



089390

UNITED STATES GENERAL ACCOUNTING OFFICE  
INTERNATIONAL DIVISION  
FAR EAST BRANCH  
1833 KALAKAUA AVENUE  
HONOLULU, HAWAII 96815

DEC 10 1975

Admiral Noel Gayler  
Commander in Chief, Pacific  
Camp H. M. Smith  
Aiea, Hawaii 96701

Dear Admiral Gayler:

The General Accounting Office is currently surveying the distribution of automotive tires within the U.S. Government under GAO Code 943426. During our portion of the survey, Far East Branch personnel visited major Army, Air Force and contractor activities in Korea where tires were being maintained, used, turned-in, inspected, recapped and disposed of. We reviewed procedures and records, interviewed responsible officials and made selective tests to observe firsthand how tires were being managed.

Although our survey is not yet complete, our evaluation of the present level of tire management in Korea suggests that the Army and Air Force tire programs there are only slightly better than the situation we reported in 1973. The potential for cost reduction through increased and continuing management attention, increased user awareness of proper tire care, increased use of recapped tires and increased reusable asset recovery is still large. If the Command were to correct the many discrepancies noted by GAO, substantial savings could be realized. For example, if the Army and the Air Force in Korea were able to meet the Army's goal of 75 percent utilization of recapped tires, at least \$245,000 could be saved annually.

We acknowledge that very recently some improvements in tire management have been made by both the Army and Air Force in Korea. However, based on the corrective actions reportedly taken after our 1973 survey and the situation now, the tire programs need continuing command emphasis and attention or they deteriorate rapidly.

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We did not attempt to evaluate the impact of poor tire management on the readiness posture of Army and Air Force units in Korea. However, we do believe that allowing vehicles to be operated with tires worn beyond replacement criteria and allowing tire asset positions to be depleted unnecessarily certainly does not enhance readiness. Also, operating vehicles with worn tires is an unnecessary safety hazard.

Based on the results of our survey we suggest the following actions be taken:

- Inspection of tires turned-in for recapping should be strengthened. Furthermore, the inspection currently being performed by local nationals should be closely monitored to assure that tires are not being needlessly condemned.
- Studies to determine which customers are requisitioning more tires than they are turning in and which customers are turning in tires that are eventually being condemned in excessive quantities should be initiated by the Inventory Management Center and the Commercial Vehicle Parts Supply Point.
- Requirements in the current recapping contract should be increased to at least meet the Army's 75 percent recapped tire utilization goal. Also, a guarantee covering the contractor's work should be made a part of the contract.
- Tires currently on hand at property disposal activities should be reinspected. This inspection should include the many tires we found still on their rims. Also, inspection for recovery of tires improperly inspected and sent to disposal activities should be done on a continuing basis.
- Serviceable and recappable tires should be removed from condemned vehicles on a routine basis.
- The current 85- and 90-day order-ship time inventory investment for tactical tires recapped in Korea should be reviewed for possible reduction.
- A program to increase customer and operator awareness of proper tire care should be initiated. At a minimum this program should include training in proper mounting, demounting and maintenance of tires.

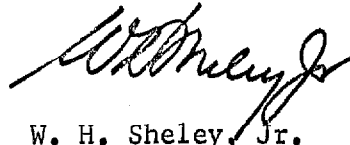
--The direct exchange system for tactical tires currently being implemented in Korea should be closely monitored to assure that it becomes an effective management tool.

--At the direct support and user levels proper tire storage methods should be initiated. Buses with painted out windows and vans currently being cut up for scrap sales could be used to provide necessary inside storage.

Since many of the observations on our current survey were previously reported in 1973 we suggest that you have U.S. Forces, Korea advise you of the status of their efforts to take corrective actions. Again, we suggest that progress reports be furnished by the Command until you have been assured that improvements in tire management have been satisfactorily implemented and that provisions have been made for continuing emphasis in tire management. We would appreciate being informed of the progress that is made. We have recommended that the Army and Air Force in Korea be included in the review that will be developed from our current survey.

The results of our survey in Korea are included in appendix I. Informal comments on the data contained in appendix I were obtained from U.S. Forces Korea personnel and included where applicable. For your convenience we have enclosed several photographs of the various tire management routines we surveyed. Copies of this report are being sent to the Commander, U.S. Forces Korea and the Commander in Chief, Pacific Air Forces.

Sincerely yours,



W. H. Sheley, Jr.  
Director

SUMMARY OF ARMY AND AIR FORCE  
DISTRIBUTION OF AUTOMOTIVE TIRES  
IN KOREA

BACKGROUND

The Army Tank Automotive Command (TACOM) manages automotive tires for the Department of Defense. TACOM stresses that command emphasis is required at all levels to obtain the maximum savings that can be realized from the use of recapped tires. The difference in cost of a new tire and a recapped tire is not the only savings resulting from the use of recapped tires. During fiscal year 1975 the Government realized a savings in excess of \$3 million in lower crude oil consumption as a result of the Department of Defense use of recapped tires.

Poor management of tire programs has been the topic of GAO reports in the past. In February 1973 we issued a letter report to the Commander in Chief, Pacific, covering a survey of management of tire rebuild programs in Korea and Vietnam. The report emphasized that there was little command level supervision over tire inspection, rebuild and disposal and noted that if the most obvious discrepancies were corrected, annual savings in Korea alone would be about \$600,000.

The objective of this survey was to study the entire distribution system for automotive tires and explore the potential for cost effective alternatives which would result in (1) efficiency, (2) responsiveness, (3) a reduction in life cycle costs, and (4) optimum productivity. The survey was programed to look at the current distribution methods, costs, and productivity and note potentially less costly alternatives. It was anticipated that we would identify areas where immediate improvements could be made as well as areas warranting further review.

The majority of the GAO Far East Branch's work was concerned with Eighth U.S. Army's management of tactical and commercial vehicle tires. We visited the Inventory Management Center, Camp Carroll Depot, the U.S. Army Korea Procurement Agency, the Commercial Vehicle Parts Supply Point, Defense Property Disposal Offices at Bupyeong (near Seoul) and Pusan, and several Army customers in Korea. Work on the Air Force's management of automotive tires was performed at the 51st Composite Air Force Wing at Osan, Korea. At these activities we obtained policies and procedures for management of automotive tires. We interviewed officials of these organizations, reviewed records and made appropriate tests of these records. We also photographed several aspects of tire management including storage, inspection and disposal.

U.S. ARMY MANAGEMENT OF  
TIRES IN KOREA

Automotive tire management for the U.S. Army in Korea is divided between the Inventory Management Center in Taegu, controlling tactical tires, and the Commercial Vehicle Parts Supply Point in Seoul, controlling commercial vehicle tires. The tactical and commercial tire programs will be discussed separately.

Management of tactical tires

The Inventory Management Center (IMC), part of the 19th Support Brigade, manages tactical tires. Stockage, issue and inspection of tires for recapping is done at Camp Carroll Depot (CCD). Tactical tire recapping is done by a contractor in Seoul whose work is monitored by the U.S. Army Korea Procurement Agency (KPA) also in Seoul.

As of June 30, 1975, the on-hand inventory was 10,748 tires valued at about \$1.1 million.<sup>1</sup> This includes about \$360,000 in unresolved warehouse denials, an indication that the availability balance file has not been kept as accurate as it should be. We were told these warehouse denials were being resolved. Tactical tire issues during fiscal year 1975 were 23,413 costing about \$1.4 million. Slightly over half (53 percent) of these issues were recapped tires. Our analysis of the four high demand tactical tires showed that approximately 12,500 with a value of \$641,000 (about half the annual business) were sent to property disposal activities. As discussed in this report, many of these could have been incorrectly classified and many more resulted from driver abuse.

Although the data is available, IMC does not make any customer analysis to determine who is requisitioning more tires than they are turning in. Also, IMC does no analysis of which customers are turning in tires that are eventually coded "H" (condemned). Given the large amount of tires that are being disposed of, this analysis would be an effective management tool to monitor tire abuse and take corrective action where necessary.

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<sup>1</sup>Because they would have to be replaced with new tires, all valuations in this report are based on new tire prices.

During our visit to CCD we noted several positive tire management actions taken very recently. A location survey resulted in a central location for tire turn-ins rather than having the tires scattered all over the depot (photo 1). A complete physical inventory was taken; however, the inventory and IMC's records had not yet been reconciled. Also, two tire spreaders were being operated to reduce the existing backlog of turned-in tires (photo 2). According to an IMC official this backlog has kept them from sending enough tires to recapping to meet monthly requirements.

We noted CCD has a cannibalization point where condemned items are stripped of usable parts including tires (photo 5). A satellite cannibalization point has recently been started at the 61st Maintenance Company, north of Seoul (photo 6). Officials told us that Army regulations do not specifically require taking tires off condemned vehicles; however, CCD has initiated the practice. Officials from CCD told us that all condemned vehicles pass through the cannibalization point before being sent to disposal. However, during our visit to the Pusan disposal yard we found a 2½-ton truck with eight serviceable and two recappable tires that had been shipped to Pusan from CCD after we visited the depot.

#### Rebuild of tactical tires

The Army's goal is to satisfy 75 percent of its replacement requirements with recapped tires. During the period July through December 1974, IMC achieved 49 percent, and 63 percent during the period January through June 1975 (an increase of 14 percent). If the 75 percent goal had been met during fiscal year 1975, we estimate that, at a minimum, \$152,000 in new tactical tire procurement would have been saved. Of course, the savings increase as the use of recapped tires increase.

Eighth Army officials attributed the low recap utilization percentage to (1) loose control and accountability over turn in of recappable tires; (2) unqualified or careless inspection and classification of used tires, causing recoverable casings to be sent to disposal; (3) operator abuse of tires while on vehicle, including use of tires until worn beyond the retread point; and (4) improper mounting and demounting procedures. Our visits to several Army customers and users of tactical tires confirmed these opinions.

Our survey of the recap management program indicated that in general IMC was trying to send enough tires to the contractor to meet estimated monthly requirements. However, lack of recappable carcasses due to delays in inspecting customer turn-ins and subsequent classification as not recappable has kept IMC from recapping enough tires to meet monthly requirements. For example, we noted that of 5,659 tires turned in by seven major customers during the last quarter of fiscal year 1975, 2,453 (about 43 percent) were eventually condemned. We believe many of these tires were condemned because of abuse, excessive wear and misclassification.

At CCD tires are inspected to determine if they can be recapped. We do not believe the quality of this inspection performed by foreign nationals is as good as it should be. Our limited tests of condemned tires at property disposal activities showed that tires had been incorrectly coded "H" (condemned) when they actually should have been code "F" (repairable). Also at the recapping contractor's plant we noted tires had been sent for recapping when they should have been condemned (photos 7 and 8).

At the Bupyeong property disposal yard near Seoul we found a large pile of tires that had been coded "H" (photos 9 and 10). With the help of a military tire specialist from KPA we reinspected a sample of 1100x20 tires and found 7 (acquisition cost \$517) of the 11 tires sampled should actually have been coded "F". Since these results were similar to those we reported in 1973 we did not expand our sample size. Of the 4 tires that were correctly coded "H," 1 had sidewall damage probably caused by a rock lodged between the dual wheels and the other 3 had extensive bead damage probably caused by removing the tire from the rim with a pick.

We also found a large pile of condemned tires at the Pusan disposal yard (photo 11). Using the inspection criteria outlined in Technical Manual 9-2610-201-14 we reinspected a sample of 28 condemned tires and found 8 tires (29 percent) that should actually have been recapped. Most of the 20 tires that could not be recapped had damages resulting from driver abuse. The results of our test and the damages noted follow.

## APPENDIX I

## APPENDIX I

<u>Tire size</u>	<u>Condemned tires sampled</u>	<u>Could have been recapped</u>	<u>Correctly identified as condemned</u>	<u>Damages noted</u>
700x16	22	7	15	Ten had bead damage probably caused by using sharp instruments to change the tire. Three had sidewall punctures near the bead probably also caused by changing tires with sharp instruments. One had a nail hole. One had a kinked bead probably caused by allowing vehicle to rest on flat tire.
900x20	3	1	2	One had bead damage probably also caused by changing tire with sharp instruments. One had sidewall damage probably caused by a rock lodged in dual wheels.
1100x20	3	0	3	Two had bead damage (probable cause as above). One had sidewall damage also probably caused by rock lodged in dual wheels.

Eighth Army is aware of the poor quality of tire inspection at CCD. They told us they plan to hold a training course for tire inspectors at CCD during November 1975. Poor quality tire inspection was reported by GAO in 1973. A continuing high quality tire inspection program with increased command supervision and emphasis is needed.

At both property disposal yards we saw condemned vehicles with serviceable and recappable tires still on them (photos 12 to 15). Air Force regulations provide that condemned vehicles will be surveyed for possible replacement or removal of tires. Also, in October 1975 Eighth Army issued a letter requiring the removal of tires from condemned commercial design vehicles. Apparently, the vehicles we saw had been overlooked but the opportunity to remove the tires still exists. Officials from the 19th Support Brigade said they had told their asset recovery team about our observation.

Property disposal officials indicated that the only way the Korean Government will allow condemned vehicles to be sold on the economy is in a mutilated condition. Therefore, removal of tires would not appear to affect disposal prices and should be done on a routine basis.



At the property disposal yards we also saw many tires still on their rims (photos 16 and 17). Some of these may have come from condemned vehicles being cut up by scrap contractors. Also, some may have been returned by the Republic of Korea Armed Services under provisions of Security Assistance Program grants. Regardless of source, on a routine basis these tires should be inspected and returned to stock or sent to recapping. This problem was also pointed out in our 1973 report.

We noted ordering and receipt processing times on recapped tires is excessive. Ordering tire recapping services takes about 9 days and receipt processing an average of 6 days. Unnecessary delays may result in depletion of recapped tire stocks and the requisitioning of new tires to meet requirements.

Delays in ordering appear to be caused by IMC not directly ordering the required services (direct execution of DD Form 1155). KPA asked that IMC nominate personnel for this but IMC declined. Lengthy receipt processing time appears to result from delays in processing receipt documents at CCD. Officials informed us that IMC will start ordering directly and attempts to remedy delays in receipt processing will be made.

The current tire recapping contract for Army, Air Force, and Korea Regional Exchange requirements does not have a guarantee covering the contractor's work. The contract covering recapping requirements for Hawaii does have a guarantee. We found very few recap failures in Korea. Also, the recapping contract file had no letters complaining of recap failures. However, to protect the U.S. Government's interest a guarantee should be made a part of future contracts.

Even if enough recappable carcasses were available, the current contract might keep IMC from having enough tires recapped to meet monthly requirements. For example, we noted the monthly order limits are not set high enough to meet monthly requirements. Also, the contract quantity for 900x20 tactical tires is not enough to meet the minimum 75 percent recapped tire utilization goal. If enough recappable carcasses do become available to meet requirements, the Command should consider increasing purchase limits and contract quantities.

Use of tactical tires

At supply point, direct support and customer activities we found excessive authorized and unauthorized stockage criteria. The supply point and direct support units have an 85- and 90-day order-ship time (OST) criteria, respectively, for stockage of tactical tires recapped in Korea. The standard for in-country OST for issue priority groups I, II, and III is 7, 11 and 29 days, respectively. Statistics available at CCD indicate OST performance for issue priority groups I, II, and III is 30, 36, and 51 days, respectively. Of this, direct support and supply point processing is taking an excessive 17, 17, and 30 days, respectively. At three transportation companies tires on hand were above prescribed load list criteria (photos 18 and 19). These tires were on hand as replacements to meet the requirements of a technical proficiency inspection of the units' ability to carry classified weapons. If the tires are needed, they should be justified and accounted for through increases in the prescribed load list.

During our visits to customers we found vehicles awaiting maintenance and in use with tires worn beyond the replacement requirements outlined in Technical Manual 9-2610-201-14 (photo 20). We found many excessively worn tires that were to be shipped to Camp Carroll Depot for inspection (photos 21 to 24). We also found tires are being changed using sharp instruments which can cause bead damage and sidewall punctures (photos 19 and 25). We noted rocks lodged in duals (photo 26) which causes sidewall damage. The above technical manual states tires should have better care than we found.

Officials indicated they are planning to institute direct exchange procedures on tires to include reports of survey on abused tires. Although this appears to be a step in the right direction it may just result in a paper exercise. Perhaps management emphasis and increased user awareness of proper tire care should also be employed.

We found a variety of tire storage methods are followed (photos 27 to 29). Most tires are being stored outside vertically or inside horizontally. Technical Manual 743-200 states that tires should be stored inside in a vertical position to prevent bead wire kinks and tire distortion. Customers told us they either do not have inside storage space available or what they do have is so limited tires have to be stored horizontally to conserve space. One interim alternative that appears not to have been fully explored is the use of condemned vans and buses with painted out windows for inside storage. These are currently being cut up for scrap metal sales (photo 15).

There is a verbal instruction that 5-ton tactical trucks used for long haul should have new tires mounted in the front. If this is really necessary, it should be justified and made a matter of policy. Army Regulation 750-36 states that only the front tires on buses need be new.

#### Management of commercial tires

Commercial design tires used by the U.S. Army in Korea are managed by the Commercial Vehicle Parts Supply Point (CVPSP) in Seoul. We discussed the possibility of consolidating the tactical and commercial tire programs at CCD which is about 6 hours by truck south of Seoul. Officials from CVPSP did not feel this is a good idea because about 900 of the 2,000 vehicles supported by the CVPSP are in Seoul.

The CVPSP uses a stock record card system to manage tires. A 135-day requisition objective is programed; however, due to restricted funding CVPSP is not allowed to purchase enough tires to meet requisitioning objective requirements. To conserve limited space tires are stored in a warehouse in a horizontal position (photo 30).

As of June 30, 1975, CVPSP had 1,206 tires on hand with a value of \$62,800. During fiscal year 1975 tire issues totaled about \$212,000. Also, during fiscal year 1975 CVPSP sent about \$194,600 in tires to property disposal activities. Some of this is related to tires that are not recapped in Korea. However, we believe a great deal of it may be attributed to excessive wear. Based on our observations and discussions we identified several possible reasons for this, including:

- a. User didn't change tire in time;
- b. User had no replacement tire because he may have failed to replace tires in his prescribed load list;
- c. User properly order tires but CVPSP had no replacement tires because not enough recappable tires are being turned-in;
- d. User properly ordered tires, but CVPSP had no replacement tires because tire requisitions were incorrectly sent to Defense Construction Supply Center rather than as required to Tank Automotive Command (since corrected); or
- e. User properly ordered tires but CVPSP had no replacement tires because not enough funds are being allocated to properly support a commercial tire program.

Any of the above reasons indicate there has been a lack of command interest and attention.

#### Rebuild of commercial tires

The CVPSP was not correctly reporting tire use as required by Army Regulation 750-36 because personnel did not know how to complete the form. Our reconstruction of the form indicates that during the last 6 months of fiscal year 1975 only 30 percent of requirements were filled with recaps. This is a long way from the Army's goal of 75 percent. If the 75 percent goal had been met during fiscal year 1975, we estimate that at a minimum about \$58,000 in new tire procurement would have been saved.

The CVPSP does not inspect tires for recapping because they do not have qualified personnel. Thus, tire inspection is performed by the contractor. They do have a tire spreader to aid inspections; however, there is no room to set it up and compressed air is not available to operate the machine (photo 31). There is no direct exchange system, including reports of survey, for commercial tires. Also, CVPSP, due to limited personnel resources, does not analyze customer issues and turn-ins to determine which customers are abusing tires.

Officials stated they are thinking of moving the CVPSP facility to empty warehouses in the Bupyeong area. They also indicated they will take action to set up the tire spreader and provide staff with tire inspection training. They did not feel a direct exchange system was needed; however, they did agree something should be done to identify abusers of tires and their reasons.

We noted size 14-inch tires are not recapped under the current contract. The contractor can recap 825x14 tires. During fiscal year 1975 CVPSP had sales of 301 new 825x14 tires valued at \$5,800. Total 14-inch new tire sales were 1,351 units at \$26,281. Savings could be realized by recapping 14-inch tires. Officials indicated they would pursue this matter.

#### Use of commercial tires

We visited several commercial tire customers and noted here too a lack of command interest and attention has led to less than satisfactory tire management. Vehicles were being operated with

tires worn beyond the replacement criteria outlined in TM 9-2610-201-14 (photos 32 to 36). Tires were being changed using sharp instruments causing bead and sidewall damage (photo 37). Both of these practices are contributing to the poor recovery rate on commercial tire carcasses.

U.S. AIR FORCE TIRE MANAGEMENT  
AT OSAN AIR FORCE BASE - KOREA

While in Korea we surveyed the Air Force's management of automotive tires at Osan Air Force Base.

Management of tires

At Osan the Base Supply Office of the 51st Composite Wing manages automotive tires. Base Supply's major customer is the vehicle maintenance activity where tires are removed from vehicles and condemned or accumulated for shipment to the recapping contractor. During fiscal year 1975 Osan Base Supply issued 1,534 tires with a value of about \$96,000. No data was available on customer usage or frequency of ordering tires. Lack of this data and failure to use recaps as discussed below indicate that Base Supply was not managing tires as effectively as possible.

Rebuild of tires

The Air Force does not have a stated goal for recap utilization; however, Air Force Manual 67-1 does urge extensive use of recaps. Of the 1,534 tires issued by Osan Base Supply during fiscal year 1975 only 29 (less than 2 percent) were recaps.

Officials acknowledged that tires were not being recapped in fiscal year 1975. A local study showed that tire inspectors were apparently coding all tires "H" (condemned) and sending them to disposal. This position is supported by the fact that tires worth almost \$100,000 were condemned and sent to disposal during the 10-month period December 15, 1974, through October 15, 1975. Compounding this exceedingly poor quality tire inspection is an Air Force supply procedure that requires repairable tires be sent to disposal when the on-hand and due-in quantity equals or exceeds the requirement. In our opinion, a more logical step would be to cancel the due-in and avoid procurement of a new tire.

If Base Supply had satisfied 75 percent of its fiscal year 1975 issues with recaps, an estimated \$35,000 could have been saved. Officials stated that although tires were not being managed in the past, emphasis has been placed on recapping tires. A quarterly report of tires turned in and sent for recapping was required in fiscal year 1976. The first quarterly report showed that 32 percent of the tires turned in were sent to the contractor for recapping. The 32 percent is a definite improvement; however, the potential for savings is still great. Although some corrective actions had been taken by the Air Force, many of the conditions mentioned in our 1973 report continued in 1975, especially low utilization of recapped tires.

#### CONCLUSIONS AND SUGGESTIONS

Our evaluation of the present level of tire management in Korea suggests that the Army and Air Force tire programs there are only slightly better than the situation we reported in 1973. The potential for cost reduction through increased and continuing management attention, increased user awareness of proper tire care, increased use of recapped tires, and increased reusable asset recovery is still large.

We acknowledge that very recently some improvements in tire management have been made by both the Army and Air Force in Korea. However, based on the corrective actions reportedly taken after the 1973 survey and the situation now, the tire programs need continuing emphasis and attention or they deteriorate rapidly.

Based on the results of our survey we suggest the following actions be taken.

- Inspection of tires turned-in for recapping should be strengthened. Furthermore, the inspection currently being performed by local nationals should be closely monitored to assure that tires are not being needlessly condemned.
- Studies to determine which customers are requisitioning more tires than they are turning in and which customers are turning in tires that are eventually being condemned in excessive quantities should be initiated by the Inventory Management Center and the Commercial Vehicle Parts Supply Point.
- Requirements in the current recapping contract should be increased to at least meet the Army's 75 percent recapped tire utilization goal. Also, a guarantee covering the contractor's work should be made a part of the contract.

- Tires currently on hand at property disposal activities should be reinspected. This inspection should include the many tires we found still on their rims. Also, inspection for recovery of tires improperly inspected and sent to disposal activities should be done on a continuing basis.
- Serviceable and recappable tires should be removed from condemned vehicles on a routine basis.
- The current 85- and 90-day order-ship time inventory investment for tactical tires recapped in Korea should be reviewed for possible reduction.
- A program to increase customer and operator awareness of proper tire care should be initiated. At a minimum this program should include training in proper mounting, demounting and maintenance of tires.
- The direct exchange system for tactical tires, currently being implemented in Korea, should be closely monitored to assure that it becomes an effective management tool.
- At the direct support and user levels proper tire storage methods should be initiated. Buses with painted out windows and vans currently being cut up for scrap sales could be used to provide necessary inside storage.

PHOTOGRAPHS OF THE VARIOUS  
ASPECTS OF EIGHTH U.S. ARMY'S  
TIRE MANAGEMENT IN KOREA

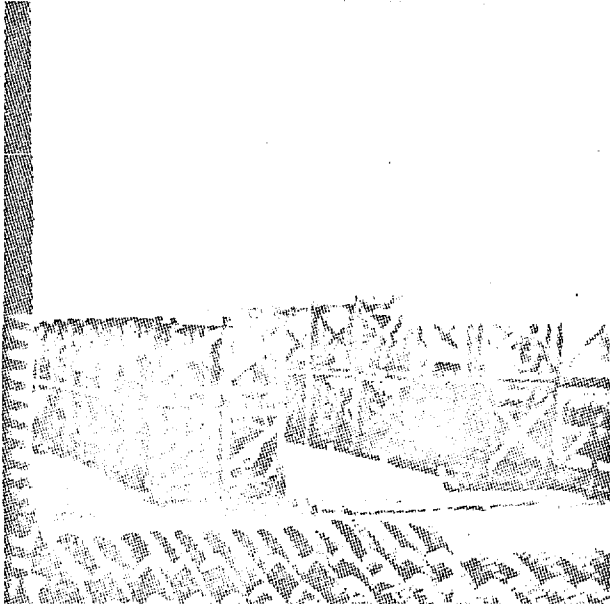


PHOTO 1

Recently, all tires at Camp Carroll Depot were consolidated at this central storage turn-in and inspection point.

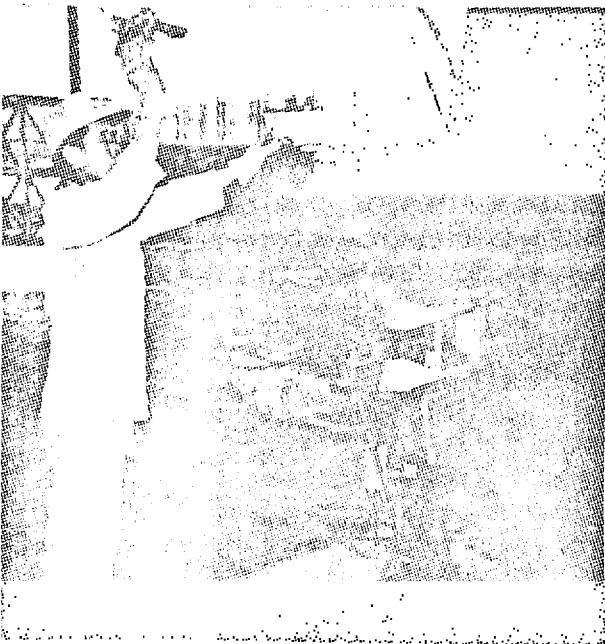
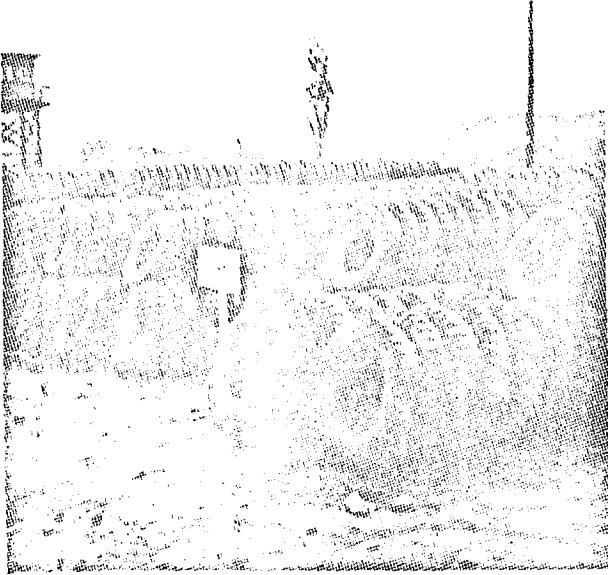


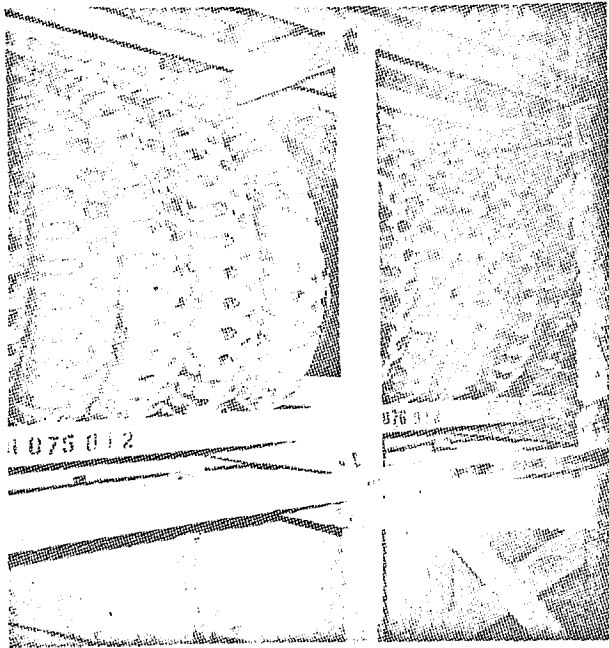
PHOTO 2

At Camp Carroll Depot's consolidated tire inspection point two tire spreaders were being operated to reduce the backlog of tires turned-in for inspection.



PHOTO 3

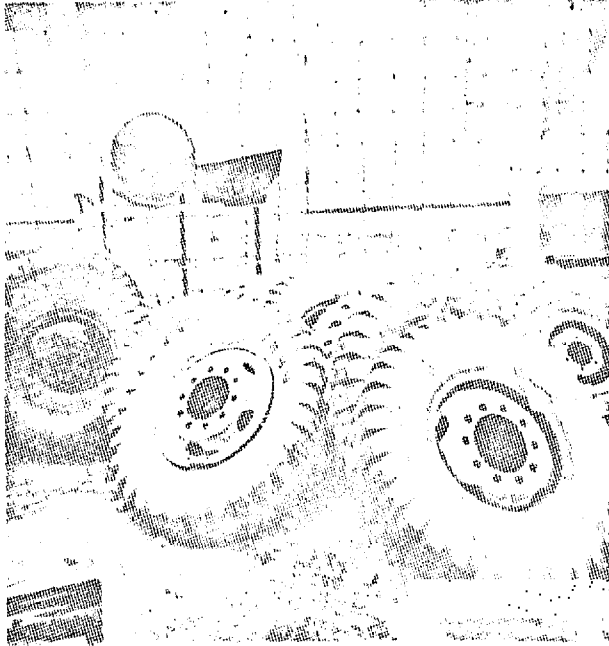
After inspection tires are stored by size until they are picked up by the contractor for recapping.

PHOTO 4

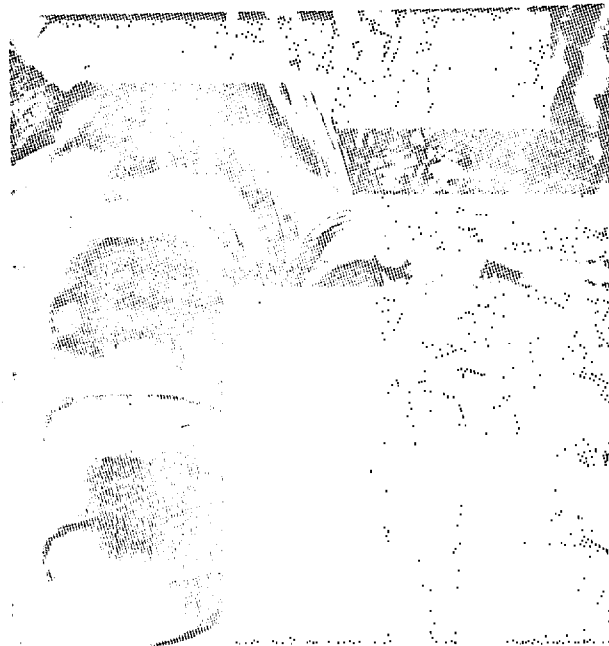
New and recapped tires are stored at Camp Carroll Depot (as required) vertically in pallet racks in a darkened warehouse.

PHOTO 5

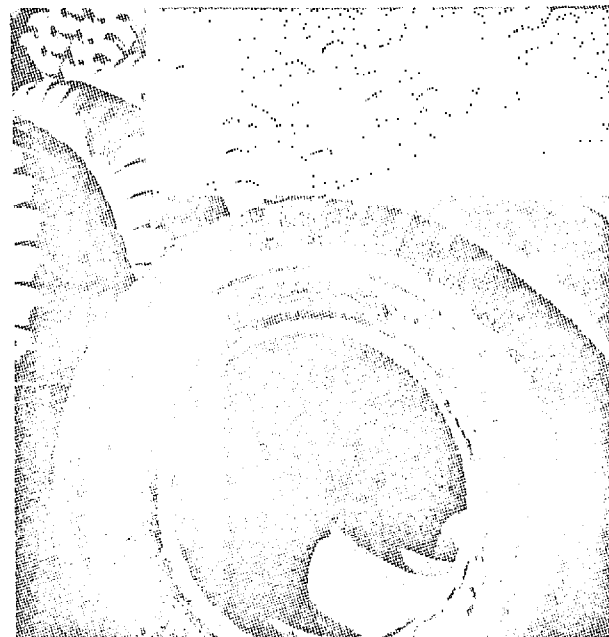
Tires are removed from condemned tactical vehicles at Camp Carroll Depot's cannibalization point and inspected for recapping at the Depot's consolidated tire inspection point.

PHOTO 6

Tires are also removed from condemned vehicles at a satellite cannibalization point at the 61st Maintenance Company, north of Seoul.

PHOTO 7

This tire had been inspected at Camp Carroll Depot and was sent to the contractor for recapping. Subsequent inspection by the contractor revealed the tire actually had a broken bead and could not be recapped.

PHOTO 8

Several "buffed" tires that had been inspected by Camp Carroll Depot and sent to the contractor for recapping. Subsequent inspection by the contractor after the tires had been "buffed" revealed that the tires had sidewall cracks and could not be recapped.

PHOTO 9

Part of a pile of tires that had been condemned by Camp Carroll Depot and sent to the Bupyeong property disposal yard. The four tires at the left had been correctly condemned; however, the seven tires on the right should have been sent for recapping.

PHOTO 10

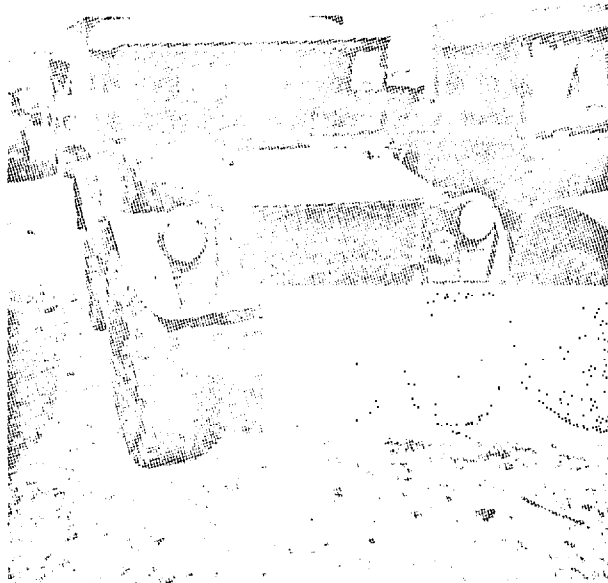
This is one of the four properly condemned tires from above. It had extensive bead damage probably caused by changing the tire with a sharp instrument (see photos 19, 25, and 37).

PHOTO 11

From a sample of 28 of these condemned tires (vehicle tires in background) on hand at the Pusan disposal yard, CAO found 8 (29 percent) that actually should have been sent for recapping.

PHOTO 12

Condemned vehicles at the Bupyeong property disposal yard with serviceable and recappable tires that had not been removed prior to sending the vehicle to disposal.

PHOTO 13

More condemned vehicles at the Bupyeong property disposal yard with tires that should have been removed prior to sending the vehicle to disposal.

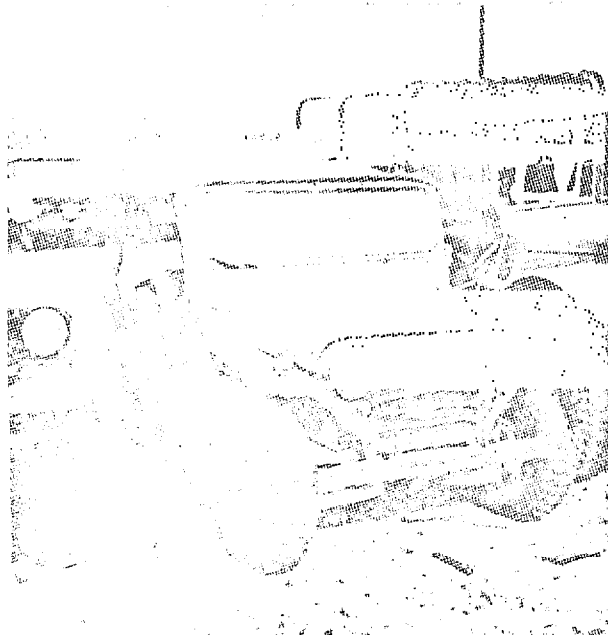
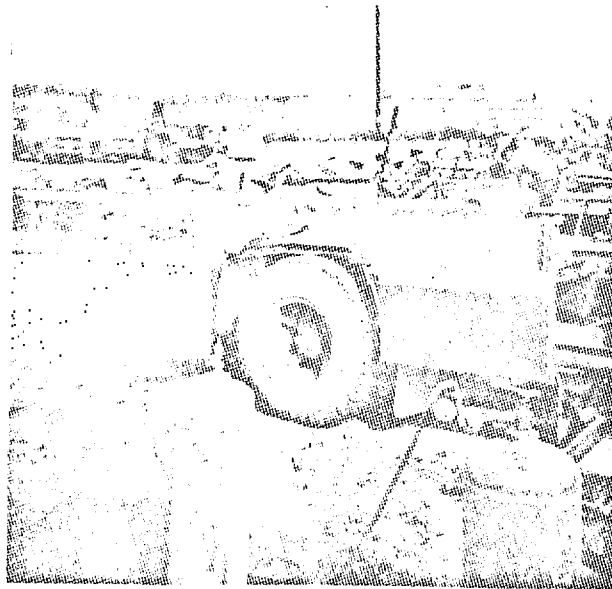


PHOTO 14

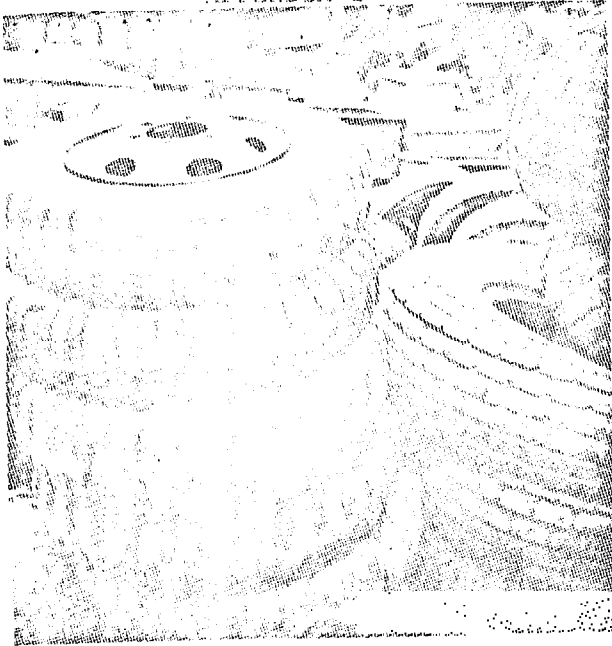
These condemned trailers at the Bupyeong property disposal yard had nearly new 750x16 tactical tires still on them. The 750x16 is not a high demand tactical vehicle tire; however, these could be recapped with a commercial tread.

PHOTO 15

This bus was being cut up by a scrap contractor at the Bupyeong property disposal yard. The tires were recappable.

PHOTO 16

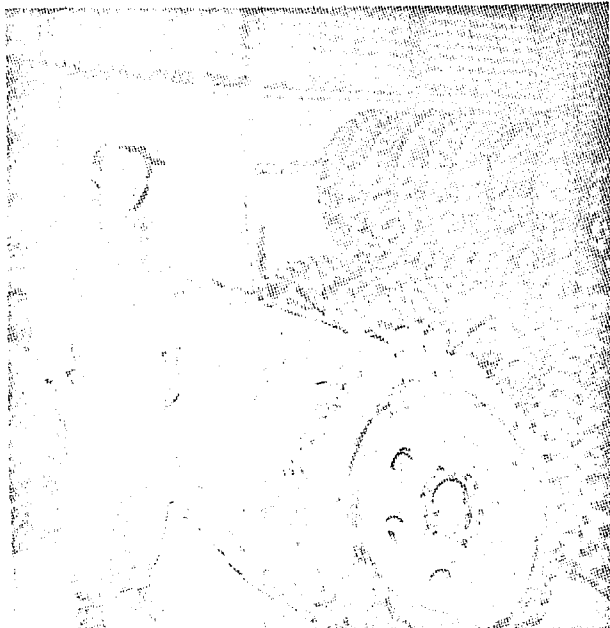
These condemned tires at the Bupyeong property disposal yard were still on their rims and had not been inspected.

PHOTO 17

We also found condemned tires still on their rims at the Pusan property disposal yard. These tires had not been inspected.

PHOTO 18

At the 46th Transportation Company in Pusan we found tires on hand above prescribed load list authorizations.

PHOTO 19

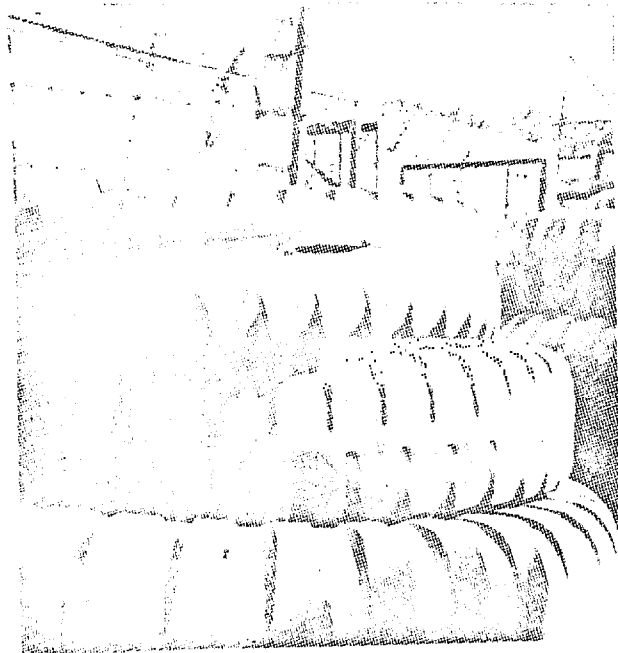
At the 60th Transportation Company near Seoul we also found tires on hand above prescribed load list authorizations. The pick is used to change tires. The 43rd Transportation Company near Seoul also had tires on hand above prescribed load list criteria.

PHOTO 20

This truck with excessively worn tires was awaiting maintenance at the 520th Maintenance Company.

PHOTO 21

These excessively worn tires at the 520th Maintenance Company were awaiting shipment to Camp Carroll Depot's inspection center.

PHOTO 22

These are excessively worn tires at the 702nd Maintenance Battalion.

PHOTO 23

These are excessively worn tires at the 61st Maintenance Company.



PHOTO 24

These are excessively worn tires at Supply Point 48 in Pusan.

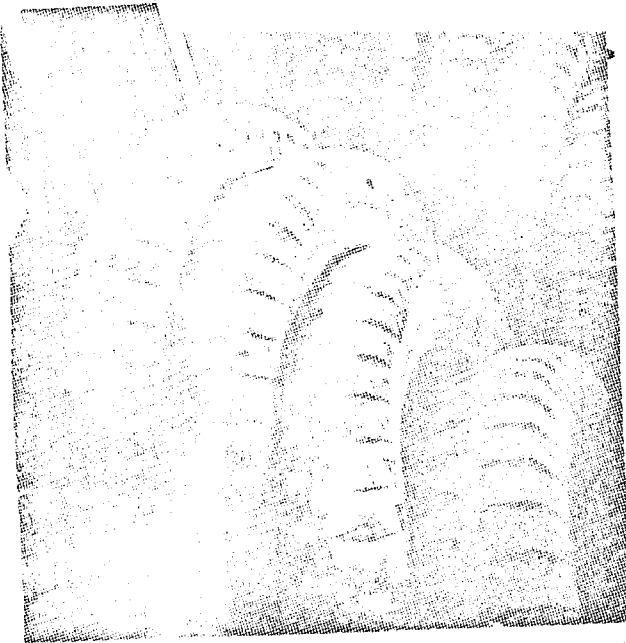
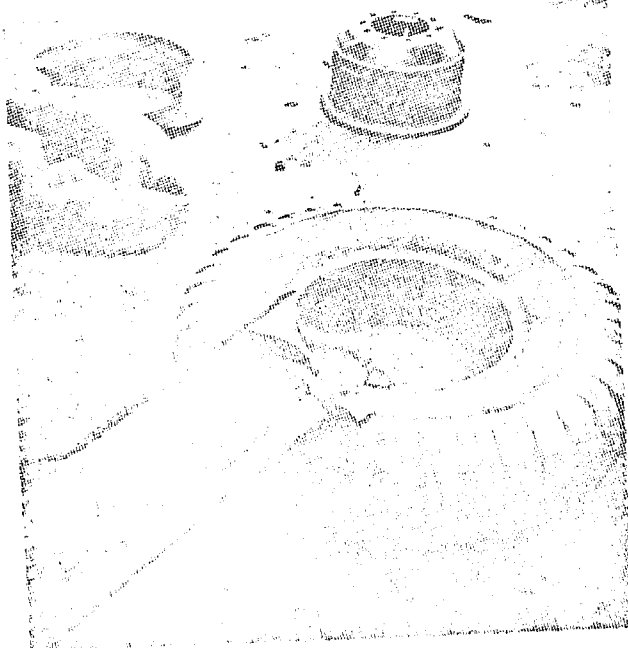
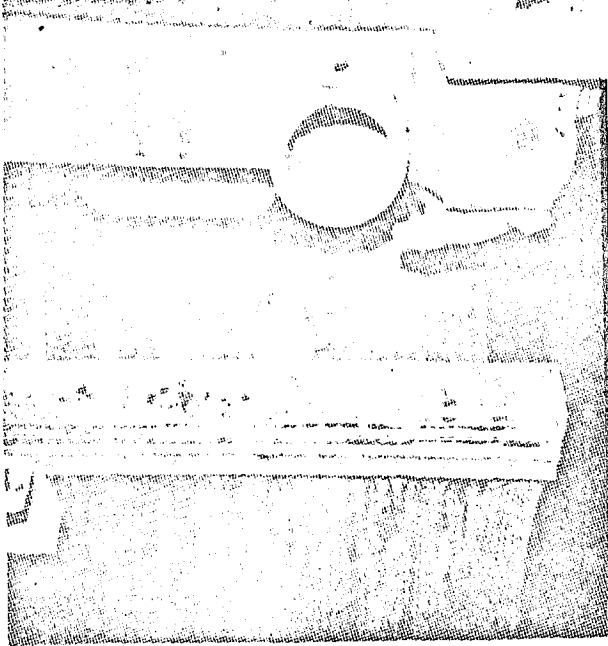


PHOTO 25

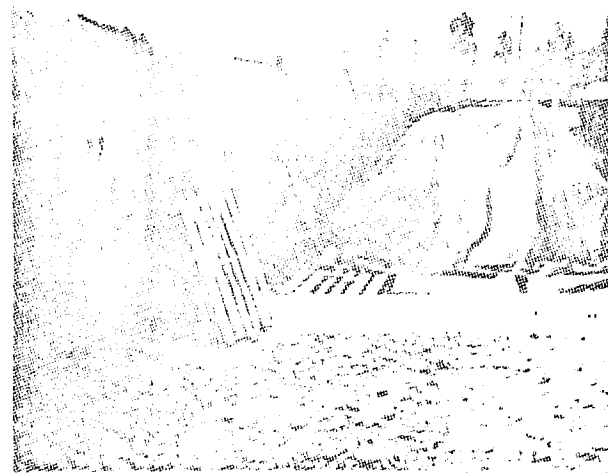
Tire changing tools such as these used by the 46th Transportation Company can cause bead damage and sidewall punctures.



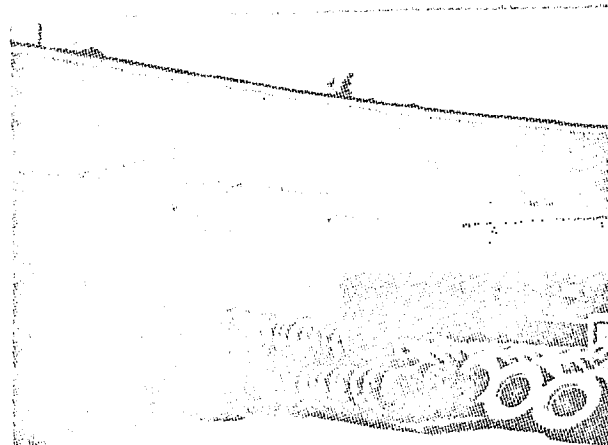


PHOTO 26

The rock lodged between the dual wheels of this trailer at the trailer transfer point near Seoul can cause sidewall damage and render the tires useless.

PHOTO 27

At the 702nd Maintenance Battalion, tires are stored outside because there is no required covered storage available. Some of these are not completely covered with a tarp.

PHOTO 28

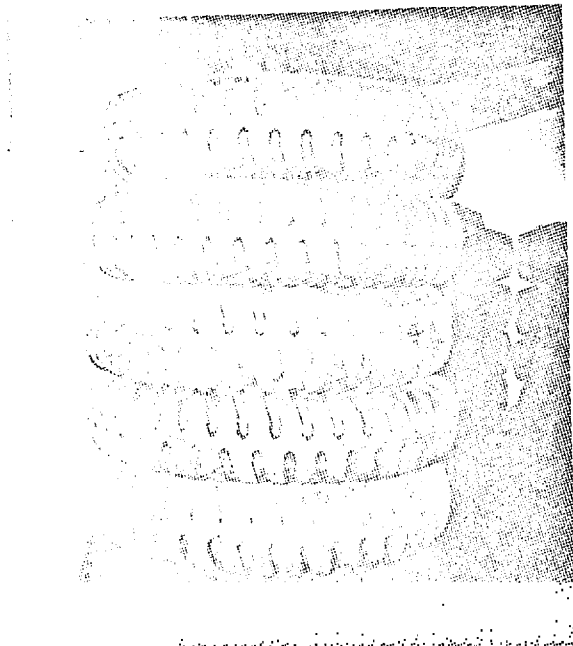
At the 520th Maintenance Company, officials indicated they were planning to build a shed for required covered storage of these tires.

PHOTO 29

Tires are also outside at the Camp Carroll direct support unit.

PHOTO 30

Commercial tires are also improperly stored horizontally in a well lighted warehouse at the Commercial Vehicle Parts Supply Point in Seoul.

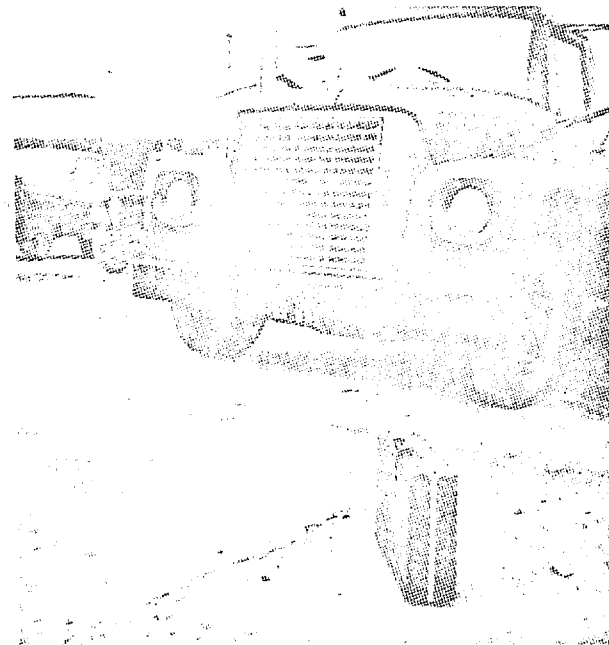
PHOTO 31

Although the Commercial Vehicle Parts Supply Point has a tire spreader to aid the inspection of tires, there is no room to set it up and compressed air is not available to operate the machine.

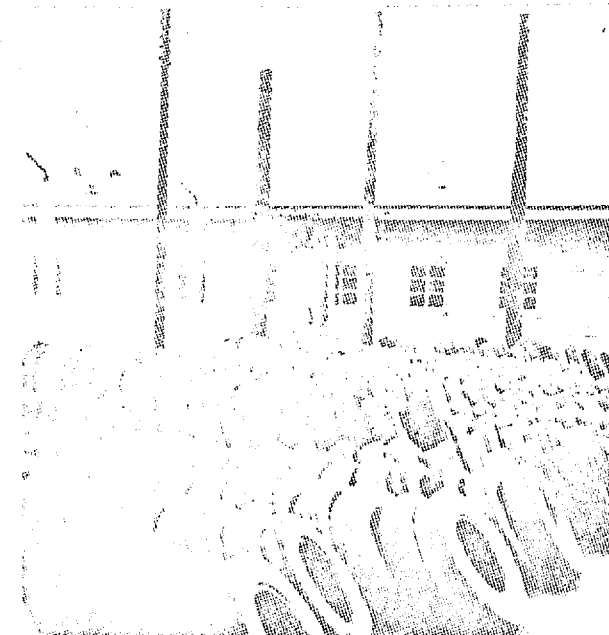


PHOTO 32

This excessively worn 825x20 tire was being changed the day we visited the Camp Humphreys transportation motor pool. Because it is worn to the cord it cannot be recapped.

PHOTO 33

This truck used by the 2nd Division transportation motor pool had excessively worn tires in the front. This is an unnecessary safety hazard.

PHOTO 34

The Commercial Vehicle Parts Supply Point had a large quantity of excessively worn condemned tires on hand.

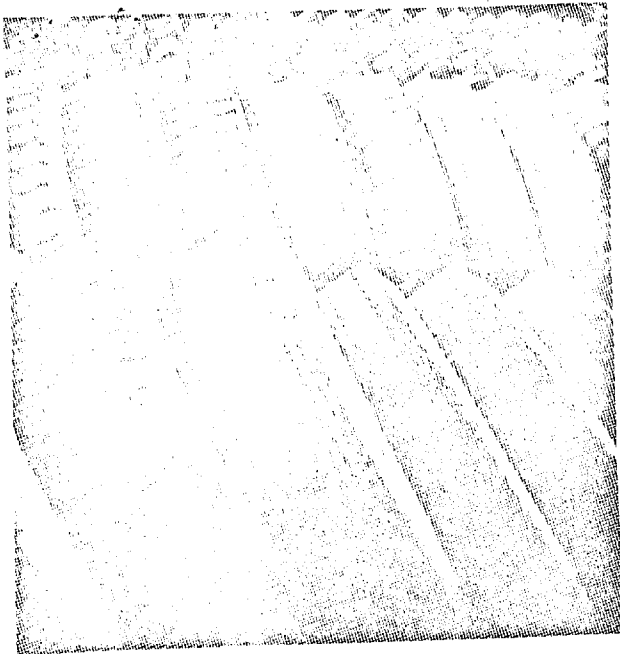


PHOTO 35

The Commercial Vehicle Parts Supply Point does not inspect tires turned in by their customers because they do not have qualified personnel. These tires will be inspected by the contractor.



PHOTO 36

These excessively worn tires were turned in to the Commercial Vehicle Parts Supply Point by the Taegu transportation motor pool.

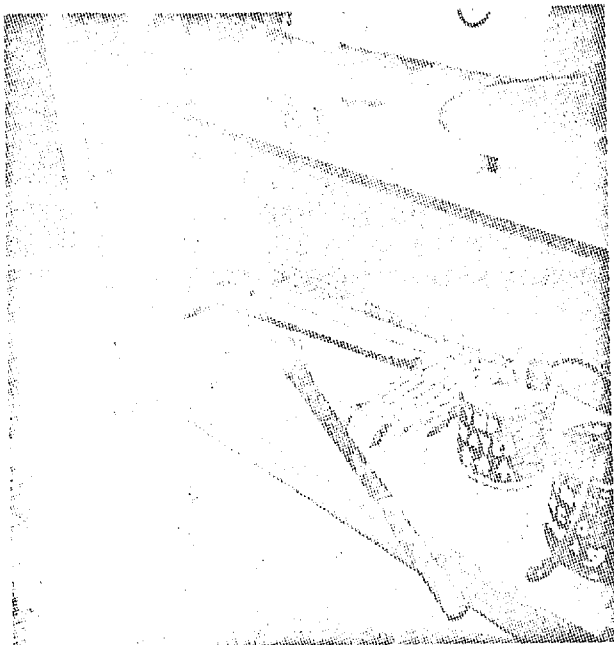


PHOTO 37

The 2nd Division transportation motor pool uses these sharp tools to change tires because they do not have a tire changing machine. A machine had been requested but not funded.