several of the couriers had to learn to drive them. The vehicles had civilian maintenance contracts which covered all maintenance, to include regular washes. This was important, since the 18-mile drive to/from their quarters in Eskan Village was done on a high-speed, interstate-type highway where slowing down or stopping with maintenance problems was akin to suicide.

For peace of mind, there were Patriot missile batteries at RSAB Riyadh and adjacent to Eskan Village. Early on, thanks to the media hype, the sounding of a SCUD alert would cause everyone to assume the worst - a chemical attack. They would don full chemical suits, boots, gloves, and masks because no one knew what may have been in the SCUD warhead. Later, after intelligence reports downplayed Iraq's ability to deliver chemical weapons successfully, responses were decreased to covering all exposed skin and donning masks. Every time the siren sounded was, nevertheless, very nerve-wracking.

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During preparations for deployment with USCENTCOM, couriers were issued 9mm pistols. Operations DESERT SHIELD/DESERT STORM were the first instances since the early 1960s (Vietnam) where our couriers were armed while executing their duties. Upon arrival at Riyadh, the weapons were stored in the base armory; however, the couriers maintained their own inventory of ammunition. As mentioned earlier, the munitions were civilian-grade ammo, purchased from a local range at Ft Meade because no military ammunition was available for issue prior to deployment of the team. The weapons and ammunition were passed from courier to courier during the rotations of personnel.

Living in Saudi Arabia was hot, dry, dusty, and miserable most of the time, but a worthwhile personal experience. Ninety five percent of the couriers assigned to the courier stations at Riyadh and Bahrain indicated willingness to return and "do it again" if the call arose.

Coming Home

After the successful conclusion of the ground war, the time came to stand down DCS Station Riyadh and return its couriers to their parent stations. By the time of the May 1991 stand down, the station was staffed by the fourth rotation of couriers. Four officers and 34 couriers had been rotated through the station. DCS now had a broad experience base for future contingencies.

Some key events leading to the deactivation of the station include the following:

- Sunday 19 May: Last Rhein Main and American Embassy mission inbound
- Monday 20 May: Last Rhein Main mission outbound; last Kuwaiti delivery mission (RA36)
- Tuesday 21 May: Last material received over the counter
- Wednesday 22 May: DCAMS and all remaining DCS material shipped to DCSS Rhein Main
- 23-25 May : Shredder, copier, secure phones, and other equipment turned over to US-CENTCOM J-1/J-6
- Sunday 20 May: Contingency van and equipment shipped to DCSS Rhein Main
- Wednesday 29 May: Electronic communications with base communications center terminated
- Thursday 30 May: Keys to the station turned over to Base representatives

Thereafter, the last DCSS Riyadh Commander, (Captain Walter S. Nessmith, USA) reported "all went well, DCS' record of service above and beyond was untarnished; deactivation of DCSS Riyadh complete Thursday, May 30th, 1991."

By the beginning of June, all the couriers were back at their home station. The DCS team had served over nine months with great distinction under uncomfortable and, often-dangerous, circumstances. Many letters of appreciation and commendation were received at HQ DCS in the months following the wrap up of DCS operations in Riyadh. These expressions of appreciation and con-



gratulations from ambassadors, generals, and a host of both high-ranking and "worker bee" personalities confirmed the Defense Courier Service had performed a quality mission.

They met the challenge of providing secure transportation for many hundred tons of command, control, communications, and intelligence (C3I) material to (and from) the desert sands of Saudi Arabia, the United Arab Emirates (UAE), Oman, Kuwait, and the Island Kingdom of Bahrain.

A job well done.....

SOMALIA – LAND OF TURMOIL

An interesting episode in DCS history was our support to U.S. elements deployed to Somalia in support of United Nations peacekeeping and humanitarian relief operations. For this effort, our first challenge was in learning how to spell Mogadishu...

Somalia has been a land of turmoil. The Siad Barre regime was ousted from the country in January 1991, resulting in a period of factional fighting and anarchy ever since. Beginning in 1993, a UN humanitarian effort (primarily in the south) was able to alleviate famine conditions, but when the UN withdrew in 1995, having suffered significant casualties, order still had not been restored. Prior to commencing the humanitarian effort, U.S. and other UN military forces were deployed to Somalia to establish secure areas/camps and help defuse the conflict to a point where the United Nations could begin its effort. The primary threat to UN forces and relief efforts was from “technicals” and other weapon-bearing irregular forces operating in Somalia. The media pictures of small Datsun and Toyota pick up trucks, mounting 50-caliber machine guns and several rag-tag combatants, bouncing along the roads can’t easily be forgotten. The US withdrew its forces from Somalia much earlier than most participating nations due to excessive casualties, depicted in part by the violent scenes in *Black Hawk Down*, the chilling book and movie.

Background

Most of us probably remember the US arrival in Somalia, a choreographed invasion of the beaches outside the Somali capitol by Special Operations forces – accomplished into an armada of reporters and television crews waiting on the beach with enough spot lights to illuminate a football stadium - an auspicious beginning.

In early December 1992, DCS received preliminary tasking to prepare for support to US forces engaged in Operation RESTORE HOPE. After obtaining basic parameters of the mission from USCENTCOM, Mr. Lewis Witt, Director of Plans & Operations (DCS/J3), called a series of meetings in the HQ. Participants were the staff, North American Region, and DCS Station Baltimore. Lt Bob Weller, DCS/J3 Current Operations Officer, was appointed as point of contact to continue amassing information upon which we could begin planning. The initial parameters we received included the following guidance:

- The Defense Intelligence Agency (DIA) had been designated as the central collection agency for the intelligence products. USCENTCOM indicated service into the Area of Operations (AO) was desired three times per week to move “hardcopy” intelligence products from DIA.



- U.S. Forces deploying to Somalia would take a 3-month supply of COMSEC products with them (so the initial DCS workloads would not include COMSEC material).
- DCS would utilize C5 aircraft out of Dover for the these Somalia support missions.
- Flights from Dover would proceed to Cairo, using in-flight refueling (the refueling was supported from Lajes Field, Azores, and Moron AB, Spain).
- After a crew swap and servicing, the aircraft would continue on to Mogadishu, conduct a

- quick turn-around (no fuel, no service), and return to Cairo.
- After another crew swap and servicing, the C5 would return to Dover, again with in-flight refueling near Spain.

Concept of DCS Support

Though this initial information was skeletal, we were able to “brainstorm” a good concept of operation to provide to the Commander. Our game plan included the following points:

- Since the transiting aircraft stopped at Dover, DCS Station Dover would serve as our on-scene point of contact to facilitate DCS missions. Dover would also initiate the “wheels up” message alert.
- Precise scheduling of missions would depend on aircraft scheduling, availability, and workloads. However, with eleven projected missions per day out of Dover, we did not feel that scheduling and manifesting would be a problem.
- One-way to/from Mogadishu was forecast for 21 hours. The flight legs, plus the stop-over at Cairo West, would be too much for one crew of couriers – slightly less than three days total. Accordingly, we planned to task the European/Mediterranean/Middle East Region to support the mission. EMME would be tasked to provide a three-courier contingent at Cairo to allow us to break up the mission.
- The CONUS couriers would fly to Cairo West, stand down, and transfer the material to two EMME couriers who would, in turn, escort the material on to “Indian Country,” as Somalia was commonly referred to.



- Due to the short ground time at Mogadishu, DCS support of customers would be a “planeside operation;” we never expected to put couriers “on the ground” in the AO.
- Any material to be retrograded from Mogadishu would be brought out by the EMME couriers. Upon return to Cairo West, they would switch places with the now-rested crew of CONUS couriers who would continue back to Dover with any material.
- The EMME contingent would include a senior individual to act as liaison with Cairo-based agencies. This individual could also participate in missions.
- The AMC ticket price (round trip) was \$1,123 per courier out of Dover; cargo was \$3.09 per pound. We estimated \$26,952 per month for tickets, not including per diem and cargo costs.
- In keeping with flight crew guidance, couriers would not be armed and would not require body armor or tactical accessories. Couriers were encouraged to take creature comfort items to make the lengthy flight and stopover more bearable. Wear of flight suits and ball caps was recommended.

We compiled additional information over the next two days and were able to confirm that our concept was valid. When looking into the issue of the station/couriers to be tasked for the mission, Ma-

Major Faye Williams-Norris, North American Region Commander, proposed that the Baltimore (BA) station be the exclusive station to perform the missions for several reasons:

- BA had fifteen contingency-ready personnel, in accordance with its USCENTCOM Support Plan, and would maintain four two-courier teams to fly these missions – two teams could be on missions at any one time.
- BA has always been the USCENTCOM support station – continuity would be maintained.
- Bringing in the other contingency stations - Kelly and Norfolk - would increase personnel costs due to the extra temporary duty (TDY/TAD), travel (to/from Baltimore), and lodging costs.
- The fewer steps involved in the plan, the fewer opportunities exist for errors, communications glitches, and problems.
- Coordination between DIA and BA would be facilitated due to their proximity.

The proposal to use only Baltimore couriers and not task the other two contingency stations (Kelly and Norfolk) was considered to best support DCS interests, facilitate control of the operation, and minimize personnel costs. Colonel Ralph C. Polley, DCS Commander, agreed and approved our concept.

With approval in hand, Mr. Dieter Ralston, DCS/J3 Chief of Plans, prepared implementation guidance in DCS Operations Order (OPORD) 93-2, DCS Support of Operation RESTORE HOPE. Included in the order were instructions to decentralize actions as much as possible to facilitate responsiveness. For example, the stations involved would prepare TDY/TAD orders for participating couriers. We also hoped to recoup the costs attributable to Operation RESTORE HOPE, so instructed stations to add the Emergency Special Program (ESP) code “ZF” to the accounting classification on orders and other documentation. Lastly, we hoped to further minimize the costs by coordinating use of Air Mobility Command (AMC) - contracted quarters in Cairo for courier stopovers.

Mission Execution

I know most of us are familiar with the saying “the best laid plans oft go astray.” Believe it.

We expected the initial shipment of DIA material by mid-December - an estimated 30 boxes of products weighing in at 1,000 pounds. With this in mind, the J3 staff began to coordinate with transportation planners from the initial deploying unit, the 1st Marine Expeditionary Force (1st MEF) from Camp California. In essence, as the first organization to deploy, the 1st MEF “owned” those first few flights through Dover. The C-5s would embark from Camp Pendleton, stop at Dover for fuel and servicing, and continue on toward Somalia. As the aircraft were dedicated to 1st MEF men and material, coordination for other personnel and cargo, such as the DCS couriers and shipment we were arranging, had to process through MEF transportation planners.



The first two or three C-5s destined for Somalia were planned before we had our material in hand. Consequently, we began lobbying for place on the next in line. In several telephone calls, we arranged, or so we thought, to have two couriers and our initial pallet of intelligence products loaded on the flight during its stop at Dover. DCSS Baltimore moved the couriers and pallet to Dover, but were unable to load. Somehow, our requirements had been omitted from the flight manifest documents. The J3 folks were

notified and we aborted the mission. As the couriers and pallet came back to Ft Meade, we were launching telephone calls to Camp Pendleton.

Fortunately, the initial material bound for Somalia did not need to be there “yesterday,” so we were not faced with a crisis as we again coordinated to get our couriers and material to Dover and out with the Marines. A couple of days later, we were successful, and DCS support of Operation RESTORE HOPE was ongoing.

Though Air Mobility Command had initially planned to fly the Operation RESTORE HOPE missions through Cairo West and use this site as a major intermediate support base, this was not realized. Effective 23 Dec 92, flights proceeded directly to Jeddah or Taif, Saudi Arabia, using in-flight refueling. The aircraft would refuel and be serviced there, then proceed to Mogadishu and do a quick turn around – neither fuel nor servicing – and back to Jeddah/Taif. After minimal ground time, the aircraft would head back to Dover.

This change of flight plans had minimal impact on DCS. Since the mission was now shortened by several hours, we elected to let the mission couriers from Dover fly the entire mission. We worked closely with DCSS Baltimore and the couriers to ensure they were mentally prepared and ready to make the mission happen with minimal stress and discomfort. Of course, this revised mission profile also meant we would no longer need to directly involve EMME couriers. We did task the region to monitor the missions and be prepared to respond to any unexpected situations; fortunately, such contingencies never materialized.



Most of the Somalia missions were performed without any incidents of note. The major challenge to our couriers came about when U.S. forces began their withdrawal. As troops were beginning to trickle out, we were continuing to bring in shipments – though they were decreasing in size and frequency. The focus at the Mogadishu Air Terminal Operations Center (ATOC) as now on getting personnel out, which unfortunately created unforeseen difficulties for DCS mission couriers.

Passenger booking representatives at Mogadishu were conducting advance booking of returning members to facilitate their (and the unit’s) planning. Arriving personnel were assumed to be terminating travel at Mogadishu. Since our missions were becoming less predictable, we were unable to be equally proactive and schedule our couriers for a round trip. Thus, on a couple of missions, the passenger agents had cancelled the couriers’ seats. When the couriers attempted to re-board, they found their seats had been given to other passengers.

The couriers had no special priority as they had no material to bring back, so they were bumped. Fortunately, in both occasions, they were able to get out on other aircraft later that day and make their way back to the mainstream of air traffic to Dover. On another such occasion, the couriers were bringing Combat Camera material out of Mogadishu, so had priority over normal passengers and did not lose their seats. This return flight inconvenience was short-lived due to the speed of US force withdrawal from Somalia.

The US involvement in Somalia was scheduled to be low in intensity and short in duration; thus, DCS planners never envisioned major support requirements. As we worked with DIA to ensure responsiveness for this mission, our suspicions were realized - this would not be a repeat of the

“DESERT SUN” mission. During the 3 ½ months that DCS was required to support Operation RESTORE HOPE, we only performed a total of ten missions.

Other than the two “return seat” situations, DCS couriers never experienced unusual situations during the mission to/from “Indian Country;” however, any apprehension was understandable in light of the confusion surrounding the situation in Somalia. For the couriers, this was a very arduous mission, not because of adversarial actions, but due to the extended flight requirements.



The American Embassy in Mogadishu, a prominent DCS customer during the period of Operation RESTORE HOPE.

"RAINING ASH FROM THE SKY"

(*Includes edited excerpts from a diary kept during the Mount Pinatubo eruption in 1991*)

We have all experienced phenomena which are seemingly beyond explanation. And, most of us probably have all encountered people, places, or things which appear to be hexed. Superstition? But what if there really was a hex, or curse, on a person...or a place?

If you have faithfully read this brief history of the Nation's Couriers to this point, you will recall the story of the landslide at Subic Bay in September 1970 which resulted in the death of two couriers. Slightly more than two decades later, this station again suffered from the ravages of nature. But, unlike the earlier incident when the station was rebuilt and reopened, the volcanic eruption of Mount Pinatubo in 1991 provided an initial stimulus that led to the closure of the Subic Bay and Clark AB stations.

The story of the Mount Pinatubo eruption will be told primarily through edited excerpts from a diary maintained by one of the Subic Bay couriers to record the incident and its impact on the station. The excerpts were provided by LtJG Greg Klitgard, who was a Navy courier at Subic Bay during the incident. Unfortunately, we do not know the identity of the individual who maintained the diary. We are indebted to both Greg and the mystery courier for sharing this interlude of Defense Courier Service history.

It was 1600, on 14 June 1991, and we arrived back at the station having just put two couriers from DCS Station Okinawa onto a C141. The (Okinawa) couriers were going to escort our outgoing material from Subic Bay to Okinawa, and then dispatch it to the rest of the world. The building was equipped with frosted windows, but daylight still penetrated to illuminate the front office.

Then, the room darkened, Mike and I looked at each other. At 1600 in the Philippines it was always bright outside; why did it get dark so fast?

Mike hurried to the door and opened it and exclaimed, "Oh sh.., you've got to see this."

I went to the door, Mount Pinatubo had erupted again and it was raining ash from the sky. This time the ash did not fall harmlessly out to sea as it did in the previous eruptions, but right on top of the Subic Bay/ Cubi Point Naval Complexes.

"Did the plane take off?" I asked.

"No!" Mike replied, racing back into the building. "Scriv, lets go get them off the plane." Mike and Scriv hopped in the van and raced across the tarmac to the plane.

Arriving back at the station they communicated the story of getting to the plane just as the flight crew was locking the couriers on board for the duration. And how they man-handled the pallet load of 300 pound containers through the aircraft to the front hatch.

Since we weren't going anywhere in this downpour of ash and rain, we bunkered down at the station for the night.

The power went on and off during the night, and then finally off completely around 0100. We anticipated the next day would bring relief.

Rising around 0600, we expected daylight, but a gray twilight was all around. Then around midday, it became dark as midnight. A typhoon hit the Philippines at the same time Mount Pinatubo decided to make it's final attempt at blowing it's top. Ash in the form of rocks and mud was falling from the sky.

All phone lines were out, the only communication with the outside world was in the form of hand-poked messages sent from the Comm. Center. Since I was the junior person, I was the one designated to brave the falling rocks and mud to get to the Comm. Center. As I drudged the distance I was pelted more times than I could count by what seemed like boulders falling from the sky. My skin burned as the hot mud covered my body. I saw rocks being blown out of the air by lightening strikes; better that, I thought, than being hit by them. Seven times over that day I made the (seemingly) endless trip to let the outside world know of our condition and the status of the material we held.

At 1400 on the 15th of June, we received word from the Navy ATOC that MREs were being passed out at the chow hall at Subic Bay. I volunteered to drive, (one) because I had a 4-wheel drive and (two) because I was tired of sitting around watching flashlights slowly flicker out. Scriv, me, and Art from ATOC, embarked on our most vital mission.

I don't know if anybody has ever driven with their eyes closed, but that is what it felt like. As good as my Jeep was, the headlights didn't illuminate squat. My windshield quickly covered over with mud and my washer fluid bottle quickly emptied. I rolled down the driver's window and Scriv, the passenger window, and we navigated by lightening strikes. We reached our destination, only to find out we were only allowed a few meals. We replenished the washer fluid bottle and embarked on the journey back...

During the rest of the day and night we could feel and hear the earthquakes as they rolled under and by the station. We sat in the dark and shined flashlights on the walls and floor. We had developed a morbid fascination with watching the walls sway and the floors buckle every time an earthquake passed under the station. Years later, I read a National Geographic article which stated that there were over 7,000 earthquakes registered during the Mount Pinatubo eruption. We felt them all.

0700, 16 June, daylight finally began to appear in the sky. Peeking out, we finally began to see the devastation caused by the volcano.



The flight line at NAS Cubi Point, 0700, 16 June

We estimated that about 10 inches of mud had accumulated on the ground, on top of buildings, and cars.

During the day we inspected our building and the buildings on base, there are not too many buildings left standing.

I'm sure glad that the DCS facility is made of 8 inches of reinforced concrete. After seeing the collapse of the other buildings, we decided to remove the ash from our building.

16 June to 21 June, we sat in the facility and sent two or three people out to scavenge for food and water. We traded some of our sodas for ice.

21 June, the USS ABRAHAM LINCOLN arrived in port to evacuate dependents and nonessential personnel. The DCS accounts on board signed for all the material destined for the LINCOLN battle group. Thanks to the ship, now all we have to do is find a way to dispatch the State Department material destined for Bangkok and the vault will be emptied of classified material. Before the start of the eruption, we had done a modified emergency destruction. We destroyed all of our local holdings, burned up one shredder in the process. We did not destroy the DCS material because we had planned to evacuate it out on an aircraft to Okinawa, but at the last moment that did not happen. Plus, the volcano was not supposed to erupt onto Subic Bay, it was only supposed to land on Clark. If during the



Buildings near the flight line at Cubi Point collapsed by the weight of the ash and mud from the Mount Pinatubo eruption, June 1991



DCS Station Subic Bay after Mount Pinatubo eruption. You can see the volume of ash and mud which fell from the sky.



The flightline at NAS Cubi Point after the eruption – very desolate.



The C-141 on which we had placed couriers on 14 June, damaged on the flightline by volcanic ash.

eruption we had decided to destroy the DCS material on hand, it would have been extremely difficult to do so. We had no power, the shredders were burned out from previous destruction efforts, and we could not burn the material because mud was falling out of the sky.

22 June, the couriers from Okinawa and most of the couriers from Clark depart on the ships. Mike, Harry (from DCS Clark), and myself are the only ones remaining. We received electricity today, but only for a short period of time. It remained absent for several more weeks.



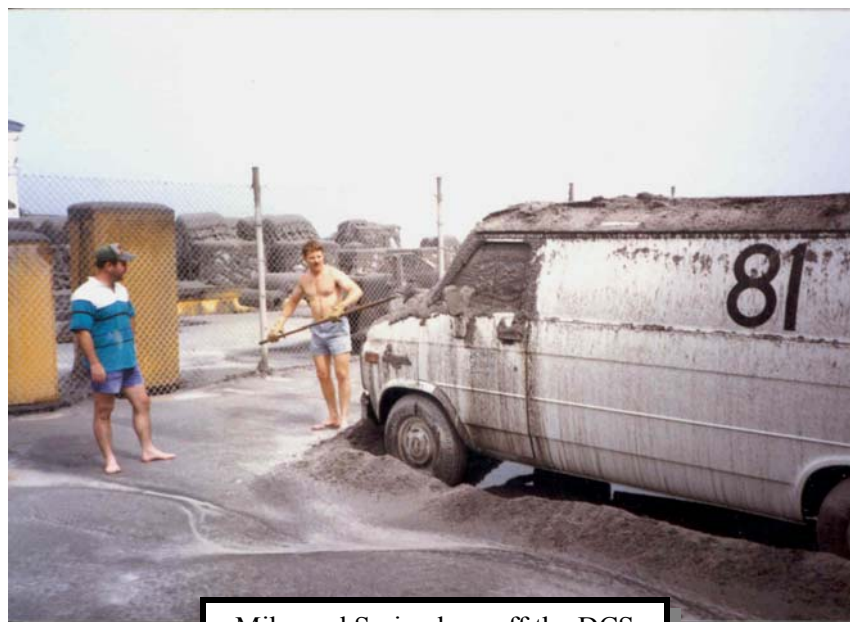
DC-10 Aircraft at NAS Cubi Point damaged during Mount Pinatubo eruption.



Personal vehicles parked on service road above the DCS Station, June 1991.

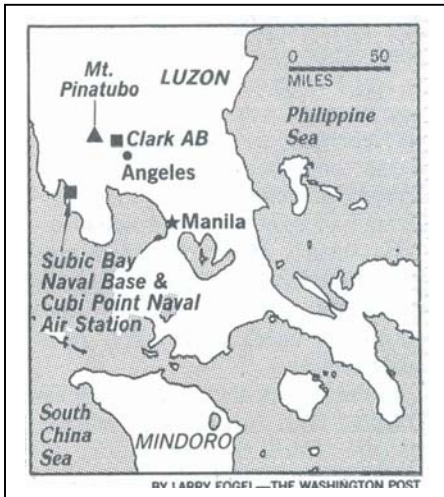
Over the next several weeks the ash began to dry. The slightest wind caused fine residue, the consistency of baby powder, to hang in the air. We have no masks to wear, so we just cover our mouths and nose with our hands, but it really doesn't help. We cough powder every night until we go to sleep.

We have begun some sort of semblance of normal DCS operations. We start DCS material movement into and out of the Philippines by using C-130s. We designate the Navy, Air Force, and Marine



Mike and Scriv clean off the DCS Station vehicle

aircrew. We also support DCS missions traveling through Subic Bay. Okinawa couriers have taken over the support of Bangkok and fly through Subic Bay on their way there.



Although we had no power, food, or water, we went about a month without a shower. We three couriers did our job and thought nothing of it.

This chapter provides a personal story of the impact on Subic Bay; however, it only describes a portion of the total situation at Subic and the Philippines.

The Mount Pinatubo eruption was but one of three punches thrown at Subic Bay (and Clark AB) in mid-June 1991. The second punch was the series of earthquakes described in the story; the third was a typhoon which passed directly over Subic Bay. In short order, the area had been subjected to three major natural calamities, the result of which had a devastating effect on DCS support in the nation.

Mount Pinatubo, which had been dormant for 600 years, continued to dump ash on southern Luzon for several months. Tremors were recorded almost daily, indicating continual magma activity inside the volcano. Experts could only expect continued volcanic activity and interference with travel and movement for the future.

The entire U.S. complex was covered by a layer of wet, thick ash and mud ranging in depth from six to twelve inches, resulting in a major emergency situation as the facility was left without electrical power, potable or non-potable water, and telephone service. Further, food supplies quickly suffered shortages and all roads were impassable. On Cubi Point, more than 200 buildings were either severely damaged or collapsed under the impact of the storm, eruption, and earthquakes.

The Commander, US Navy Philippines (COMUSNAVPHIL), the senior military commander, decided to evacuate all non-combatants from Clark and Subic to allow a more-organized cleanup and recovery. All Clark non-combatants were evacuated by 18 June; Subic dependents began leaving on 21 June. The two Okinawa couriers first introduced on 14 June were able to leave in the Subic evacuation, as did several couriers from Clark AB who were temporarily relocated to Okinawa to assist in support to the Bangkok Regional Diplomatic Courier Division, an account previously serviced from the Philippines.

DCS Station Subic Bay was manned by a limited number of personnel, 24 hours per day, during the period 14 June thru 10 July. During the months following the June disaster, Subic couriers provided support to its own customers plus those remaining at Clark AB. The station also provided movement of Department of State material to/from the American Embassy on occasions when physical security and transportation dilemmas prevented State personnel from accomplishing this. In addition, Subic personnel simultaneously continued to dig out from under the ash and mud and were tasked to reclaim DCS and government property from Clark AB.

Clark AB was hit even harder than Subic Bay and never recovered from the devastation wrought by the three natural disasters. The earthquakes and storms that rolled through the area in mid-June caused huge cracks in the runway and demolished numerous building. As at Subic Bay, the DCS station was spared since it was a strengthened building, so DCS personnel and material were safe.

However, no aircraft could fly into or out of Clark, vehicle movement was treacherous at best, and the ash and mud made even foot movement dangerous and difficult. After a study of the almost-irreparable damage and massive projected costs to re-establish Clark as a functional air base, the U.S. Government decided to close all activities at the base and return the property to the Philippine government. (NOTE: This was not a revolutionary decision as U.S. and Philippine Governments had been in lease renewal negotiations for several months, but were at an impasse.)

The DCS had passed responsibility for Clark accounts to Subic Bay in mid-June and merely locked the building on the air base. As the decision to close Clark became known, the DCS began its withdrawal plans. By 1 August, all DCS property had been relocated to Subic or distributed elsewhere within DCS. By October, Subic couriers had officially closed all aspects of the Clark station, its accounts, and logistical ties to the air base. Clark AB was returned to the Government of the Republic of the Philippines in November 1991.

The heroic actions by the DCS Station Subic Bay personnel were short lived, however. In late December 1991, Philippine President Fidel Ramos announced that the lease for Subic Bay would not be renewed and that American military forces would depart the country by 31 December 1992.

Withdrawal from the Philippines would remove American forces from a location long considered a “one-stop shop” for military support to Asia.

A BALKAN ADVENTURE - SUPPORT TO A TROUBLED LAND

(With special thanks to SMSgt Allen Jackson for his personal memories)

XRAY CHARLIE

Background

After arranging a cease-fire between the member states of the Former Republic of Yugoslavia (FRY), the North Atlantic Treaty Organization (NATO) deployed military forces to the region to support the cease-fire, provide for peace and stability, and reconstitute the democratic process. This action, named Operation JOINT ENDEAVOR, began in late 1995, for an initial period of one year. The military elements committed to this undertaking were named the (Peace) Implementation Forces (IFOR). IFOR was the first-ever NATO use of its forces in a peacekeeping operation.

Courier operations and the movement of classified material to support IFOR were the responsibility of the Allied Rapid Reaction Corps (ARRC) and performed by our U. K. sister service, a unit of the British Defence Postal and Courier Service. Though courier support to IFOR was being done by our British counterparts, U.S. elements in-country had no channel for support of “national material” which had to remain in U.S. channels and could not be moved through Allies. One of the main customers in need of DCS support was the American Embassy in Sarajevo that had, for all practical purposes, ceased to operate during the hostilities, and would need massive support to reconstitute itself.



A British poster depicting IFOR Support

On 9 December 1995, DCS received two messages from the Commander-in-Chief, US European Command (CINCUSEUCOM) tasking DCS to provide courier support for forces deployed to Bosnia-Herzegovina. In coordination with USEUCOM, CWO3 Douglas Jones, European Desk Officer, obtained more guidance so DCS/J3 could begin planning DCS movement of classified material into/out of the Balkan Region following the formal signing of the Dayton Peace Accord. We dusted off the contingency support plan and went to work.

Since the source of airlift channels destined to the IFOR area of operations (AO) was to be out of Ramstein, the most obvious course of action was to base our supporting couriers there. Though our station there might have been able to perform the mission, we elected to deploy a contingency group to Ramstein. The group, named Xray Charlie (XC) was, in essence, an augmentation of the Ramstein station, which allowed missions to be performed by the entire station, not just the XC personnel.

Station Xray Charlie was so-named because of the deployment station digraphs that had been loaded into the Defense Courier Service Automated Management System (DCAMS). Xray Alpha had previously been assigned to DCS elements deploying to Korea on Exercises Ulchi Focus Lens; Xray Bravo was obligated to another mission. Xray Charlie was the next digraph in line, so XC it was.

Preparation and Deployment

The proximity of the Christmas holidays to the tasking from USEUCOM meant we had to work around holiday preparations and plans, yet continue our forward momentum to deploy additional personnel to Ramstein. The game plan was to have Ramstein provide initial support to the CINCUSEUCOM tasking into the Christmas period since we could not get our deploying couriers into the mandatory training course at Fort Benning, Georgia, prior to the holidays. The first team of four couriers departed for the training on 26 December, and reached Ramstein in time to welcome the New Year.

When creating the US response to NATO's tasking for support of Operation Joint Endeavor (and, later, Joint Guard), the Joint Chiefs directed establishment of a program to provide NATO indoctrination training to all deploying personnel. Individual augmentees had to process through the CONUS Replacement Center (CRC) and US Atlantic Command (USACOM) Joint Preparation and Onward Movement (JPOM) Center at Fort Benning before deployment.

The CRC and JPOM program was established to validate the deployability of each individual augmentee, regardless of the preparations that his/her organization might have accomplished at home station. The program was very meticulous in screening all aspects of the individual's deployability and providing a common schedule of activities to prepare replacements for the Bosnia-Herzegovina (hereafter referred to as Bosnia) theater, regardless of an individual's state of preparation prior to departing for Fort Benning.

Training at Fort Benning was oriented toward mission situations expected in theater. Subjects included first aid, mine detonation, counter-mine operations, rules of engagement, press relations, media relations, force protection, booby traps, sniper fire, a clothing and equipment showdown inspection (and issue, as appropriate), and other opportune subjects.

Upon completion of the JPOM program, our couriers were booked for the "rotator," a contracted commercial flight to Frankfurt from either Atlanta or Charleston. There, they were processed by U. S. Army officials and scheduled for Individual Replacement Training (IRT) to prepare them for theater conditions.



At this point, they were eligible to join the Ramstein station and begin courier duties.

Three CONUS-based stations (Baltimore, Kelly and Norfolk) were tasked in the contingency plan to have deployment-ready personnel. Rather than stress any one station unnecessarily, the decision was made to send a composite team for the XC mission. In planning the rotation of the team members, DCS/J1 and J3 worked with these stations to ensure equitable rotation of the team chief position (E7) and spread the expertise among the three stations.

The concept for XC was simple, namely, to execute the DCS contingency support plan, deploy a team of couriers to Ramstein Air Base under the

operational control of the Ramstein station commander, and provide required support to USEUCOM and IFOR. As mentioned before, this concept allowed us to use all the personnel at Ramstein to support this mission, which facilitated the movement of classified material into/out of that war-torn area, while minimizing personal hardship or stress on any particular individual.

The XC augmentation to Ramstein gave DCS the capability to easily meet theater requirements, especially those of the State Department, which shipped large quantities of material to Sarajevo during the first few months of 1996 for the American Embassy. Though the Embassy workload steadied, DCS was occasionally hit with special situations and extra large shipments for Sarajevo which necessitated extracurricular efforts by the couriers.

When we deployed the initial contingent of Station XC personnel to Ramstein, they were prepared for a deployment period of 60 to 90 days. This flexible time frame allowed us to be responsive to both mission requirements and individual plans of deployed couriers that might have been set before the XC mission arose, e.g., previously arranged schooling. After the initial rotation was completed, we established 90 days as the preferred deployment period and DCS/J1 and J3 worked with the stations to make this happen. Similar to the Operations DESERT SHIELD/DESERT STORM situation several years earlier, each rotation increased the pool of DCS contingency-experienced couriers.

Operationally, XC flew its first mission into Bosnia on 17 January 1996. The team coordinated with the Joint Movement Control Center in Zagreb, Croatia, for two mission couriers and one pallet of material. The flight was done on a coalition aircraft, a German C-160 (equivalent to a C-130). XC missions were primarily to Tuzla, in the American sector, and Sarajevo, but the couriers were eventually able to visit many exotic sites. Missions like Tuzla, Tazar, and Sarajevo were scheduled weekly, to ensure responsive support to US elements; others, such as service to Dobo and a special customer in Split, Croatia, were scheduled semi-monthly or less frequently. Though hostile activity never interfered with any XC missions, Mother Nature provided continual adversity during the winter months. Many sections of Bosnia are mountainous, which means that winter storms and early morning fog were often instrumental in mission cancellations, diversions, and delays. Over its life, XC averaged 1.3 missions and 750 pounds of material per week to US elements in Bosnia; the weight to the American Embassy averaged close to one ton per week.

TEAM BOSNIA

The IFOR mandate expired on 20 December 1996, but was replaced by an indefinite mandate for a (Peace) Sustaining Force (SFOR) to enforce the peace initiative in the region while the newly-elected democratic governments established themselves and provided the infrastructure necessary to long-term peace. SFOR operations were also known as Operation Joint Guard.

Upon establishment of SFOR, HQ Land Forces Central Europe (LANDCENT) succeeded ARRC as the senior NATO military headquarters in the area, and the BDPCS courier element was replaced by a multi-national courier cell working out of Sarajevo. Station XC had, to this time, provided courier support of US elements and the American Embassy separately from any ARRC/LANDCENT activity.

As part of the process to replace the ARRC/BDPCS in providing continued courier support to now-SFOR elements, the Supreme Headquarters Allied Powers Europe/Allied Command Europe (SHAPE/ACE) Courier Executive Committee sought participation by the DCS in a multi-national LANDCENT courier effort. A formal request by Major Brian MacIntyre, SHAPE/ACE Courier Co-

ordinator, for this assistance was approved by Colonel Clarence Johnson, DCS Commander, in late 1996. DCS would provide five couriers for a period up to 18 months to help staff the 11-man SHAPE courier cell at LANDCENT in Sarajevo.

After discussing the deployment, mission, and other details with Major MacIntyre, Mr. Dieter Ralston, the primary DCS/J3 planner, went to work on the deployment order. XC would provide the initial team of three DCS couriers. The couriers would deploy to Sarajevo, establish the U.S. element, commonly referred to as "Team Bosnia," and assist in standing up the courier cell at HQ LANDCENT. In mid-January 1997, MSgt James Bridges (Norfolk) led this team from XC and, upon arrival, was instrumental in helping to organize the courier cell at Sarajevo and make it operational. The additional couriers to round out the U.S. commitment arrived from CONUS later in January and brought the element up to strength. Once Team Bosnia was fully operational, the XC mission was terminated.



The Ramstein station provided necessary support to the team. The U.S. couriers would not move DCS material, but would work under SHAPE procedures, that provide for movement of NATO classified material and both official and personal mail – a big change for our couriers.

Preparation and Deployment

The CRC/JPOM preparatory requirement at Fort Benning was well rehearsed by the time Team Bosnia became reality. The original three days of training and screening was now a five day requirement, and many lessons learned were incorporated into the period. Many of the subjects and activities which were covered previously were continued. In addition, the JPOM course now stressed newer subjects such as weapons training, gas mask confidence exercise, a comprehensive NATO/Bosnia and mission orientation, cultural briefings, and other theater-specific subjects.

Initially, Team Bosnia couriers deploying from CONUS were held hostage to these requirements. They were tightly controlled as they underwent training and processing at Fort Benning, then flew to Rhein Main with their group. There, they fell under the control of LANDCENT, which moved the incoming group to Heidelberg for administrative processing, verification of training and preparation, and other actions while awaiting movement to the AO. The process was strictly monitored to ensure all actions were precisely conducted – a USEUCOM mandate.

MSgt Geren Fawver, Ramstein Station Superintendent, took on the mission of streamlining the movement of replacement couriers to Sarajevo. It took a few weeks for MSgt Fawver and others to find and coordinate with the proper officials at LANDCENT to smooth out the rough edges, but they were able to coordinate a process to intercept the arriving couriers at Rhein Main and arrange for any necessary processing, thus freeing them from the replacement stream. Beginning with the couriers arriving on 9 May, Ramstein was able to "pre-process" replacement couriers with LANDCENT and cull them from the arrivals at Rhein Main, thus avoiding most of the rigors of this requirement. This basic process is summarized below:

- Ramstein was provided orders on the couriers by DCS/J3 in advance of their arrival and processed these through LANDCENT.
- The senior replacement was required to call Ramstein to pass on flight itinerary information prior to "graduation" from the JPOM process at Fort Benning.
- Using the orders and flight information, Ramstein booked overnight billeting for the re-

placements at Ramstein and manifested them on the next available flight to Sarajevo (hopefully, the next day).

- A Ramstein representative met the replacements at Rhein Main and brought them to Ramstein for overnight/further movement.
- The replacements were issued SFOR badges upon arrival in Sarajevo as part of their in-processing there.

The reverse flow was also expedited.

- Their SFOR badges were perforated upon departure, rendering them invalid (they could be retained as a souvenir). Upon departure from Sarajevo for return to CONUS, the outgoing Team Bosnia couriers flew to Ramstein.
- Outgoing couriers continued on to Rhein Main and the flight to CONUS.
- Ramstein notified HQ DCS and the home station of outgoing courier status and itinerary.

Operations In Sarajevo

Team Bosnia joined with British Forces Post Office (BFPO) #543 located at Camp Ilidza in Sarajevo. Sgt Scotty Lister, the Senior British NCO, had two assigned British soldiers to perform duties as mail clerk/couriers. The Sarajevo cell also received NATO couriers from SHAPE, LANDCENT, and Allied Forces Central Europe (AFCENT) to complete the SHAPE courier cell.

The team was augmented by 15 Greek soldiers with three Mercedes-style jeeps and three 1½ ton trucks. Their mission was to provide transportation and security for courier movements outside of Sarajevo. Each vehicle was mounted with a radio and a 7.62mm machinegun.

Working in a combined NATO group, performing NATO missions, and moving material that included unclassified items and personal mail was an operational first for DCS. Also, after the initial weeks of operation, the courier expertise and experience of the DCS personnel resulted in their being placed in charge of this multi-national courier force. Our NCOs maintained control of all courier operations in Bosnia until 1998 when the mission concluded.

Bosnia was divided into three sectors, with the multi-national LANDCENT headquarters located at Camp Ilidza in Sarajevo. After becoming operational, the courier cell, led by the BFPO and initial Team Bosnia group, planned four missions to support the sectors and Sarajevo. Each sector headquarters was serviced on a daily basis. The mission couriers would arrive at the BFPO early in the morning, pick-up their classified materials and, for the deployed British forces, personal mail. They then proceeded to the meeting point, joined up with their respective Greek security team escort, loaded the vehicles, and departed Camp Ilidza. The U.S. sector mission headed north to Tuzla; the French (later redesignated the Multi-National) sector mission headed south toward Mostar. The third team headed west for Kupres in the British sector, where the material was handed over to another British representative who continued on to Banja Luka. A fourth two-man team would deliver material throughout Sarajevo later in the morning, but without Greek support since it rarely took over an hour to complete. That was the situation that existed when MSgt (now SMSgt) Allen Jackson arrived in Sarajevo as the senior U.S. courier.



A Personal Observation (provided by SMSgt Allen Jackson, DCS Station Mildenhall)

MSgt Jackson and his team accomplished much more than merely performing courier duties; they performed special taskings and effected several operational and quality-of-life improvements. In addition, they served the longest in-country tour of any US group in Team Bosnia .

The adventure began, as did all replacement deployments, by the selection of a courier from each mobility station. Then-MSgt Allen Jackson (Norfolk) was selected to be the replacement team chief, SGT Kenneth Curnutte (Baltimore), and SSgt Pedro (Petey) Lozano (Kelly) were selected as couriers to complete the team. The team first met at Fort Benning to attend the JPOM processing. During this period, MSgt Jackson completed intelligence training in addition to the other processing. In following the path taken by those before, they arrived on a troop movement aircraft in Frankfurt, Germany, were met by Ramstein personnel, and transported to Ramstein Air Base. After meeting with the station commander to discuss Team Bosnia responsibilities, they headed off to lodging at Landstuhl, a short distance away.

The next day they were picked up for return to Ramstein and boarded a German military (coalition) transport plane for the flight to Split, Croatia, where they would board a Greek military C-130 for a flight to Zagreb, Croatia, and, eventually, Sarajevo. Upon arrival there, they were met by MSgt “Sully” Sullivan (Kelly) and CTA1 William Shilling (DCSS BA) and taken to Camp Ilidza for issue of SFOR NATO identification badges. Since it was late in the day, they could not meet the 2300 (11:00 P.M.) curfew, so were taken to their first billets at Zetra Arena, a site used in the 1984 Winter Olympics. Zetra Arena had sustained significant damage during the armed conflict. SFOR had con-

verted a portion of it into a so-called barracks by using 20 foot (SeaVan) storage containers, stacked on top of one another, with wooden stairs and landings for access to upper levels. The “rooms” were equipped with essential furniture and ancillary items. The arena also contained a dining hall, gym, shower, and laundry facility. After getting settled, they explored the arena and saw first-hand evidence of the atrocities that were committed there (but that’s another story).

After a short night, the team caught a bus to Camp Ilidza, completed inprocessing, and drew ammunition. They met with the other NATO couriers and another DCS courier, TSgt Daniel Bernaiche (Norfolk). They were further briefed on their duties and given a tour of Camp Ilidza and the other camps in Sarajevo. That first week the couriers each completed a familiarization mission to each sector with a veteran courier.

By this point in the Sarajevo operation, the experience and abilities of the senior NCOs we sent to Sarajevo had been proven and they were actually considered as being in charge of the SHAPE courier cell, not just the US element. MSgt Jackson,



Looking through the Windshield of a Greek Jeep

a proactive individual, sought to improve the couriers’ lot and improve the missions where possible. After ensuring mission security and performance, it was time to find better accommodations for the U.S. couriers. Through a deal – the only way to get things done – he arranged lodging at the Parliament “hotel.” The Parliament was a government building in old Sarajevo, guarded by the Turks. Even with all three beds in the same room, this was like moving into a grand hotel after the Zetra. There were no complaints about having to share the room with four to five other personnel. Parliament had everything needed: a dining facility,

gym, laundry, real bathroom/shower facilities, and a bar. The greatest thing, however, was “no waiting;” one could go straight to the dining area and could get laundry back the same day. Allen also enhanced morale by arranging for a telephone in the office for couriers to make morale calls.

The missions were not amended for the first few weeks as he listened to the ideas and complaints of the other, multi-national couriers who were well seasoned, and was able to experience all the missions and courier situations first hand. Again, after making the right contacts (an important function when working with a multi-national unit), it was time to make a few changes.

Safety during missions was a priority since riding in the back of the Greek jeeps was hazardous – no seatbelts or roll bars - and uncomfortable in rain, dust, and cold. After some effort, he was able to arrange for two sedans for the missions to Mostar and Tuzla. This necessitated a revision to the missions since it would eliminate the Greek truck and would now require two couriers per mission. By restructuring the Mostar and local missions, the additional personnel were made available. The Kupres mission was given back to the BFPO and British couriers began performing it by themselves.



Now, after the day's missions were completed, one vehicle was left at Camp Ilidza and the other was used to get personnel to/from the Parliament – no more erratic bus schedules!

A third initiative assisted other Americans in the region who were separated from main line resources. Allen established a mail account with the post office at Camp Ilidza and retrieved personal mail for our forces stationed in Mostar. This provided daily mail service to replace the previous weekly service, if lucky. Team Bosnia also provided American newspapers that, until then, were either not available or were over a week late when finally delivered.

Using all available resources was another goal. The team was able to coordinate use of the UH-60 Black Hawk helicopters stationed in Sarajevo, especially since two of the pilots were hotel roommates. They completed a few missions to Tuzla using them, but received complaints from the Greeks, who felt neglected. Scaling back the helicopter missions solved this situation.

On MSgt Jackson's last operational mission, the Greek soldiers asked if he would honor them by riding in their vehicle, just like the old days. For this last mission to Mostar, they placed a new (national) vehicle flag of Greece below the one they flew on the radio antenna. After arriving back at the Camp, they presented him with this flag as a token of friendship and what they had seen and been through. This was the last regular mission for the team, but they would perform one last special mission.

The positive, can-do attitude displayed by everyone in this in this courier cell was a catalyst for the group to receive several special mission requests from HQ LANDCENT. These included moving



In front of the Church of Twelve Apostles, Pecs, Hungary. (L to R) The Estonian NCO, MSgt Jackson, SSgt Lozano, Sgt Curnutte, SFC Lyons, and the Norwegian Officer.

SFOR Identification Badges for the Turkish Provost Marshal (to ensure secure delivery) and change of command letters and invitations to Bosnian government officials and the foreign Ambassadors located in Sarajevo. There were others, as well. The last special request for the US team members came from the NATO Commanding General. It was to retrieve SFOR Silver Coins from the minting company in Pecs, Hungary. They planned to travel in two vehicles, with three personnel in each. One courier would carry an automatic rifle; the others had their 9mm pistols. Besides the three DCS couriers (MSgt Jackson, SGT Curnutte and SSgt Lozano), the mission included a Norwegian Officer, a Hungarian Officer (guide and interpreter), and an Estonian NCO (rifleman). At the last minute, SFC Kelvin Lyons (Baltimore), the new senior US representative, joined in as a fourth member of one vehicle. With funds for the coins in hand, they departed immediately after curfew and headed north toward Brcko. Brcko was on the edge of the area of continued fighting on the Bosnia/Croatia border and was still a hot bed of action. Before donning protective gear, they stopped for fuel before crossing into Croatia. So far so good, so we thought. Unknown to the group, SFC Lyons lost his ID Badge at Camp Jussi during the stop for fuel, a fact that was not discovered until the group reached its destination in Pecs, Hungary. This would make the remainder of the trip interesting since the NATO ID badge was an individual's lifeline; almost nothing could be done without the badge. The group was not worried at the time, however, since no one at the borders would stop a SFOR-marked vehicle...except for the American forces they would encounter when crossing the Sava River Bridge back into Bosnia.

After paying for and securing the coins, the Hungarian officer/guide offered the group a short tour of Pecs, his hometown, since they were ahead of schedule. The return trip was uneventful until they reached the Sava River Bridge and the Americans who guarded it. Using all their persuasive abilities, the group was allowed to cross back over into Bosnia. Good fortune also greeted them back at Camp Jussi, again to refuel, with the retrieval of the lost badge. The group returned to Sarajevo just before curfew and returned to the Parliament. Turning over their prize the following morning, they were each given one of the coins as a reward. A few days later, each member of the group was awarded a NATO Medal, which was pinned on by a Belgian General, an Armed Forces Service Medal, and a Joint Service Achievement Medal. It was time to go home.

The return trip was a tasking no one seemed to mind. After out-processing, turning in ammo, and getting to the airport, the group had a long wait. Finally, they boarded a German military aircraft which landed at Zagreb. After several uneventful hours, they got back on the plane and finally reached Ramstein. After the night there, a Ramstein courier drove them to Frankfurt for their connections to Atlanta, Georgia. A short hop back to Fort Benning saw them arrive too late to be processed, so another night was spent in eager anticipation of the end of the mission. The next day, they turned in equipment and arranged for flights back to their home stations. The three couriers traveled back to Atlanta together and said their farewells, knowing their experiences would bond them as brothers for life.

DESERT SUN & OTHER EXCITING EXCURSIONS

The early morning sky was as black as pitch outside the cockpit, but the Suez Canal, 35,000 feet below, was clearly defined by twinkling village lights on both banks. Air traffic controllers, speaking in accents that reflected former English and French influence in the area, cleared the huge C-141B Starlifter from one air sector to another as it sped toward Dhahran, Saudi Arabia. This critical mission, the tenth in a series nicknamed Operation DESERT SUN, carried time sensitive intelligence destined for HQ US Central Command (USCENTCOM) in Riyadh, Saudi Arabia, and was approximately four hours from successful completion. The date was January 7, 1991, barely ten days before the start of Operation DESERT STORM, commonly known as the Gulf War, the most stunning victory in the annals of military history. Slightly edited, these words by Mr. Vincent E. Sescoe, a former Intelligence Community customer, eloquently describe a scene that was repeated 86 times during the December 1990 to March 1991 period.

By early December 1990, the Allied coalition buildup of military forces in Saudi Arabia, Kuwait, and other Southwest Asia (SWA) areas had grown to the point where offensive action – taking the war to the Iraqis on the ground – was being planned in earnest. To support the continued air bombardment of Iraqi positions and provide intelligence with which to plan for ground operations, General H. Norman Schwarzkopf, the Commander in Chief, USCENTCOM, tasked the Defense Intelligence Agency (DIA) to provide critical imagery of the Middle Eastern theater of operations on a daily basis

To meet this urgent requirement, DIA began a program to collect and process the necessary imagery, securely package this Top Secret product, and expeditiously deliver it to DCS Station Baltimore (then located in Hanover, MD). From there, DCS dispatched two couriers via a combination of commercial and military aircraft to Riyadh, reaching this desert outpost within 36 hours.


At that time, the DCS was using three commercial missions per week into continental Europe to move material. This program, entitled Atlantic Streamer, flew from Dulles International Airport into Frankfurt, Germany, every Tuesday, Thursday, and Saturday. In order to provide the daily support



necessary for the DIA special, HQ DCS coordinated additional missions for the remaining days of the week. The now-daily flights were nicknamed DESERT SUN. They began three days before Christmas, 1990.

The DESERT SUN missions augmented the DCS pipeline, which provided essential command, control, and intelligence material to Gulf theater combatants. The largest air armada in the history of airpower was then pummeling Iraqi forces, programmed with target data hand carried to USCENTCOM by the DCS. U.S. and Allied jets attacked command and control facilities, critical military production facilities, bridges, airfields, naval facilities, telecommunications sites, and other targets of strategic value. The DCS role during these days before the ground offensive was undoubtedly critical to the outcome of the war.

To conduct DESERT SUN missions, the DCS used HQ personnel, both military and civilian, and augmentation by personnel from the Central Intelligence Agency, National Security Agency, the Office of the Chief of Naval Operations, and other members of the U.S. Intelligence Community. DESERT SUN support was standardized, for all practical purposes, into four-day missions. The schedule for the mission couriers on a generic mission is shown below:

- Day 1. Mission couriers reported to the Baltimore Station NLT 1430 hours for a mission briefing, to pick up orders and tickets, conduct an inventory, and assume responsibility for the material (normally two boxes @30 pounds each). The station transported the couriers to Dulles Airport to rendezvous with a PanAm security representative who escorted them through security. The couriers then took the shuttle to the aircraft (PanAm Flight 60). Couriers flew Clipper Class to facilitate overhead storage and security.
- Day 2. ETA at Frankfurt was 0900. SUN couriers were met by Rhein Main Station couriers inside the jetway and taken planeside to access the Rhein Main vehicle for the trip to station on the military side of the airport. The material was signed over to the station and the couriers were taken to the airbase hotel (the DCS had custody of one room which all couriers used). The couriers were picked up @1800 and taken back to the station to retrieve the material and be taken to Military Airlift Command (MAC) flight AMVR0879, the “Stars & Stripes” flight to Riyadh (it carried mail and the daily Stars and Stripes newspaper among other cargo). The flight departed @2115 for a 7-7 ½ hour flight to Dhahran.
 
- Day 3. The flight stopped at Dhahran for servicing and fuel (@2 to 3 hours). Arrival at Riyadh was approximately 1000 hours. Riyadh station couriers would meet the aircraft, sign for the material, and assist in re-booking the couriers who might be returning on the flight back. After three hours at Riyadh, the flight returned to Rhein Main (ETA 1900). After dropping off any material (there was seldom any) at the station, the couriers would be taken to the hotel (same room).
- Day 4. The couriers would be taken to the commercial side of the airport for return on PanAm light 61 from Frankfurt to Dulles Airpor, with arrival @1640. Baltimore personnel would meet the couriers and bring them to Hanover – end of mission.

While DESERT SUN missions were being flown into the theater, DCS couriers at Rhein Main, Bahrain, and Riyadh stations were actively moving other products necessary to air and ground operations against the Iraqi forces. Well over 1 million pounds of essential material, to include over 200, 000 pounds of joint communications codes, were delivered to 300 military customers in the theater. With the cessation of hostilities, Operation DESERT SUN was terminated, but not before a total of 86 of the Washington-to-Riyadh missions had been flown, involving 238 individual military and civilian couriers and direct support personnel.

The histories of the Gulf War will pay tribute to the genius of Pentagon and USCENTCOM strategists, and the tactical brilliance of various air, land, and sea combat commanders. Most historians will little know or consider the immeasurable contributions of the men and women of the Defense Courier Service and those who assisted them in their dedicated support to Operations DESERT SHIELD/DESERT STORM and DESERT SUN.

UPHOLD DEMOCRACY

On 30 September 1991, Haitian President Jean Bertrtand Aristide was overthrown in a violent military coup after only seven months in office. Three years later, during which the international community attempted to negotiate Aristide’s return to power, without success, it was time to act. In September 1984, the U.N. Security Council passed a resolution authorizing “all necessary means” to restore Aristide to office and authorized the creation of a multinational force for that purpose.

Operation UPHOLD DEMOCRACY began with US military forces arriving in Haiti on US warships and landing at Port-au-Prince to restore public order and reinstate President Aristide. The military junta provided only minimal resistance which was quickly squashed. US forces worked to secure the area and support the President's resumption of authority, then began a second phase of the operation – a large-scale peacekeeping mission. Most U.S. forces began to leave the country in December 1994, three months after the U.S.-led multinational force arrived in Haiti and two months after Aristide returned to office.

As with other contingencies, the DCS provided vital command and control and communications security (COMSEC) support to US forces. Of particular note, DCS couriers moved essential COMSEC material to the Theater COMSEC Management Office (TCMO) within 72 hours of its deployment to Haiti. Long term support to the Haitian campaign was coordinated with the Department of State to ensure that all military and State interests were accommodated .

ENDURING FREEDOM

Operation ENDURING FREEDOM, often referred to by its OEF acronym, marked the first time that the U.S. military responded to an act of terrorism with a large-scale, sustained, conventional force operation. The war on the Taliban and al Qaeda was most intense from October 2001 through January 2002, after which the nature of the operation became a more sustained one.

Many consider that OEF actually began on 11 September when terrorists commandeered four wide-body commercial airliners and successfully directed three of them into buildings, the two World Trade Center towers in New York and the Pentagon. Actually, these terrorist organizations had directed activities against the U.S. long before then, but these were not as evident to the general public.



OEF began on 7 October when Air Force and Navy fighters began two days of concentrated strikes against Taliban air defense sites, airfields, command and control centers, and other fixed targets. These strikes introduced a concentrated program of bombings by myriad types of aircraft, designed to destroy fortifications and crew served weapons, deny use of strategic areas, kill Taliban soldiers, and demoralize the enemy combatants.

B-52 bombers coming from Diego Garcia, a British-owned atoll in the Indian Ocean, endured a 2,500 mile trip in order to unleash their deadly barrage. Like the B-2s in the Allied Force operation (Kosovo air war), the bombers received coordinates in real time by linking directly to the net of updated information. Such capability would not have been possible without secure communications and codes provided through the DCS.

Other countries joined the U.S. in establishing a coalition of concerned nations. Finally, it seemed that the world community had noticed this threat in its midst – one which has been around for many years and which has been violently demonstrated by numerous organizations. Like a cancerous growth, terrorism is a menace to the entire globe. Taking on the Taliban and al Qaeda in Afghanistan is the beginning of a worldwide search for terrorists, and those who support them, in order to rid the global community of this menace.

The swift, mid-November collapse of the Taliban left coalition OEF forces to secure the last remaining strongholds, eliminate or capture remnants of al Qaeda and the Taliban, and begin initial reconstruction of the Afghani civilian government infrastructure. As U.S. military forces began to deploy into the country, Rhein Main Air Base hosted many Air Mobility Command (AMC) flights destined for the theater. As per normal protocol, the deploying elements moved with a basic stock and reserve of communications security (COMSEC) products, so DCS did not have a large role in their support initially. Later, the pace picked up with the flow of replenishment items and other material for deployed units which were entered into the DCS system.



C-17 air-dropping humanitarian relief packages over Afghanistan.

DCS Station Rhein Main has been able to move material to Afghanistan for both military customers and the Department of State relatively easy since most of the transiting aircraft have a little available space to take on our material. Rhein Main shipments are direct shots. The Ramstein courier station is also able to move material to the theater, but must transit Incirlik, Turkey, enroute. This would necessitate an overnight stay by the couriers and require temporary storage of the material, neither of which will facilitate the DCS mission. This dual access capability is a luxury that DCS normally does not have during its support of military contingencies.

Over the following months, coalition air and ground forces have worked together on a continuing operation of search and destroy missions and raids against remaining Taliban and al Qaeda units. Simultaneous with the continuing search and destroy missions, the coalition is providing a secure environment that is conducive to establishment of a lasting civilian government for the country. The coalition is also sponsoring a major nationwide humanitarian relief effort to provide basic standards of living for a population made destitute by year after year of war and subjugation. These programs require support made possible, in part, by DCS material shipments into the country.

IRAQI FREEDOM

Since the Gulf War, the U.S. and free world have not faced a large-scale armed conflict involving tens-of-thousands of soldiers, multiple Army divisions, numerous Air Force fighter wings, and several Navy carrier groups...until the post 9-11 period when the Iraqi weapons-of-mass-destruction (WMD) situation gradually escalated to immense proportions.



Special Operations forces with local anti-government guerrilla forces.

Seemingly a logical follow-on to ENDURING FREEDOM, the U.S. Government has shifted its focus to Iraq and an effort to disarm and depose the Iraqi dictator. Though only a limited number of countries, e.g., the United Kingdom, Spain, and Portugal have openly aligned themselves with the U.S. in this initiative; several other nations have done so quietly to escape being on record as supporting a war with Iraq. But that is an issue for the politicians

Gradually, over the past two years, U.S. and coalition forces positioned themselves in strategic SWA areas, to include Kuwait, Qatar, and Oman, in preparation

for a possible confrontation with Iraq. After the U.N. political process failed to achieve a peaceful resolution to the situation, coalition forces invaded Iraq to enforce the U.N. mandates and liberate the Iraqi people.

U.S. Central Command (USCENTCOM) moved its forward headquarters to Qatar in late 2002 and established a sophisticated command post that rivals anything in the most modern science fiction movie. General Tommy Franks and his staff have access to the most advanced and elaborate command, control, communications, and computer (C4S) system ever available to a theater commander. Security and employment of these operational systems is totally dependent upon the COMSEC and related material that is escorted into the theater by the DCS.

The DCS has supported this gradual escalation of forces all along, and is poised with a courier team and station on site in Kuwait to facilitate support to the warfighters in Operation IRAQI FREEDOM. This chapter is still being written.

When the Cold War came to an end, free world powers no longer had a single “greatest” threat against which to plan operations. The Gulf War provided an opportunity for vast armies to contend with each other, but that was over a decade ago. Not counting the ongoing Showdown with Iraq, U. S. forces have been, are now, and will likely continue to be involved in short duration engagements, scattered over dispersed areas of the globe, and involving limited forces.

The asymmetric threat is that which we face today. Terrorist activity, peacekeeping operations, police activity, and humanitarian relief efforts appear to be the norm for future conflicts to which U.S. forces will respond. U.S. response can also be expected to be as part of a coalition or treaty effort, e. g., NATO response to the Bosnia-Serbia-Kosovo situation, and not an individual foray using only U. S. forces. As the U.S. military continues to re-tool equipment, rethink strategies and tactics, and realign priorities, the DCS will continue to provide responsive support to command and control and warfighter requirements.



The Asymmetric Threat means that American forces must carry out varied missions in many parts of the world.

SOVIET MILITARY POWER

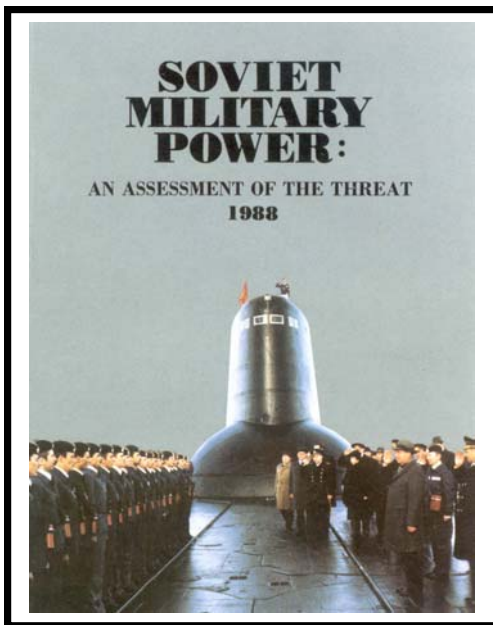
In the decades following the end of World War II, the Soviet Union aimed for preeminent influence in world affairs. To this end, the Soviets attempted to erode Western alliances, accelerate the expansion of Communist societies, and promote instability throughout the free world. By 1980, there was a new realism in the Government. As US military forces had been eroded in the post-Vietnam period, the Soviets had expanded its military capability.

In May 1981, Secretary of Defense Casper Weinberger presented a series of classified briefings to North Atlantic Treaty Organization (NATO) defense ministers in which he detailed the great size and speed of the Soviet military buildup. The ministers were so impressed that they asked Weinberger to find a way to declassify the information so it could be released to the general public to help convince citizens of the nature and scope of the Soviet threat. Without this knowledge, the public could not be expected to support military programs.

The DIA was tasked to produce this product, an authoritative, unclassified document detailing Soviet military development. The challenge was daunting: produce a first class, highly polished, and detailed publication while protecting sources and methods.

The document was simply named Soviet Military Power and contained the raw data and figures that could not be ignored. The program resulted in the largest, longest, and most successful public release of intelligence information in the history of the US Intelligence community.

The first edition of Soviet Military Power was assumed to be a one-time requirement. It was released in September 1981 with a modest printing of 25,000 copies; but, very soon, another 250,000 copies had to be produced due to the extremely high demand. A year later, the Secretary announced that the



The 1988 issue of *Soviet Military Power* was the first to use a cover photo. Previous editions had blank covers of a single color, with a title

next edition of Soviet Military Power would be available by March 1983. The second edition was printed in 250,000 copies – DIA had learned its lesson. The largest printing run was in 1987 when 400,000 copies were printed – a fantastic number...and guess who moved them to the field....

From then, until the final edition, produced in 1991, the distribution sequence was the same. The vast majority of the copies of the publication had to be pre-positioned worldwide, throughout the Pentagon, at major military headquarters, at U.S. diplomatic posts, and at other influential sites – prior to official release by the Secretary – in order to ensure the largest possible fanfare and impact.

For the DCS, that meant execution of this annual “rite of passage” known to insiders as Operation QUIET ROADS. This program saw the DCS move thousands of the Soviet Military Power publications to sites all around the world, almost overnight, to coincide with the official release- no small undertaking. This mission saw a flurry of activity and coordination between the DIA, HQ DCS, and the DCS field stations across

the globe to ensure that all movement was executed as expeditiously as possible. When ready, the Secretary of Defense held a press conference and officially released the publication.

QUIET ROADS movement was afforded top priority by everyone up and down the chain. Rest assured that, upon final delivery to Ambassadors, the unified and specified commands, major elements, and others, DCS members let out a big sigh of relief. One side benefit for the DCS, since our couriers had first crack at the publication, was that many copies never made it into worldwide distribution - Soviet Military Power was a fantastic publication.



COURIER SERVICE STATION LIST



The couriers who have performed duties for the Armed Forces Courier Service, and now the Defense Courier Service, have seen service in some exotic sites, many of which will be unknown to you since we withdrew our forces from them many years ago. As we review this list, we might question the logic of placing a courier facility at some of the sites. And why did we have so many stations in Greenland?

There are few existing records which show when many of the older sites were activated, but their story goes back to at least WWII. For these stations, I may be able to show little more than the date of disestablishment. There are also other shortfalls in being able to completely trace the history of a station, but I think we accurately portrayed this lineage to your satisfaction. .

I also added tidbits on the short-lived concept of regional headquarters and the headquarters to add additional flavor to this review of our locations through time.

Stations which continue to operate today are shown in boldface and italics.

<u>STATION</u>	<u>DIGRAPH</u>	<u>LOCATION</u>	<u>DISPOSITON</u>
Adak	AD	Adak Island	Once called NavCurServ Det Alpha; estab 1984; became Prov of AN 1 Nov 83
Alameda		Alameda, CA	Estab FY 58; disestab 31 Dec 58
<i>Anchorage</i>	<i>AN</i>	<i>Elmendorf AFB, AK</i>	<i>Transfer from o'seas station to field extension station of OAAG FY 61; estab as station FY 73</i>
Ankara	AK	Ankara, Turkey	Estab 9 Jan 67; disestab Nov 69
Argentia		Stephenville, Newfoundland	Disestab 31 Jan 57
Ashiya		Japan	Relocated to Itazuke (Japan) FY 59
Asmara	AS	Asmara, Turkey	Disestab FY 74
Athens	AH	Hellenikon AB, Athens, Greece	Estab under CINCUSAFE 20 Feb 57; disestab 1 Oct 90
Atsugi	AT	Japan	Disestab 24 May 83
Augsburg	AU	Field Station, Augsburg, Germany	Estab 1 May 92; disestab 15 May 93
<i>Bahrain</i>	<i>BH</i>	<i>Bahrain Island</i>	<i>Estab 1 Jan 91</i>

<u>STATION</u>	<u>DIGRAPH</u>	<u>LOCATION</u>	<u>DISPOSITON</u>
<i>Baltimore</i>	<i>BA</i>	<i>Ft Meade, MD</i>	<i>Estab 1 Apr 88; relocated to Ft Meade Dec 92</i>
Bangkok	BK	Bangkok, Thailand	Estab 15 Feb 67; disestab 1 Jun 76
Berlin		Berlin, GE	Disestab 20 Apr 68
Bermuda	BE	Island of Bermuda	Estab 10 Apr 67; disestab FY 72
Boston	BO	South Weymouth, MA	Once called NavCurServ Det Bravo; estab as OAAG extension 1 Apr 43; disestab 1945; reestab 29 Oct 64; disestab 16 Aug 96
Bremerhaven	BN	Carl Schurz Kaserne, Bremerhaven, Ger.	Disestab 1 Mar 90; mission to Rhein Main
Brookley		Brookley AFB, AL	Estab as OAAG extension 31 Sep 48; relocated to Charleston 1 Mar 56; redesign as Charleston (CH)
Brussels	BR	Brussels, Belgium	Estab 1 Apr 67; disestab 28 Feb 96
Burtonwood		Burtonwood, UK	Relocated to RAF Mildenhall 15 Feb 59 redesign as Mildenhall (MN)
Cam Ranh Bay	CR	Republic of Vietnam	Estab 1 Dec 67; disestab FY 72
Capodichino		Capodichino, Italy	Estab 1972; relocated to Naples 30 Sep 83; estab as Naples (NP)
Casablanca		Casablanca, Libya	Disestab 15 Mar 63
Charleston	CH	Charleston AFB, SC	Estab 1 Mar 56; disestab 13 Sep 96
Chateauroux		Chateauroux, France	Estab 1 Jun 64; disestab 12 Sep 66
Chitose		Japan	Estab 1 Nov 54; disestab 15 May 68
Clark	CL	Clark AB, Republic of the Philippines	Estab FY 71; disestab 1 Nov 91
<i>Colorado Springs</i>	<i>CS</i>	<i>Ft Carson, CO</i>	<i>Estab 1 Feb 92</i>
Danang	DG	Danang, Republic of Vietnam	Estab as sub-station to Saigon 5 Sep 66; disestab FY 73
Dayton		Dayton, OH	Estab as OAAG extension 1 Apr 43; disestab 1945

<u>STATION</u>	<u>DIGRAPH</u>	<u>LOCATION</u>	<u>DISPOSITON</u>
Denver	DE	Rocky Mtn Arsenal, Denver, CO	Estab 1 Nov 83; disestab 1 Feb 92
Dhahran		Dhahran, Saudi Arabia	Disestab 15 Nov 61
Diego Garcia	DG	Diego Garcia Atoll	Estab as sub-station to Honolulu 1 Feb 80; became station 1 Apr 89; disestab 1 May 92
District of Columbia	DC	Cafritz Bldg, Alexandria, VA	Estab 1 Apr 88/vault in Pentagon 1C240; disestab 29 Mar 96
Dover	DV	Dover AFB, DE	Estab 10 Jun 68; disestab 15 Dec 95
Erding		Erding, GE	Disestab 8 Apr 55
Fort Amador		Panama Canal Zone	Redesignated as Panama (PA) 1 Mar 67
Frankfurt	FR	Flughaven Rhein Main Frankfurt, GE	Estab 1 Apr 65; redesign as Rhein Main (RM) Jul 83
Fuerstenfeldbruck		Fuerstenfeldbruck, GE	Relocated to Landstuhl FY 57
Goose Bay	GB	Goose Bay, Newfoundland	Disestab FY 73
Guam	GU	Anderson AB, Guam	Estab 13 Mar 74; Disestab 17 May 96
Guantanamo Bay GT		Guantanamo Bay, Cuba	Once called NavCurServ Det Quebec; disestab 1 May 78; mission to NF; became Prov 18 Feb 87; disestab Oct 97; mission to Jacksonville
Hampton Roads		Hampton Roads, VA	Estab as OAAG extension 1 Apr 43; disestab 1945
Heidelberg	HE	Campbell Barracks, Heidelberg, GE	Relocated to Ramstein AB 1 Jul 78; redesign as Ramstein (RS)
Hill		Hill AFB, UT	Estab 1 Jul 58; disestab 30 Apr 63
<i>Honolulu</i>	<i>HO</i>	<i>Hickam AFB, HI</i>	<i>Estab 11 Mar 54</i>
Incirlik	IK	Incirlik AB, Turkey	Estab FY 70; disestab 1 Dec 95; became Prov of RS; became CCP 15 May 97
Istanbul	IS	Istanbul, Turkey	Estab 1 Jun 58; disestab Nov 69
Itazuke	IT	Japan	Estab FY 59; disestab FY 72

<u>STATION</u>	<u>DIGRAPH</u>	<u>LOCATION</u>	<u>DISPOSITON</u>
Jacksonville	<i>JA</i>	<i>NAS Jacksonville, FL</i>	<i>Once called NavCurServ Det XRAY; relocated to Tampa 1 Jul 64; re-estab 8 Jul 71</i>
Keflavik	KV (once KF)	Keflavik, Iceland	Once called NavCurServ Det India; disestab FY 73; became Prov of NF
Kelly	<i>KE</i>	<i>Kelly AFB, TX</i>	<i>Transfer from OAAG & estab as San Antonio station Jan 59; redesisg unknown date</i>
Key West	KY	Key West, FL	Also called NavCurServ Det Echo; estab 1 Aug 66; disestab FY 72
Kindly		Kindly AB, Panama	Redesisg as Bermuda 10 Apr 67
Kodiak	KK	Kodiak, AK	Once called NavCurServ Det Kilo; disestab FY 72
Korea	<i>KO</i>	<i>Osan AB, Korea</i>	<i>Estab FY 72</i>
Kwajalein		Kwajalein Island	Disestab 1 Jun 59
Ladd		Ladd AFB, Fairbanks, AK	Estab 1 Jul 56; disestab 1 Oct 60
Lajes	LJ	Lajes, Azores	Disestab 31 Dec 75; became Prov of NF; became CCP early 90's
Landstuhl		Landstuhl, GE	Estab FY 57; redesignated as Ramstein 15 Aug 58; disestab unknown date
London	LO	London, UK	Relocated to RAF Mildenhall 1 Nov 75
Los Angeles	LA	Los Angeles AFB, CA	Estab 15 Feb 59; disestab ??? ; re-estab 15 Mar 90; disestab 1 Jan 93
Louisville	<i>LV</i>	<i>Standiford Field, Louisville, KY</i>	<i>Estab as sub-station of Wright Patterson 1 Sep 91; became station Apr 92</i>
McAndrew		Newfoundland	Disestab 15 Mar 55
McChord	<i>MC</i>	<i>McChord AFB, WA</i>	<i>Transfer from OAAG & estab as station FY 62</i>
McGuire	<i>MG (once ME)</i>	<i>McGuire AFB, NJ</i>	<i>Estab 1 Apr 55</i>
Madrid	MD	Madrid, Spain	Estab 22 Oct 57 under CDR 16 th AF; disestab FY 72

<u>STATION</u>	<u>DIGRAPH</u>	<u>LOCATION</u>	<u>DISPOSITON</u>
Miami		Miami, FL	Estab 19 Nov 62; disestab 31 Dec 63
Mildenhall	<i>MN</i>	<i>RAF Mildenhall, UK</i>	<i>Estab 15 Feb 59; disestab 15 May 65; re-estab FY 75</i>
Misawa	MI	Misawa AB, Japan	Estab as sub-sta to YO; disestab ??? ; became prov to YO; disestab Sep 91
Mobile		Mobile, AL	Estab as OAAG extension 31 Sep 48; disestab FY 56
Moffett		California	Relocated to Alameda FY 58; redesign as Alameda
Munich	MU	Munich, GE	Estab as sub-station of HD 1 Apr 73; became station May 83; relocated to Augsburg 1 May 92; redesign as Augsburg (AU)
Naples	NP	Naples, Italy	Prov to Capodichino Sep 83; estab as Station Oct 86; disestab 1 Mar 96
Narsarsuak		Greenland	Disestab 31 Jun 57; mission to Argentina, Stephenville, Greenland
New York	NY	Fort Totten, NY	Estab 1 Apr 43; disestab 31 May 73; mission to McGuire (MG)
Norfolk	<i>NF</i>	<i>NAS Norfolk, VA</i>	<i>Once called NavCurServ Det Victor; estab 25 Feb 54</i>
Norton	NN	Norton AFB, CA	Estab 1 Apr 89; disestab 1990
Offutt	<i>OF</i>	<i>Offutt AFB, NE</i>	<i>Estab FY 71 as Omaha (OM); redesign as Offutt early 80's</i>
Okinawa	OK	Kadena AB, Okinawa	Estab 23 Feb 66; disestab 14 Jun 96; mission to Yokota
Panama	PA	Howard AFB, Rep of Panama	Estab 1 Mar 67; disestab Oct 97; mission to Jacksonville
Paris		Orly Field, Paris, France	Relocated to Brussels, BE, 1 Apr 67; redesign as Brussels (BR)
Patuxent River		Patuxent River, MD	Disestab 15 Oct 58
Pentagon	PT	Pentagon	Estab as sub-station to Washington 22 Jan 67; disestab
Port Lyautey		Spain	Relocated to Rota 1 Sep 63; redesign as (RO)

<u>STATION</u>	<u>DIGRAPH</u>	<u>LOCATION</u>	<u>DISPOSITON</u>
Prestwick	PR	Prestwick, Scotland	Estab 1 Jun 63; disestab FY 73
Quonset Point		Massachusetts	Relocated to Boston 29 Oct 64; redesisg as Boston (BO)
Ramey		Ramey AFB, Puerto Rico	Disestab FY 66
Ramstein	RS	<i>Ramstein AB, GE</i>	<i>Estab FY 59; disestab 1 Jun 63; re-estab 1 Jul 78</i>
Rhein Main	RM	<i>Flughaven Rhein Main, Frankfurt, GE</i>	<i>Redesig as Frankfurt (FR) 1 Apr 65; redesisg as Rhein Main Jul 83</i>
Roosevelt Roads	RR	Roosevelt Roads, Puerto Rico	Estab 21 Feb 73; disestab 1 May 78; mission to Norfolk; reestab 1 Dec 82; Disestab 14 Jun 93
Rota	RO	Rota, Spain	Estab 1 Sep 63; disestab 31 Jan 96
St. Johns		Newfoundland (?)	Disestab FY 60
<i>Saigon</i>	<i>SG</i>	<i>Saigon, Republic of Vietnam</i>	<i>Estab 30 Oct 62; disestab 23 Mar 73; mission to Clark</i>
San Antonio	SO	Kelly AFB, TX	Transfer from OAAG & estab as station Jan 59; redesisg as Kelly (KE)
San Diego	SN	<i>North Island, San Diego, CA</i>	<i>Once called NavCurServ Det Sierra; estab FY 53</i>
San Juan	SJ	San Juan, Puerto Rico	Once called NavCurServ Det Papa; relocated to Roosevelt Roads 21 Feb 73; redesisg as Roosevelt Roads (RR)
San Francisco	SF	Presidio (of S.F.)	Disestab 1 May 79
Seoul	SL	Kimpo Airport, Seoul, Korea	Estab Oct 50; relocate to Osan AB FY 72; redesisg as Korea (KO)
Signonella	SG	NAS Sigonella, Italy	Estab 18 Nov 83
Sondrestrom	SD	Greenland	Estab 1 Jan 53; disestab FY 74
Subic Bay	SB	Cubi Point, Republic of the Philippines	Once called NavCurServ Det Foxtrot; estab 15 Jul 66; disestab 4 Sep 92
Tachikawa		Tachikawa AB, Japan	Relocated to Yokota FY 68; redesisg as Yokota (YO)

<u>STATION</u>	<u>DIGRAPH</u>	<u>LOCATION</u>	<u>DISPOSITON</u>
Taiwan	TN	Taipei, Taiwan	Once called NavCurServ Det Tango; transfer from MAAG to NavSta FY 62; estab Sep 73; disestab 15 Sep 78; mission to Clark
Tampa	TP	Tampa, FL	Estab 1 Jul 64; disestab 30 Jun 75; mission to Jacksonville
Tehran		Tehran, Iran	Estab 1 Jan 74; disestab 1 Jan 79
Thule	TH	Thule, Greenland	Disestab FY 74
Torrejon	TJ	Torrejon AB, Spain	Estab Jan 84; disestab 1 Jul 92
<i>Travis</i>	<i>TV</i>	<i>Travis AFB, CA</i>	<i>Transfer from OAAG extension & estab as FY 76</i>
Tokyo-Yokohama		Tokyo, Japan	Disestab 14 May 58
Tripoli		Libya	Disestab 1 Jul 60
Washington	WA	Alexandria, VA	Estab 1 Aug 53; relocated to NSA area, Ft Meade 30 Jun 73; divided into Baltimore and District of Columbia stations 1 Apr 88
Westover		Massachusetts	Estab as OAAG extension 1 Apr 43; disestab 2 Jun 55
Wright Patterson	WP	Wright Patterson AFB, Ohio	Estab 15 Oct 76; disestab Mar 92
<i>Yokota</i>	YO	Yokota AB, Japan	Estab FY 68

<u>REGIONS</u>	<u>SYMBOL</u>	<u>DISPOSITION</u>
CONUS/North America	CONUS	Estab 1 Oct 87; split @1989; re-estab @1993; disestab 1 Feb 96
European, Mediterranean, Middle East	EMME	Estab 1 Oct 87 as European Region; redesign as EMME; disestab 1 Mar 96
North America – East	NARE	Estab @1989 when CONUS split; disestab @1993 when CONUS re-estab
North America – West	NARW	Estab @1989 when CONUS split; disestab @1993 when CONUS re-estab
Pacific	PAC	Estab 1 Oct 87; disestab 12 Jan 96

HQ, ARFCOS

Once established, Headquarters, Armed Forces Courier Service, was relocated several times which, by itself, is interesting to review:

FY 73 - HQ ARFCOS moved from the Adjutant General (TAGO) Building, Baileys Crossroads, 3511 Carlin Springs Road, Falls Church, to the Forrestal Bldg, Washington, D.C.

14 Jan 80 - HQ ARFCOS was forced to relocate from the Forrestal Building, Washington, D.C., when the newly created Department of Energy (DOE) was given space there; the HQ moved to the Hoffman I Building, Alexandria, VA

Late 1983 - The HQ temporarily relocated to Buildings T-144 and T-145, Ft Meade, MD, with plans to eventually relocate to the NSA area upon construction of the new Ops Bldg

Jan 1989 - The HQ, now designated as HQ, Defense Courier Service (DCS), relocated to its present site, 830 Chisholm Avenue, Ft Meade, MD

LEGEND/GLOSSARY:

Disestab – disestablished

Estab – established

MAAG – Military Assistance Advisory Group

OAAG – Office of the Air Adjutant General (Postal Branch, Administration Division)

O'seas – overseas

RAF – Royal Air Force

Redesig – redesignated

Re-est – reestablished

UNIT AWARDS

The Joint Meritorious Award (JMUA) is awarded in the name of the Secretary of Defense to joint or multi-service activities for meritorious service or achievement in wartime, during crises, or in extraordinary circumstances that involve national interests.

Our first JMUA was awarded to the Armed Forces Courier Service; the subsequent awards were made to the Defense Courier Service. JMUAs are unit awards, for which the organization receives a certificate signed by the Secretary of Defense or Chairman, Joint Chiefs of Staff. Individual members of the organization may also receive a smaller copy of the official certificate. The organization can also procure streamers to be affixed to the unit flag, similar to the battle streamers atop the Army flag.

The following awards of the Joint Meritorious Award reflect our dedicated support to our mission and our nation.

1st Award, 1 January 1985 to 1 January 1987

2d Award, 2 January 1987 to 31 December 1988

3d Award, 9 August 1990 to 31 May 1991

4th Award, 1 June 1991 to 31 December 1996

5th Award, 1 February 1997 to 29 September 1998

6th Award, 30 September 1998 to 1 October 2000



Citation
to accompany the award of the
Joint Meritorious Unit Award
to the
Armed Forces Courier Service

The Armed Forces Courier Service distinguished itself by exceptionally meritorious service from 1 January 1985 to 1 January 1987. During this period, the personnel of the Armed Forces Courier Service Headquarters and its thirty-six Armed Forces Courier Stations made invaluable contributions, under extraordinary circumstances, while performing its mission of the secure and expeditious transportation and delivery of highly classified and time sensitive national security material. Over 1.7 million pieces, weighing over 4.7 million pounds of qualified material were delivered to military installations, American embassies, commanders in chief, and defense contractors throughout the world. The tenacious efforts and innovative management of all the sailors, soldiers, and airmen in a tri-service environment significantly reduced transportation costs, vastly improved customer service, and guaranteed key support to joint exercises and projects despite a continuous increase in the volume of material handled. By their exemplary performance of duty, the members of the Armed Forces Courier Service have brought great credit to themselves and to the Department of Defense.

Given under my hand this 25th day of March 1987.

[Signature]
Chairman, Joint Chiefs of Staff

Joint Meritorious Unit Award #1
1 January 1985 to 1 January 1987



Citation
to accompany the award of the
Joint Meritorious Unit Award
to the

Defense Courier Service

The Defense Courier Service distinguished itself by exceptionally meritorious service from 2 January 1987 to 31 December 1988. During this period the men and women of the Defense Courier Service contributed immeasurably to national security, Department of Defense agencies, the North Atlantic Treaty Organization, and government contractors around the world by achieving an unprecedented level of superior service. Through innovative resource management techniques and the professional expertise of its 460 soldiers, sailors, and airmen, the Defense Courier Service achieved increased frequency of movement between its stations worldwide, resulting in outstanding customer support and reduced transit time for the more than 20.5 million pounds of documentation and equipment entered into the Defense Courier Service. The use of exclusively contracted civil airlift providing special mission support to designated unified and specified Commanders in Defense Courier Service to deliver more than 87,000 pounds of time-sensitive intelligence material securely and expeditiously. By their exemplary performance of duty the members of the Defense Courier Service have brought great credit upon themselves and to the Department of Defense.

Given under my hand this 18th day of May 1989.

William J. Crowe Jr.
Chairman, Joint Chiefs of Staff

*Joint Meritorious Unit Award #2
2 January 1987 to 31 December 1988*



Citation
to accompany the award of the
Joint Meritorious Unit Award
Second Oak Leaf Cluster
to the

Defense Courier Service

The Defense Courier Service distinguished itself by exceptionally meritorious achievement from 9 August 1990 to 31 May 1991. During this period, the members of the Defense Courier Service responded with extraordinary effort and dedication to provide unparalleled service that contributed significantly to our Nation's security. Through their aggressive efforts, coordination, and planning, the Defense Courier Service played a crucial role during Operations DESERT SHIELD and DESERT STORM. Their critical mission included providing secure command, control, communications, and intelligence connectivity with National Command Authorities and tactical field commanders. Through their extraordinary efforts, the Defense Courier Service accomplished the secure, rapid, and responsive delivery of critical, time-perishable, highly classified, national intelligence, targeting, and communications security material weighing in an excess of 10,000,000 pounds to over 300 deployed customers without a single loss or compromise. Through their complete professionalism in the performance of their duties and their exemplary dedication to service beyond the call of duty, the members of the Defense Courier Service have brought great credit upon themselves, the Defense Courier Service, and the Department of Defense.

Given under my hand this 7th day of October 1991


Chairman, Joint Chiefs of Staff

*Joint Meritorious Unit Award #3
9 August 1990 to 31 May 1991*



Citation
to accompany the award of the
Joint Meritorious Unit Award
to the
The Defense Courier Service

The Defense Courier Service distinguished itself by exceptionally meritorious achievement from 1 June 1991 to 31 December 1996. During this period, the members of the Defense Courier Service responded with extraordinary effort and dedication to provide unparalleled service that contributed significantly to our Nation's security. Through their aggressive efforts, coordination and planning, the Defense Courier Service played a crucial role during Operations SOUTHERN WATCH, RESTORE HOPE, PROVIDE COMFORT, VIGILANT WARRIOR, UPHOLD DEMOCRACY, QUICKLIFT, and JOINT ENDEAVOR. Their critical mission included providing secure command, control, communications, and intelligence connectivity with national command authorities and tactical field commanders. Through their extraordinary efforts, the Defense Courier Service accomplished the secure, rapid, and responsive delivery of critical, time-perishable, highly classified, national intelligence, targeting, and communications security material to over 6,300 Department of Defense, federal, and government contractor customers and to certain Allies located throughout the United States and 10 foreign countries. By their exemplary performance of duty, the members of the Defense Courier Service have brought great credit upon themselves, their Service, and the Department of Defense.

Given under my hand this 4th day of April 1997

A handwritten signature in black ink, appearing to be "John Shalikashvili".

Chairman of the Joint Chiefs of Staff

*Joint Meritorious Unit Award #4
1 June 1991 to 31 December 1996*



Citation
to accompany the award of the
Joint Meritorious Unit Award
to the
The Defense Courier Service

The Defense Courier Service distinguished itself by exceptionally meritorious achievement from 1 February 1997 to 29 September 1998. During this period, the members of the Defense Courier Service responded with extraordinary effort, dedication, and unparalleled service that contributed significantly to our Nation's security. Through their aggressive efforts, coordination and planning, the Defense Courier Service played a crucial role during Operation JOINT ENDEAVOR, providing secure command, control, communications, and intelligence connectivity with National Command Authorities and tactical field commanders. Through its extraordinary efforts, the Defense Courier Service accomplished the secure, rapid, and responsive delivery of critical, time-perishable, highly classified national intelligence. They guaranteed movement for Top Secret Sensitive Compartmented Information ensuring critical targeting and communications material consisting of over 215,000 articles weighing over 4 million pounds. Repeatedly throughout this period, during changing political climates, civil strife in Bosnia, terrorist activity in Southwest Asia, build-up in Saudi Arabia and Kuwait, and terrorism in the Sudan, Defense Courier Service personnel excelled and exhibited pride and professionalism in the performance of their duties. They maintained the expeditious movement of intelligence and other products on behalf of the President and the Department of Defense ensuring a direct line for all 6,700 customers including the unified and specified commands on five continents in a global reach network. By their exemplary performance of duty, the members of the Defense Courier Service have brought great credit upon themselves, their Service, and the Department of Defense.

Given under my hand this 16th day of October 1998


Chairman of the Joint Chiefs of Staff

Joint Meritorious Unit Award #5
1 February 1997 to 29 September 1998



Citation
to accompany the award of the
Joint Meritorious Unit Award
to the
Defense Courier Service

The Defense Courier Service distinguished itself by exceptionally meritorious achievement from 30 September 1998 to 1 October 2000. During this period, contributions by members of the Defense Courier Service to our Nation's security were noteworthy. Their aggressive effort, flawless coordination, and meticulous planning played a crucial role during the NATO Peacekeeping Operations where Defense Courier Service couriers were responsible for escorting highly classified, time-sensitive material throughout the Balkan area of operations. Vital missions included providing secure command, control, communications and intelligence connectivity between the National Command Authorities and tactical field commanders and providing timely responses to Intelligence Community requirements. Through their extraordinary efforts, the Defense Courier Service accomplished the secure, rapid and responsive delivery of more than 215,100 articles of critical, often-perishable, material weighing over 4 million pounds, in support of more than 6,300 customers across the globe. During this period, Defense Courier Service personnel continued to display total professionalism and resourcefulness, despite all adversities, in the discharge of their duties as the "Nation's couriers." By their exemplary performance of duty, the members of the Defense Courier Service have brought great credit upon themselves, their Service, and the Department of Defense.

Given under my hand this 31st day of January 2001


Chairman of the Joint Chiefs of Staff

*Joint Meritorious Unit Award #6
30 September 1998 to 1 October 2000*

WHERE'S THE COURIER...

With thanks to Mort Walker

Mort Walker has penned the Beetle Bailey comic strip for many years and has consistently been able to capture, in a light hearted way, many of the foibles that military personnel and their civilian co-workers experience on a daily basis. And who can better bring these to us than the professional Private, Beetle!

Whether so intended or not, this strip does depict several aspects of courier activities. Among these are a couple of questions that most field couriers entertain sometime during their tenure in the courier system... what DO we move and is it really that important! This was as evident in the days of the Armed Forces Courier Service as it is today. Simple answer - it is not our business to know what we move, but we can be assured it is important to national security or we wouldn't be moving it.

This strip also depicts the sometimes-arduous efforts our couriers must make in order to securely move their material until it can be delivered to the intended customers. In my research of the courier service history, I did not come across any instances of parachuting into an area to make a delivery, but high water and climbing hills are likely obstacles that couriers have encountered in the course of their duties.

Please enjoy this cartoon for what it is – a comic look at Beetle Bailey performing courier duties.



7108175 OF COURIER TRAMA

Though there are undoubtedly hundreds, or even thousands of snippets and anecdotes of interest concerning ARFCOS and DCS, most of which remain unknown, I will relate only some of these – which have been passed to me or are archived – to help round out this story of the Nation's Couriers

Anchorage Fire. Armed Forces Courier Service Station (ARFCOSTA) Anchorage was destroyed by fire on 25 November 1973. The station shared a building with the base clothing sales store. Only material inside the vault survived the fire intact, though some external records were partially saved with fire or water damage.

Anchorage vs Airplane. An Air Force F-106 interceptor crashed into a hanger approximately 100 yards from the Anchorage station on 30 November 1965. Quick evacuation of the station prevented potential damage to personnel or material.

APS Locks. The Army Postal System (APS) locks were used to secure pouches until the mid-80s when they were replaced by cable lock seals. The APS lock was a large, key operated lock which contained a serial number on its side. In a window along one side was a counter which advanced one digit each time the lock was opened. The ARFCOS Form 3 (Pouch Invoice) for a pouch was identified by the lock number and the window number. For example, a pouch closed by APS lock #2015, with window number #037, was identified as Pouch 2015-037. If the window read 038, someone had accessed the pouch during shipment.

ARFCOS Accountability Forms. In the days of ARFCOS, couriers has to be proficient in using four accountability forms; today, DCS couriers are only concerned with two forms.

- ARFCOS Form 2 and DCS Form 2 are synonymous – they are both hand receipts used to receipt for Customs stamps, credentials, and other accountable items.

- ARFCOS Form 3. The old Pouch Invoice, a three-part form, was completed to list the articles enclosed in an ARFCOS pouch or container. A copy of the form was kept in suspense; the other copies were placed into an envelope and into the pouch/container.

- ARFCOS Form 4. The Delivery Form was a three-part form on which was listed the material to be delivered to a customer. A copy was kept in suspense; the original was used for the delivery and returned to the station for inventory reconciliation; a copy was given to the customer as well.

- ARFCOS Form 5. The transfer form was used to list material transfers between stations. This was a three-part form, a copy of which was kept in suspense when the shipment was launched. Form 5 could list individual articles, pouches/containers, or other Forms 5 transfer – same as DCS Form 32 (Transfer) does today.

ARFCOS Form 10 Retention. In a message to the field on 21 June 1985, HQ ARFCOS directed that stations begin retaining original copies of Form 10 in their suspended files after new Forms 10 are authenticated and filed. These suspended Forms 10 were to be cut off and destroyed the same as other ARFCOS forms. Retention of Forms 10 facilitated research of accountable account representatives.

ARFCOS Manual. The first ARFCOS manual was promulgated on 15 September 1967 to replace (and consolidate) old ARFCOS regulations and various memoranda and letters.

Cable Lock Seals. The cable lock seal replaced the APS lock as the means to secure ARFCOS pouches in the mid-1980s. These were short pieces of steel cable with a large seal affixed to one end. The cable was threaded through the hasp, wrapped around the pouch neck, and inserted into a hole in the seal. After being pulled, and held tight, it was crimped with the station's unique crimping tool (with embossed station digraph).

Canadian Airlines. Authority was granted to ARFCOS Station Boston in 1982 to use Canadian commercial airlines to service accounts in Nova Scotia, Ontario, and Canada. This negated the requirement to drive to these areas since neither US military nor US-flag commercial carriers flew there.

Chain of Command. In FY59, a revised charter modified the ARFCOS chain of command to permit the Headquarters to deal directly with subordinate stations and DoD commands rather than going through the service Chiefs of Staff/CNO to do so.

Check. What has nine numbers, including six zeros, and was hand delivered by DCS couriers? The answer: a check for \$176 million from the Government of Saudi Arabia to help pay for Operations DESERT SHIELD/DESERT STORM. DCS couriers hand carried the check to New York and surrendered it to Treasury Department officials. Yes, this was an exception to the list of qualified material in the DoD Directive.

Convoy Operations. Though use of escorted convoys will facilitate ground missions during hostilities, we normally do not participate in convoy operations during peacetime. An exception occurred early in 1995 when the Lexington-Bluegrass Army Depot (BGAD) was closed. Some stock was destroyed in place; the remainder was scheduled for shipment to the Tobyhanna Army Depot (TOAD) in Pennsylvania. DCS/J3 and BGAD coordinated plans to move up to 20 semi-trailer loads of classified material in support of this Base Closure action using small convoys and chase vehicles. One convoy of two tractor/trailer loads, with chase, was conducted; the depot received permission to destroy the remaining items.

Couriers and Courier Assistants. Over time, ARFCOS was opened to assignment for warrant officers, then senior NCOs (E7 and up) and the Navy equivalent, and finally, junior NCOs in the grade of E6 (and Navy equivalent). For a long time, there was a decided division of responsibility between grades, as evidenced by the appropriate credentials.

- ARFCOS Form 9, Courier. Commissioned officers, warrants, and enlisted personnel in grade E7 and up were certified as Couriers. They could deliver material, designate couriers, sign accountability forms, conduct/sign inventories, and perform other duties associated with the direct accountability for ARFCOS material.

- ARFCOS Form 14, Courier Assistant. Junior NCOs, the E6s eventually integrated into ARFCOS in the mid-1970s, could not be assigned direct accountability. Form 14s were the "worker bees" who lugged the material around in the vault, opened/closed pouches and containers, built pallets, typed (no computers in those days) forms, performed station administrative functions, and assisted in inventories. On missions, they performed as drivers, guards, assistants during material pick up/deliveries, and so on.

- Issue of blank credential forms. Blank, presigned (by DIRARFCOS) Forms 9 and 14 were issued to station commanders/chiefs/officers in charge (station CCs) effective June 1985 to facilitate their issue to newly assigned couriers/courier assistants. Station CCs were authorized to issue them when satisfied a new member was “fully trained, tested, and qualified to serve competently as ARFCOS couriers/courier assistants.” Full accountability for these blank forms was mandated. (NOTE: This policy was rescinded when centralized training again commenced.)

Courier Card. Once upon a time, a customer showed up at DCS Station Kelly’s door to pick up material and was asked for his ID card in order to verify his identification. When told he was not on the Form 10, the customer displayed his “courier card” and stated that it authorized him to courier material. After the couriers explained the differences between the Form 10 and his card, he asked: “Since I have the broken item here, can I go in and switch it for the good one you have in your vault?” Just another day in the station.....

Courier Exercise. Our first “multi-national” courier exercise with the SHAPE Courier Service was conducted in the Spring of 1988 when HQ ARFCOS dispatched a composite courier team of five personnel to Rhein Main. A Rhein Main courier was added to the team, which then borrowed a station van and drove to Brussels; one of the stateside couriers remained at Rhein Main. The team set up a joint courier station at Melsbroek Air Base –the military side of Brussels International Airport – with the SHAPE couriers. ARFCOSTA Rhein Main shuttled NATO material to the station where it was delivered to SHAPE for onward movement to customers.

Courier Pouch. The distinctive courier service pouch was approved in mid-1968. The pouch is noted for its bright yellow color and distinctive marking (ARFCOS or DCS). The canvas pouch was purchased in two sizes to facilitate security and transportation of smaller material. This pouch, fabricated by the Federal Prison System, replaced the former green pouch in use to that time.

Deadline Delivery Dates (DDD). Customers formerly were able to place DDDs on their articles and corresponding Forms 1 to annotate the date the article(s) had to reach the addressee. Though the DDS were generally realistic and allowed for ARFCOS/DCS movement timelines, customers all-too-often would apply unrealistic, short-timeframe DDDs. These would often force the servicing station to arrange a special shipment or special delivery to ensure the DDD was met. To preclude further abuse, DDDs were eliminated in the mid-1990s.

Desert expedition. An officer courier escorting bulky material which could not be downloaded spent three days and nights in 100-degree temperatures in the Arizona desert aboard a crippled LOGAIR (the old Air Force Logistics Command) aircraft downed on an abandoned emergency air strip. He subsisted on water and sandwiches dropped to him.

Email. A local area net (LAN) was installed at HQ DCS and connected to six of the 22 stations then in existence during the Spring of 1997. DCS personnel were able to use the “cc: mail” feature to communicate via email. Prior to that, we didn’t have to worry about arriving at work to an inbox full of valid messages and spam.

Exotic digs. ARFCOS and DCS stations have sometimes been located in unusual sites. For example, the former Wright Patterson station moved into a renovated jet engine test cell on the air base in December 1980.

Football-size Boxes. In mid-October 1994, Turkish Customs agents refused access for a pallet of DCS material unless they could “inspect” the material; the DCS station then at Incirlik refused. After several days of futile negotiations, we returned the material to sender. The Turks insisted that the provisions of the NATO Agreement be observed – this allowed importation of “classified documents,” e.g., an envelope that could be flexed, but not a box of COMSEC products. A series of discussions at the DoD/Dept of State level took place for several weeks. Turkey finally agreed to allow shipment of boxes measuring 4”x4”x8 ½” - the “football box” in which COMSEC key was often packaged. Those, and flats (documents), could be pouched and shipped to Incirlik; but inspectors were authorized to fondle the pouches (but not open them) to ensure they contained nothing larger than these items. This led to a dramatic reduction of the material that could be imported into Incirlik and, eventually, resulted in closure of the DCS station there.

Franklin Award. DCS Station Rhein Main was presented the prestigious Franklin Award by the Frankfurt Consul General on December 2001. This award, one of the highest presented by the State Department, was awarded for the station’s dedicated support of the Department of State.

Free Piece. At one time, prior to the days of “fee for service,” courier stations occasionally shipped articles through the system without an article number. These “free pieces” permitted administrative shipments that benefited the system, for example, a courier providing manning assistance to another station could ship uniforms to his/her TDY station and not have to worry about dragging along several heavy bags of clothing during the flight to that location. Free pieces were also used for supplies.

Green door. A pop hit of the late 1950’s provided notoriety to a “green door,” but not the one used by the former Washington station. When the station was located in Support Activity Base 3 (SAB 3) in the NSA complex on Ft Meade, a green door separated the station’s vault from that of the NSA couriers in the same building. When one had material for the other, a representative would rap on the door, both sides would unlock their respective locks, and the green door would be raised. After the material was exchanged and documentation reconciled, the door would be lowered and re-locked.

Humes Method. Named after Captain Humes, the ARFCOS station commander who developed the procedure, this was the method used to close/crimp cable lock seals. After properly affixing the cable and pulling the free end through the seal, it would be pulled tight and the cable’s free end cut. By slightly releasing the tension on the cable lock seal, the free end of the cable would be allowed to slip back into the seal, at which point it was crimped. This prevented the jagged end of the cable from being outside the seal and possibly cutting couriers handling the pouch.

Lock up. In the early 1960s, a courier on an aircraft that made an unscheduled stop at a site without military support went to the local constable and requested that he (and his material) be locked up for the night – a request that was eagerly accommodated.

Lost article. Among the millions of miles traveled, the millions of tons of material moved, and countless articles handled, only one article has been physically lost without a trace. The article was entered at ARFCOSTA Incirlik in 1976, destined to ARFCOSTA Washington, from which it disappeared. A Greek-American NCO was allegedly involved in the incident.

“Marrying Sam.” MSgt Stephen Palla, DCS Station Anchorage Superintendent, acting upon the authority bestowed upon him by the State of Alaska, presided over the marriage of TSgt Orrin Burton, an IMA reservist with Anchorage, to Ms. Lisa Smith in a ceremony conducted at the station on 20 March 2003. The couple had planned to marry on 5 July, but moved the date forward when TSgt

Burton was alerted for deployment. In Alaska, the state court can grant the authority to perform a marriage to any Alaska resident of "sound mind." MSgt Palla passed the test with the Anchorage Borough Clerk and Recorder, so became a "credentialed" Reverend.

Movement Priorities. DCS material was formerly classified by movement (or mission) priority of movement - the predecessor to the "routine versus special" categories we have today. There were three movement priorities:

- Priority A. Assigned to the bulk of material entered into the DCS, this material moved consistent with available space, after priority B and C material, on normally scheduled missions.

- Priority B. Material moved without delay on the first available, regularly scheduled mission from the originating station, and ahead of Priority A.

- Priority C. Material that required special transportation arrangements and travel to meet a specified delivery date that could not be met by established (regular) schedules. Priority C missions were funded by the customer.

Naples Incident. The only recorded hijacking of a courier vehicle occurred on 24 January 1980 when a Naples courier vehicle was hijacked by personnel who had staged a simulated accident along the route known to be used by the couriers. After signaling the couriers to stop, which they did, the Italians stopped well back of the courier van, forcing the courier to walk some distance. The Italian driver initiated a fight with the courier, to which the courier driver responded. In the meantime, an unobserved Italian had leaped over the embankment and circled to the courier vehicle. As his partner struggled with the Americans, this unseen Italian drove off in the courier vehicle (the keys had been left in the ignition). The Americans reacted to this, which allowed the first Italian to also drive off, leaving the couriers afoot and, needless to say, embarrassed. The material was never found, though several pistols which had been shipped in an American Embassy pouch, were found on the black market.

Quick Reaction Teams (QRTs). In the early-1980s, the Clark, Dover, Rhein Main, and Travis stations were tasked to establish QRTs for possible deployment within 36 hours and for periods up to 30 days. QRTs consisted of no more than two Form 9 Couriers and two Form 14 Courier Assistants and were "on call" for immediate and emergency response to conduct special delivery or extraction of ARFCOS material or to open/close stations as directed.

Rail movement. The courier service experimented with use of rail service inside CONUS in the early 1950s and, again, three decades later. The 1983 experiment required a crew of 7 couriers, took a week to complete, and provided courier service between ARFCOSTAs Washington and Kelly, via Chicago. The lengthy trip was caused by long layovers caused during switching the ARFCOS railcar from train to train.

Red Rocket. Who can forget the "red rocket," a thin, bright-red nylon bag used for internal distribution of documents, courier forms, and other unclassified items during the mid- to late-1980's. The red bag was so popular that stations retained them and forgot to keep them in circulation, thus nullifying the effect of this system. Due to the continual shortage of red rocket bags, the system was terminated.

SHAPE material. A revised September 1981 agreement with the Supreme Headquarters Allied Powers Europe (SHAPE) assigned responsibility for the delivery and pick up of NATO material at ARFCOS stations to the SHAPE Courier Service, thus eliminating ARFCOS stations from direct contact with foreign accounts.

Slimmed-down Manual. A revised and condensed ARFCOS manual was published on 15 September 1981. The new manual, a joint effort between the HQ and stations, condensed the former 26 chapters, contained in two volumes and a classified supplement, to only *16 chapters*.

Secure Container. The DCS spearheaded development of a secure shipping container which would permit shipping material without a courier escort. The container would be staged at both ends of the flight as normal, then carefully inspected at the destination station for attempted entry. The container was lined with a material that would detect and register (on an indicator) attempted surreptitious entry. Each configured container would cost approximately \$30,000. The cost and problems in managing the configured containers led to the project being terminated by ASD C3I.

Spy's R Me. Robert L. Johnson, an Army sergeant assigned to the Orly Field (near Paris, France) courier station was convicted of espionage – the only confirmed spy case in courier system history. Johnson had conspired with the Russians to gain the combination to the second lock on the vault. They placed x-ray plates behind the lock to record the numbers when the lock was opened. With combinations in hand, Johnson worked many late hours, worked for other couriers “to help them out,” and came in many weekends, during which he would borrow selected material originated by NSA and take it to his Russian friends. They would take the articles to East Berlin, open the packages, photograph the contents, reseal the articles, and return them to Johnson for return to the vault. The Russians took elaborate pains to replicate every smudge, wrinkle, and other feature on the two wrappers to keep the action from being caught. Johnson’s wife turned him in after they returned to the United States.

Sun Roof. In February 1999, Baltimore couriers Gregory Smith and Marty Cybulski were returning from a truck mission into Canada, fighting strong headwinds the whole way. After a ferocious gust rocked their 5-ton truck, they began to note a great drag – they could barely make 55 mph. Spotting a strange shadow on the embankment next to the road, they pulled over and noticed that the top of the cargo compartment had peeled back, allowing access to the cargo compartment and creating a large air dam. Not willing to risk damage to the material and injury to someone if the metal ripped off, they retrieved the hacksaw from the toolbox and took turns standing on the cab to cut through the metal. The 9 degree temperatures and gusty wind made this a long, slow ordeal as they cut through 7’ of aluminum. Once finished, they drove (slowly) to Fort Drum with their open sun roof and arranged for alternative transportation to Ft Meade. This return trip of 21 hours was definitely one to remember.

Suspect Program. To help ensure that only qualified material was entered into the courier system, a “suspect” (material) program was implemented.

- Random. Based on a station’s workload, it was required to “tag” a certain number of incoming articles each month. When the addressee signed for the article, he/she was asked to complete documentation provided upon delivery to report if the contents were qualified material.

- Known. If the receiving station had good reason to suspect the contents of an article as not being qualified material, a bright orange sticker was affixed to the item before it was shipped from the station. When the addressee signed for the article, he/she was asked to complete the documentation provided upon delivery to report if the contents were qualified material

- Enforcing the suspect program was a “pain,” but did assist in keeping unqualified material from being entered in the system. This inconvenience, plus the courier system becoming a “fee for service” activity, helped bring about the demise of the suspect program.

Tour for DIRARFCOS. The tour of duty for the Director, Armed Forces Courier Service (DIRARFCOS) was extended from 2 to 3 years effective 3 April 1968.

Vehicle security. The requirement for mobile communications and disabling switches in courier vehicles can be traced to the 1981 ARFCOS manual.

Volcanic Interruptions. Several volcanic eruptions have interfered with ARFCOS/DCS missions over the years. The eruption of Mount Pinatubo in the Philippines led to the closure of our Clark and Subic Bay stations (see separate story). Mount Etna has interrupted Sigonella station activities on several occasions; Mount Saint Helens spewed sufficient ash to interrupt air channels to Alaska and the Pacific from the West Coast. Another volcanic eruption south of Anchorage interrupted a DCS exercise deployment to Korea and halted traffic to/from Anchorage for several days in August 1994.

Zenith Computers. ARFCOS personnel were provided new Zenith Z-100 and Z-200 computers in mid-1985 as part of the program to bring ARFCOS into the technological era. Who can ever forget Peachtext, the MS Word of its day?



IN MEMORIAM



Early in 1989, during the dedication of the new DCS Headquarters Building on Fort Meade, Maryland, a plaque was presented to the command to designate the five members of the Courier Service who made the ultimate sacrifice in the line of duty. The plaque, which is quoted below, will forever be displayed to honor their memory. Since that time, one additional courier has passed away while fulfilling her duties.

IN MEMORIAM

“THIS BUILDING IS DEDICATED TO THE MEMORY OF THOSE COURIERS WHO GAVE THEIR LIVES IN THE PERFORMANCE OF THEIR DUTY.”

* * *

1st LT RICHARD A. GRAY

UNITED STATES ARMY, WHO ON 9 JUNE 1967, WAS KILLED IN A PLANE CRASH WHILE SERVING WITH THE SAIGON COURIER STATION.

* * *

***LtJG JOSEPH C. CONRAD
MMI DONALD E. STICKNEY***

UNITED STATES NAVY, WHO, ON 2 SEPTEMBER 1970, WERE KILLED BY A MUDSLIDE AT SUBIC BAY, PHILIPPINES, WHILE SERVING WITH THE ARMED FORCES COURIER SERVICE.

* * *

MSGT JAMES C. WEBSTER

UNITED STATES AIR FORCE, WHO ON 14 MARCH 1980, WAS KILLED IN A PLANE CRASH WHILE SERVING WITH THE ARMED FORCES COURIER SERVICE STATION INCIRLIK.

* * *

SFC WILLIAM R. KEYES

UNITED STATES ARMY, WHO ON 14 JANUARY 1981, WAS KILLED IN A PLANE CRASH WHILE SERVING WITH THE ARMED FORCES COURIER SERVICE STATION RAMSTEIN.

* * *

CTA2 CELESTE M. ARNOLD

UNITED STATES NAVY, WHO DIED OF AN APPARENT HEART ATTACK ON 31 MARCH 1994 WHILE SERVING WITH DEFENSE COURIER SERVICE STATION MILDENHALL.

YOU KNOW YOU'RE A COURIER WHEN...

By Sergeant Matthew Sargent, DCS Station Norfolk

A tongue-in-cheek look at being a member of the Nation's Couriers

You Know You're A Courier When...

- You know every rest stop between NF & BA.
- You think those little sandwiches out of BH are pretty good.
- You automatically fall asleep whenever someone closes an aircraft door.
- You shrink-wrap the luggage to go on vacation.
- You think "Whoop Whoop...pull up" is a normal landing procedure expression.
- Your newborn's crib is made of 16-gauge wire mesh with gaps of less than 1".
- You neither eat nor get an hour for your lunch-hour.
- Each year you pack up the Christmas decorations and put them in hold.
- You name your dog "Beep"
- OTC has nothing to do with medicine.
- Your mailing address ends with NF-99.
- Making skids doesn't offend your teammates.
- - When you close your eyes you see barcodes.
- You ask the Fed-ex guy for his creds.
- You call security when you lock-up the house.
- The den is designated a no-lone zone.
- You get anxious if you are alone for over 15 minutes (sometimes 5).
- You make your wife top off the family car in case you have a special.
- You tell your girlfriend you'll be out of town for a "special" and she doesn't bat an eye.
- You make the kids do a two-line check and sign for their lunch.

THULE NAPLES PORTLYAUTEY DOVER BOSTON

DANANG ASMARA SAHRAIN HILL GUANTANAMO BAY SAN JUAN SUBIC BAY TEHRAN CAM RANH BAY CHITOSE BANGKOK

ADAK BROOKLEY CLARK DAYTON GUAM INCIRLICK HILL SEOUL TAMPA LONDON PARIS

KODIAK TRAVIS MUNICH TAIWAN ROTA HAMPTON ROADS ISTANBUL KEFLAVIK CASABLANCA

MADRID LANDSTUHL KOREA OFFUTT HEIDELBERG DISTRICT OF COLUMBIA BURTONWOOD

SAN FRANCISCO CHATEAUROUX BALTIMORE SAN DIEGO MCANDREW KINDLY MOBILE

LOUISVILLE MCGUIRE YOKOTA

TOKYO-YOKOHAMA NARSARSSUAK PENTAGON GOOSE BAY DENVER ATHENS KEY WEST DHAHRAN ATSUGI MADRID LADD

JACKSONVILLE BERMUDA COLORADO SPRINGS HONOLULU FRANKFURT DIEGO GARCIA SAIGON TACHIKAWA

AMADOR CHARLESTON FUERSTENFELD BRUCK NORTON WASHINGTON LAJES MIAMI ERDING ARGENTINA OKINAWA MISAWA TORREJON

RHEIN MAIN ST JOHNS MOFFETT MOBILE LOS ANGELES KWAJALEN KELLY MCCHORD PRESTWICK MILDENHALL CAPODICHINO BERLIN

