



REPORT TO THE CONGRESS



Opportunity For Improving Results Of Tire-Rebuilding Programs In Europe 8-159200

Department of Defense

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COMPTROLLER GENERAL OF THE UNITED STATES
WASHINGTON, D.C. 20548

B- 159200

To the President of the Senate and the
Speaker of the House of Representatives

This is our report on the opportunity for improving results of tire-rebuilding programs in Europe by the Department of Defense.

Our review was made pursuant to the Budget and Accounting Act, 1921 (31 U.S.C. 53), and the Accounting and Auditing Act of 1950 (31 U.S.C. 67).

Copies of this report are being sent to the Director, Office of Management and Budget, the Secretary of Defense, and the Secretaries of the Army and the Air Force.

A handwritten signature in black ink, reading "James B. Stacks".

Comptroller General
of the United States

D I G E S T

WHY THE REVIEW WAS MADE

More than 100,000 replacement tires are used each year by the U.S. Army and Air Force in Europe. The Department of Defense (DOD) has directed that tires be rebuilt and used again whenever feasible, rather than buy new ones. Prior General Accounting Office (GAO) reports to the Congress have pointed out that substantial savings could be attained by more extensive programs for rebuilding used tires. This review was made to determine whether the military services in Europe were taking advantage of tire-rebuilding programs. The review dealt with motor vehicle tires, in sizes for which a rebuilding capability is available to military units in Europe.

FINDINGS AND CONCLUSIONS

Neither the Army nor the Air Force has used rebuilt tires to the extent possible.

About \$1 million could have been saved in Europe during fiscal year 1969 if a more effective tire-rebuilding program had been available. (See p. 6.)

The Army and the Air Force were selling used tires to scrap dealers at nominal prices when significant quantities of tires could have been rebuilt. (See pp. 8 through 10.)

Neither the Army nor the Air Force had surveillance systems to monitor the performance of the rebuilding programs. (See p. 5.)

Tire-rebuilding programs provide an effective and economical way to meet requirements. Both the Army and the Air Force lacked adequate supply discipline for ensuring that reparable tires are identified and rebuilt instead of scrapped.

RECOMMENDATIONS OR SUGGESTIONS

The Secretary of Defense should ensure that the Air Force and the Army improve their rebuilding programs and use more rebuilt tires in Europe. Such improved programs should, in GAO's opinion, include but should not be limited to:

- Inspection of tires on vehicles during vehicle maintenance to ensure removal at the required time for rebuilding.
- Inspection periodically of condemned tires in disposal yards to make sure that tires which can be rebuilt and used are not scrapped.
- Initiation of operational standards and a reporting system that would adequately measure the performance of the tire-rebuilding program at each base. GAO suggested that the General Services Administration be consulted for standards dealing with **the use of** rebuilt tires.

The Secretary of Defense should determine whether the military services are using rebuilt tires to the extent possible in other geographical areas and should provide for continuing follow-up reviews to ensure that appropriate corrective actions are taken when necessary.

AGENCY ACTIONS AND UNRESOLVED ISSUES

DOD concurred in GAO's recommendations and stated that additional DOD policy on vehicle-tire standards and on the use of rebuilt tires was in order. DOD also stated that a program similar to one instituted for aircraft tires would be initiated. The program will make use of experience in DOD and the General Services Administration, as well as the GAO findings and recommendations. (See p. 23.)

MATTERS FOR CONSIDERATION BY THE CONGRESS

This report is being submitted to the Congress because of its continuing interest in effective supply management operations and the opportunities available to the military services for reducing expenditures while maintaining or increasing their effectiveness for performing assigned roles and missions.

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ABBREVIATIONS

| | |
|-----|---------------------------|
| DOD | Department of Defense |
| GAO | General Accounting Office |

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- Initiation of operational standards and a reporting system that would adequately measure the performance of the tire-rebuilding program at each base. GAO suggested that the General Services Administration be consulted for standards dealing with the use of rebuilt tires.

The Secretary of Defense should determine whether the military services are using rebuilt tires to the extent possible in other geographical areas and should provide for continuing follow-up reviews to ensure that appropriate corrective actions are taken when necessary.

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CHAPTER 1

INTRODUCTION

The General Accounting Office has examined into the policies and practices of the U.S. Air Force in Europe and the U.S. Army, Europe, for rebuilding used motor vehicle tires.

We examined into the controls over tire recapping for vehicles maintained by the Army and the Air Force in the European Theater, to evaluate their effectiveness. We also tried to determine the savings possible through more extensive rebuilding of used motor vehicle tires instead of purchasing new replacement tires. Our review did not include the Navy activities because it operates very few vehicles in Europe. Our review included tires for both commercial-design, general-purpose vehicles and combat- and tactical-type vehicles but was limited to only those tire sizes for which a rebuilding capability existed in Europe. The scope of our review is shown on page 19.

The practice of rebuilding used tires is based on the premise that the useful life of a tire can be extended by reusing the tire carcass which normally outlasts the tread surface. Most vehicle tires can be rebuilt, provided that they are not abused during operation and that they are removed from the vehicles before excessive tread wear occurs. With about 70 percent of the cost of a new tire in the carcass, replacing the tread of a worn tire is substantially less costly than purchasing a new tire.

The U.S. Army Maintenance Plant, Ober-Ramstadt, Germany, is owned and operated by the U.S. Government. The plant repairs and rebuilds pneumatic tires in support of European operations. In recent years the quantity of tires rebuilt in Europe has steadily decreased because reparable tires have not been available for recapping. During fiscal year 1969 the plant rebuilt 72,932 tires, but, during the first 6 months of fiscal year 1970, it rebuilt only 25,995 tires. We have been advised by plant officials that three times as many tires as are presently handled could be rebuilt with the present plant capability.

A list of the principal officials of **the** Department of Defense and the Department of **the Army** and the Department of **the Air Force** responsible for administration of activities discussed in this report is **included** as appendix II.

CHAPTER 2

INCREASED EMPHASIS NEEDED ON

REBUILDING VEHICLE TIRES INSTEAD OF BUYING NEW TIRES

The Army and the Air Force in Europe need to increase the use of rebuilt vehicle tires rather than buy new tires to meet operating needs. We estimate that about a million dollars could have been saved during fiscal year 1959 if 75 percent of the tire replacement needs of the Army and the Air Force in Europe had been met by using rebuilt tires.

Although the stated policy of the Army and the Air Force is to use rebuilt tires rather than buy new ones whenever possible, neither of them has instituted adequate surveillance procedures or required the necessary supply discipline to ensure identification, salvage, and recapping of reparable tires.

SUPPLY DISCIPLINE AND SURVEILLANCE PROGRAMS NOT ADEQUATE FOR ENSURING ECONOMICAL USE OF TIRES

The U.S. Army and the U.S. Air Force policy, as stated in Army Regulation AR 750-2600-2 and in Air Force Technical Manual TO 36 Y 32-1-11, is to rebuild tires whenever possible rather than buy new tires.

To further emphasize that policy, the Air Force, in September 1969, instituted a system requiring that a used tire be turned in when a new replacement tire is issued. Also the Army organizations are required to turn in an un-serviceable tire for each new one received. The supply organizations which receive the used tires are supposed to inspect the tires and salvage those suitable for rebuilding, but they were not performing an adequate and effective inspection.

The controls in the Air Force system had not been properly implemented at any of the air bases visited. We noted at one base that, during fiscal year 1969, the vehicle maintenance section sent 264 tires of 20 different sizes

directly to the disposal activity. Furthermore this practice has continued during fiscal year 1970. Under the proper procedures, such tires should be turned into base supply on a one-for-one exchange basis.

When we concluded our fieldwork, the Army in Europe was developing new instructions to reemphasize the Department of the Army policy and to restate the criteria for selecting tires to be rebuilt. Those instructions do not include a requirement for a surveillance system which would effectively monitor the rebuild program and ensure adequate supply discipline.

We found that the Army and the Air Force management echelons did not analyze nor did they have any reporting system to monitor the number or dollar value of tires being rebuilt or the effectiveness of the tire-rebuilding program at each base. The degree of tire-rebuilding effectiveness varies between bases, and, without standards and reports which can be analyzed, Army and Air Force management cannot evaluate nor control the degree of tire-rebuilding effectiveness of each installation.

During fiscal year 1969 the Army and the Air Force replaced 107,836 tires in Europe principally with new tires. If the Army and the Air Force were obtaining at least 75 percent of their replacement requirements by rebuilding used tires rather than scrapping reparable tires and buying new ones, about a million dollars could have been saved, as shown in the following schedule,

| | <u>Air Force</u> | <u>Army</u> | <u>Total</u> |
|--|------------------|-------------|--------------|
| Total tire requirements | 14,594 | 93,242 | 107,836 |
| Replaced tires received for rebuild | 1,604 | 50,755 | 52,359 |
| Percentage of requirements rebuilt | 11 | 54 | 48 |
| Estimate of unrealized savings by not rebuilding 75% of tire require- ments | \$261,000 | \$779,000 | \$1,040,000 |

The extent to which tires are being rebuilt varied substantially among installations. At some Air Force bases, more than 75 percent of certain size tires were being rebuilt and in some instances as much as 85 percent of other size tires were being rebuilt. Moreover inspections of tires which were in Air Force disposal yards at the time of our review showed that 75 percent of those condemned tires were recappable.

Also the Army was rebuilding more than 75 percent of certain sizes of tires removed from vehicles. For example the Army was rebuilding 87 percent of tires sized 7.0x6 and 84 percent of tires sized 9.0x0 which are very popular sizes.

In previous reports on tire management concerning both civil agencies and the military services, we concluded and agency officials agreed that about 75 percent of their tire requirements could be met from rebuilt tires through increased emphasis on tire-rebuilding programs. On the basis of our current review, we believe that the 75-percent criterion is still valid, reasonable, and attainable.

SAVINGS ATTAINABLE IN THE ARMY

During fiscal year 1969 the Army in Europe issued over 93,000 tires for replacement. The Army actually rebuilt more than 75 percent of certain size tires issued as replacements, but it rebuilt a much lower percentage of many other size tires. On the basis of our review, we estimate that an additional 18,900 tires could have been rebuilt by the Army if at least 75 percent of all sizes of tires had been rebuilt.

The cost to rebuild those 18,900 tires would have been about \$266,000, whereas the cost to replace the tires was about \$1,045,000. As a result a possible saving of about \$779,000 was lost.

Our analysis revealed a wide variation in the percentage of motor vehicle tire requirements that were met through rebuilding tires among the various vehicle tire-rebuilding programs. In fiscal year 1959 the Army needed

27 different sizes of tires for vehicles. There was no rebuilding program at all for 11 of the 27 tire sizes, although the Army tire plant had the rebuilding capability in these sizes. Less than 50 percent of the fiscal year 1969 motor vehicle tire requirements were met through rebuilding used tires for another 11 of the 27 tire sizes.

The Army has 28 disposal activities in Europe which receive condemned tires from using units and from cannibalization points for disposal. Inspectors from the tire-rebuilding plant make periodic visits to property disposal activities to ascertain whether tires of reparable nature are effectively salvaged. These inspections are not required by Army regulations but are carried out by the rebuilding plant representatives to obtain work for the plant.

As a result of a series of inspections made during the period April 22 to September 9, 1969, the Army recovered 1,419, or 41 percent, of 3,436 condemned tires at a saving of about \$58,000. The tires recovered had no defect that would preclude their being rebuilt.

During our review we accompanied the plant inspectors on one of their visits to the property disposal yard at Kaiserslautern, Germany, to observe their spot inspection. A total of 125 tires were inspected, and the inspectors noted that 86 tires, or 69 percent, of those condemned had no defects that would preclude their being rebuilt. These tires were subsequently reclaimed for the use of the Army. The photograph on page 11 illustrates the condition of tires which were in the property disposal yard as scrap but which were reclaimed as a result of our inspection. Other recyclable tires could not be reclaimed because they had already been sold as scrap (see picture on p. 12).

We believe that the Army units in Europe have not been performing adequate or effective inspections of used tires prior to condemnation.

SAVINGS ATTAINABLE IN THE AIR FORCE

During fiscal year 1969 the Air Force in Europe issued over 14,500 tires for replacement at 24 Air Force

installations in Germany, the United Kingdom, and Turkey. Although requirements for replacement tires were being met to a limited extent through the rebuilding of used tires, we estimate that, if the 75-percent criterion was met, over 9,300 additional tires could have been rebuilt.

The cost of rebuilding these 9,300 tires would have been about \$105,000, whereas the cost of replacing the tires was about \$366,000. Therefore about \$261,000 of possible savings were lost.

We found that 12 of the 24 installations did not use any rebuilt tires while another nine installations met 25 percent or less of their fiscal year 1969 requirements through rebuilt tires. We visited all three disposal activities to which condemned tires had been sent by the individual Air Force installations.

At our request two qualified tire inspectors from the **Army** tire-rebuilding plant accompanied us to the Ramstein, Germany, disposal activity. Their inspections of 101 tires selected at random from condemned tires segregated for sale as scrap disclosed that 91 tires, or 90 percent of the condemned tires, had no defects which would preclude their being rebuilt. Moreover many of the tires were sizes which the Army could have used to meet requirements. Because we found so many of the tires in the sample that could be rebuilt, the inspectors continued checking the condemned tires and inspected 1,100 tires. During this second inspection the inspectors recovered 67 percent, or 734, of the tires which could be recapped and which the Army needed.

If new tires were bought to replace the 825 tires, they would cost about \$40,500. The estimated net savings to the Government after subtracting rebuilding and recovery costs amounted to about \$26,000. The inspectors estimated that about 65 percent of the remaining 3,800 tires at the disposal yard could be rebuilt; however, the Army did not have a stated need for such sizes.

At the Bitburg, Germany, disposal activity, we found that the Air Force had accumulated and segregated 230 tires for sale as scrap. Commercial contractors had already

removed about 19.5 tons of condemned tires--for which they paid \$6.52 a ton--from September to November 1969. Of the 230 tires segregated for sale as scrap, 97 were in sizes which could be recapped at the rebuilding facility. The inspectors examined the 97 tires and found that 77, or 79 percent, had no defects which would preclude their being rebuilt. These tires were reclaimed for the Army's use in Europe. The photograph on page 13 illustrates the condition of the tires which were in disposal yards as scrap but which were reclaimed because of our inspection.

At the other disposal activity, we were unable to inspect condemned tires because a commercial contractor had bought the tires at about 42 cents a ton scrap value and had already removed most of them.

EXAMPLES OF TIRES RECLAIMED
FROM DISPOSAL ACTIVITIES FOR REBUILDING



Tires found at the Army Property Disposal Office, Kaiserslautern, Germany.

General Accounting Office Photograph

EXAMPLE OF TIRES

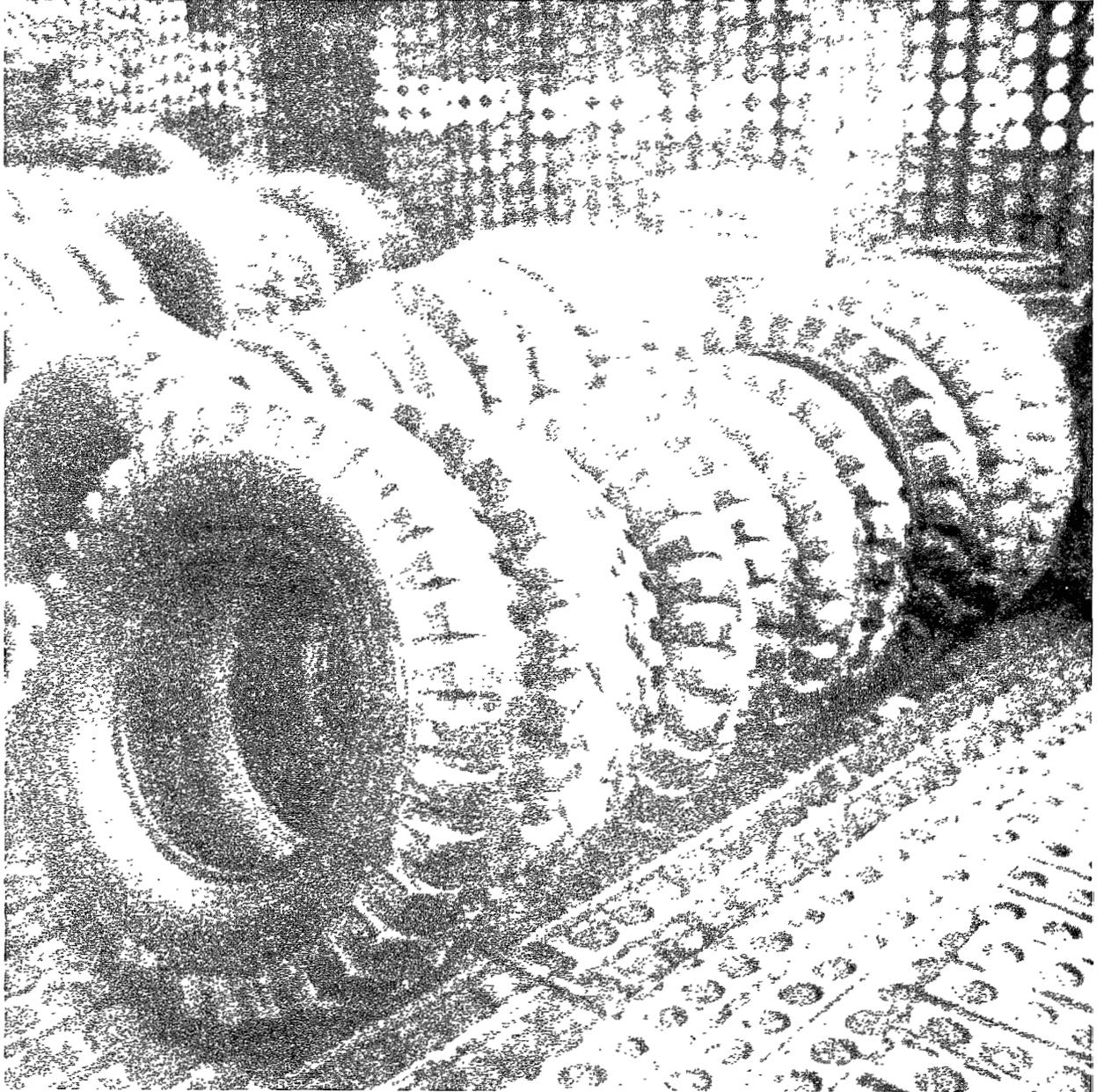
FOUND IN DISPOSAL ACTIVITIES



The tires shown above were found at the Army's Property Disposal Office, Kaiserslautern, Germany. These tires had already been sold as scrap and could not be reclaimed.

General Accounting Office Photograph

EXAMPLES OF TIRES RECLAIMED
FROM DISPOSAL ACTIVITIES FOR REBUILDING



Tires found at the Bitburg Disposal Activity
General Accounting Office Photograph

CHAPTER 3

PRIOR GAO REVIEW AND AGENCY ACTIONS

We reported to the Congress in June 1966 (B-159200) that substantial savings could be attained by rebuilding used motor vehicle tires within the Department of the Air Force. We **found** that the Air Force had established general policies which provided for tire rebuilding whenever possible. The extent to which this general policy guidance had been implemented varied substantially among military bases. We concluded that more extensive use of rebuilt tires could be accomplished if the Air Force established specific tire-removal criteria which could be applied by vehicle maintenance personnel to ensure **the** removal of tires before excessive wear prevents rebuilding.

In addition, it seemed evident to us that closer supervision of tire inspection, removal, and rebuilding activities by base officials and increased command surveillance were required to ensure effective performance and to realize the maximum savings possible. The Department of the Air Force was in general agreement with our findings and (1) instructed officials to periodically inspect tires to ensure removal before excessive wear that would preclude rebuild, (2) referred the matter to the Inspector General of the **Air** Force as an item of special interest for future inspection programs, and (3) requested all major Air Force commands to take action to preclude the recurrence of the conditions we found.

In July 1967 we reported to the Congress (B-161415) that the policies and practices for rebuilding used motor vehicle tires varied among the Soil Conservation Service, Department of Agriculture; the National Park Service, Department of the Interior; the Post Office Department; and the General Services Administration. These variations existed because there were no specific tire removal and rebuilding criteria or confidence in the reliability of rebuilt tires. It was our opinion that the General Services Administration should have determined whether rebuilt tires were reliable and should have furnished appropriate guidance concerning their use on Government vehicles.

The General Services Administration agreed with our proposal that it keep in close touch with the program of the National Traffic Safety Agency for tire research, testing, and development so that it could be in a position to promulgate standards for the use of rebuilt tires on Government vehicles on the basis of the standards established for the driving public. It also planned to independently test rebuilt tires and to issue revised specifications for new tires which would preclude carcass damage from excess tread wear.

We also reported to the Congress on policies and practices within the Department of Defense for the recapping of aircraft tires (B-146753, February 1, 1968). At the time of our review, the Department of Defense had not issued policies and procedures regarding the rebuilding of aircraft tires, and we found a disparity in the aircraft tire-rebuilding practices of the three military departments. We recommended that the Secretary of Defense issue policy guidance for rebuilding aircraft tires and that the Department of Defense periodically review the rebuilding policies and procedures of the military departments.

AGENCY AUDIT ACTIONS

We contacted the internal audit organizations of the Army, Navy, and Air Force to ascertain the extent of their audit efforts in the tire-rebuilding area. Only one recent report, that by the Air Force Auditor General, dated October 1969, included the results of any audit efforts expended in this area. The Army and the Navy audit activities provided no reports to reflect audit efforts in this area.

The Air Force Auditor General's report, while dealing primarily with Air Force bases in the continental United States, found conditions similar to those we found in Europe. The Auditor General found that 18 to 30 percent of Air Force tire requirements at individual bases were being met through the rebuild of used tires and concluded that the Air Force activities were either scrapping used tires that could be rebuilt or keeping tires on their vehicles beyond the limits for removal for recapping established by Air Force directives. The report recommended, among other things, that the Air Force prescribe standard procedures

that encourage the use of recapped tires. The Air Force, as a result of this recommendation, made changes to existing regulations **and stated that** these changes would encourage maximum **use** of recapped tires and would reduce expenditures.

CHAPTER 4

CONCLUSIONS, RECOMMENDATIONS, AND AGENCY COMMENTS

Rebuilding reparable used tires, instead of purchasing new tires, is a recognized economical alternative for meeting tire requirements throughout the Government. We believe that the Air Force has not improved its program for rebuilding used motor vehicle tires. The same deficiencies of inadequate supervision of tire inspection and rebuild activities by base officials and insufficient command surveillance that we reported in June 1966 are still prevalent in the tire-rebuilding programs in Europe.

We believe that the Department of the Army has not instituted adequate surveillance procedures nor required the necessary supply discipline to ensure maximum utilization of rebuilt tires in Europe. Such supply discipline is required in procedures for identifying reparable tires and salvaging those tires for recapping instead of permitting them to be scrapped.

We believe that the conditions we noted in the European area and those revealed by the Air Force Auditor General's review may also exist at other locations.

RECOMMENDATIONS

We recommend that the Secretary of Defense take the necessary action to ensure that the Air Force and the Army will improve their programs and use more rebuilt tires in Europe to satisfy the needs of operating organizations. Such improved programs should include but should not be limited to:

- Inspection of tires on vehicles during vehicle maintenance to ensure removal at the required time for rebuilding.
- Inspections periodically of condemned tires in disposal yards to make sure that tires which can be rebuilt and used are not scrapped.

--Initiation of operational standards and a reporting system which would adequately measure the performance of the tire-rebuilding program at each base. We suggest that the General Services Administration be consulted for any standards dealing with the use of rebuilt tires.

We further recommend that the Secretary of Defense determine whether the military services are using rebuilt tires to the extent possible in other geographical areas and provide for continuing follow-up reviews to ensure that appropriate corrective actions are taken when necessary.

AGENCY COMMENTS

In a letter dated August 14, 1970, the Assistant Secretary of Defense (Installations and Logistics) stated that, after reviewing our report, comments from the Army and the Air Force, and General Services Administration program relative to the use of rebuilt tires, it was evident that additional Office of the Secretary of Defense policy on vehicle-tire standards and on the use of rebuilt tires was in order.

Therefore the Assistant Secretary stated that a program similar to one instituted for aircraft tires would be initiated which will consider experience within the Department of Defense, the General Services Administration, and our findings and recommendations. He stated also that upon completion of this task, we would be furnished the Department of Defense Instruction.

CHAPTER 5

SCOPE OF REVIEW

In performing our review, we examined pertinent documents and interviewed responsible officials at Army and Air Force command headquarters and various Army and Air Force installations in Europe. We limited our examination to motor vehicle tire sizes which are actually repairable at the tire-rebuilding plant and by contractors in Turkey and the United Kingdom.

Information on tire requirements of the U.S. Army units in Europe was extracted from pertinent records at the Army Materiel Command and the Army Equipment Support Center in Europe. Information for Air Force tire requirements during fiscal year 1969 was furnished to us by the Air Force.

Statistics on the quantity of tires rebuilt during fiscal year 1969 were obtained from the Army tire-rebuilding plant for both the Army and the Air Force installations in continental Europe and from the Air Force for those installations located in Turkey and the United Kingdom.

The Army and Air Force installations visited during our review are listed below.

Army:

- U.S. Army, Europe, Headquarters; Heidelberg, Germany
- U.S. Army Maintenance Plant, Ober-Ramstadt, Germany
- U.S. Army Materiel Command, Europe; Zweibrucken, Germany
- U.S. Army Equipment Support Center, Roedelheim, Germany
- U.S. Army Property Disposal Office, Kaiserslautern, Germany

Air Force:

- U.S. Air Forces in Europe, Headquarters; Wiesbaden, Germany
- Wiesbaden Air Base, Germany
- Sembach Air Base, Germany
- Hahn Air Base, Germany

Disposal activities:

- Ramstein, Germany
- Bitburg, Germany
- Mainz/Kastell, Germany

APPENDIXES





ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

14 AUG 1970

INSTALLATIONS AND LOGISTICS

Mr. Charles M. Bailey
Director, Defense Division
U. S. General Accounting Office
Washington, D. C. 20548

Dear Mr. Bailey:

This is in response to your letter of June 19, 1970 to the Secretary of Defense which forwarded a GAO Draft Report concerning the "Opportunity for Improving Results of Tire Rebuilding Programs in Europe," (OSD Case #3132).

After reviewing your report, the comments of the Department of the Army and Department of the Air Force, as well as the General Services Administration program relative to the use of rebuilt tires, it is evident that additional OSD policy on vehicle (nonaircraft) tire standards and on the use of rebuilt tires is in order.

Therefore, an OSD program similar to that instituted for aircraft tires will be initiated. This program will take into consideration experience within the DoD, the GSA and your findings and recommendations. It is anticipated that this effort will be completed by November 1970. On completion, a copy of the DoD Instruction will be provided to your office.

Sincerely,

A handwritten signature in cursive script that reads "Barry J. Shillito".

BARRY J. SHILLITO
Assistant Secretary of Defense
(Installations and Logistics)

PRINCIPAL OFFICIALS
OF
THE DEPARTMENT OF DEFENSE
THE DEPARTMENT OF THE ARMY
AND THE DEPARTMENT OF THE AIR FORCE
RESPONSIBLE FOR ADMINISTRATION OF ACTIVITIES
DISCUSSED IN THIS REPORT

| | <u>Tenure of office</u> | |
|---|-------------------------|-----------|
| | <u>From</u> | <u>To</u> |
| <u>DEPARTMENT OF DEFENSE</u> | | |
| SECRETARY OF DEFENSE: | | |
| Melvin R. Laird | Jan, 1969 | Present |
| Clark M. Clifford | Mar. 1968 | Jan. 1969 |
| ASSISTANT SECRETARY OF DEFENSE (INSTALLATIONS AND LOGISTICS): | | |
| Barry J. Shillito | Feb. 1969 | Present |
| Thomas D. Morris | Sept. 1967 | Jan. 1969 |
| UNITED STATES EUROPEAN COMMAND: | | |
| Gen. Andrew J. Goodpaster | July 1969 | Present |
| Gen. Lyman L. Lemnitzer | Nov. 1962 | June 1969 |
| <u>DEPARTMENT OF THE ARMY</u> | | |
| SECRETARY OF THE ARMY: | | |
| Stanley R. Resor | July 1965 | Present |
| ASSISTANT SECRETARY OF THE ARMY (INSTALLATIONS AND LOGISTICS): | | |
| J. Ronald Fox | June 1969 | Present |
| Vincent P. Huggard (acting) | Mar. 1969 | June 1969 |

PRINCIPAL OFFICIALS
OF
THE DEPARTMENT OF DEFENSE
THE DEPARTMENT OF THE ARMY
AND THE DEPARTMENT OF THE AIR FORCE
RESPONSIBLE FOR ADMINISTRATION OF ACTIVITIES
DISCUSSED IN THIS REPORT (continued)

| <u>Tenure of office</u> | | |
|-------------------------|--|-----------|
| <u>From</u> | | <u>To</u> |

DEPARTMENT OF THE ARMY (continued)

U.S. ARMY MATERIAL COMMAND

COMMANDING GENERAL:

| | | |
|----------------------------------|----------------------|----------------------|
| Lt. Gen. Henry A. Miley | Nov. 1970 | Present |
| Gen. Ferdinand J. Chesarek | Mar. 1969 | Oct. 1970 |
| Gen. Frank S. Besson, Jr. | July 1962 | Mar. 1969 |

COMMANDER IN CHIEF, U.S. ARMY,
EUROPE :

| | | |
|------------------------|-----------|---------|
| Gen. J. H. Folk | June 1967 | Present |
|------------------------|-----------|---------|

DEPARTMENT OF THE AIR FORCE

SECRETARY OF THE AIR FORCE:

| | | |
|----------------------------|-----------|-----------|
| Dr. Robert C. Seamans, Jr. | Jan. 1969 | Present |
| Dr. Harold Brown | Oct. 1965 | Jan. 1969 |

ASSISTANT SECRETARY OF THE AIR
FORCE (INSTALLATIONS AND
LOGISTICS):

| | | |
|---------------------|-----------|---------------------|
| Philip N. Whittaker | May 1969 | Present |
| Robert H. Charles | Nov. 1963 | May 1969 |

COMMANDER, AIR FORCE LOGISTICS
COMMAND:

| | | |
|----------------------|----------------------|---------|
| Gen. Jack G. Merrell | Mar. 1968 | Present |
|----------------------|----------------------|---------|

PRINCIPAL OFFICIALS
OF
THE DEPARTMENT OF DEFENSE
THE DEPARTMENT OF THE ARMY
AND THE DEPARTMENT OF THE AIR FORCE
RESPONSIBLE FOR ADMINISTRATION OF ACTIVITIES
DISCUSSED IN THIS REPORT (continued)

Tenure of office
From To

DEPARTMENT OF THE AIR FORCE (continued)

COMMANDER IN CHIEF, U.S. AIR
FORCES IN EUROPE:

| | | |
|-------------------------|-----------|-----------|
| Gen. J. R. Holzapple | Feb. 1969 | Present |
| Gen. Horace M. Wade | Aug. 1968 | Jan. 1969 |
| Gen. Maurice A. Preston | Aug. 1966 | July 1968 |