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REPORT TO THE CONGRESS 096752



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Consolidation Of Reserve C-130 Airlift Squadrons Consistent With The Total-Force Concept Would Reduce Reserve Personnel Needs And Operating Costs

B-158626

Department of the Air Force

*BY THE COMPTROLLER GENERAL
OF THE UNITED STATES*

~~701849~~

096752

FEB. 20, 1974



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

B-158626

C1 To the President of the Senate and the
Speaker of the House of Representatives

This is our report to the Congress on the inconsistency of the staffing and equipment structure of the Reserve C-130 airlift program of the United States Air Force.

We made our review 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).

We are sending copies of this report to the Director, Office of Management and Budget; the Secretary of Defense; the Secretary of the Air Force; and the Chief of the National Guard Bureau.

A handwritten signature in cursive script that reads "James B. Stacks".

Comptroller General
of the United States

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CONSOLIDATION OF RESERVE C-130
AIRLIFT SQUADRONS CONSISTENT WITH
THE TOTAL-FORCE CONCEPT WOULD
REDUCE RESERVE PERSONNEL NEEDS AND
OPERATING COSTS
Department of the Air Force
B-158626

D I G E S T

WHY THE REVIEW WAS MADE

The total-force concept is a central part of the U.S. national security strategy. In effect since 1970, this concept provides that the Reserve Forces will be the first and basic source for backing up the Active Forces in an emergency and that Reserve units will be structured like Active units. The Reserve Forces include National Guard units as well as Reserve units of the individual services.

GAO reviewed the Reserve C-130 airlift program to determine whether Air Force Reserve and Air Guard units were staffed and equipped like Active C-130 Air Force units.

tive C-130 squadrons be equipped with 16 aircraft, and Active squadrons are so equipped. The 28 Reserve and Guard squadrons in existence at the time of GAO's review had between 4 and 8 aircraft per squadron. All of these units are to have eight aircraft by the end of fiscal year 1976, but there are no plans to provide these units with more than eight.

GAO believes, using 1972 operating and maintenance and training costs of Reserve and Guard squadrons as a basis for its estimates, that significant savings could be achieved by reducing the 28 Reserve and Guard squadrons to 14 squadrons and equipping them like Active squadrons. We estimate that about \$27 million could be saved annually.

FINDINGS AND CONCLUSIONS

1 The Air Force prescribes that Ac- 35

It would work out this way.

	<u>Total</u>	<u>Average per squadron</u>	<u>Operations and maintenance</u>	<u>Training</u>
	(millions)			
Estimated annual costs for 28 squadrons	<u>\$104.0</u>	<u>\$3.7</u>	<u>\$74.9</u>	<u>\$29.1</u>
Estimated annual costs for 14 squadrons	\$ 52.0	\$3.7	\$37.4	\$14.6
Added costs to structure at 16 aircraft	<u>24.9</u>	<u>1.8</u>	<u>16.6</u>	<u>8.3</u>
Projected annual costs	<u>\$ 76.9</u>	<u>\$5.5</u>	<u>\$54.0</u>	<u>\$22.9</u>
Project annual savings	<u>\$ 27.1</u>		<u>\$20.9</u>	<u>\$ 6.2</u>

The added costs to structure each unit at 16 aircraft were determined by averaging accumulated cost data on units existing at the time of GAO's review. The costs of operating and training individual squadrons during 1972 differed significantly between locations.

A primary reason for the differences was the size of civilian staffs. We believe that the selection of those units to be deactivated and those to be retained--and reach full personnel and aircraft strength--should include consideration of the cost differences between locations. We further believe that other factors, such as availability of personnel resources and the quality of facilities, should also be considered.

Of the \$27 million projected annual savings, about \$24 million would result from a reduction in the number of military and civilian personnel needed to sustain 14 squadrons with 16 aircraft each rather than 28 squadrons with 6 or 8 aircraft. We estimate that the military personnel needed for 14 squadrons with 16 aircraft would represent about 79 percent of the personnel needed for 28 squadrons with 6 or 8 aircraft. The civilian personnel needed would represent about 71 percent of the present needs. Total personnel strength of the 28 squadrons at the time of our review was about 19,000 military and 5,000 civilian personnel.

The remaining \$3 million of the estimated savings would result from decreases in miscellaneous operating and maintenance costs such as communications, utilities, and per diem and travel expenses of civilian personnel.

RECOMMENDATIONS

The Secretary of Defense should take the necessary action to achieve the savings available by reducing the number of Reserve C-130 squadrons in a manner consistent with the total-force concept.

AGENCY ACTIONS AND UNRESOLVED ISSUES

The Department of Defense (DOD) agreed with the rationale developed in the GAO study as a goal for force planning. DOD emphasized that Active Force levels are continuously under review and a future program change might allow the release of additional equipment to the Reserves.

DOD stated that a total consolidation into 14 units, each with 16 C-130 aircraft, was premature and that an in-depth study was needed. DOD also stated, however, that it appeared that a consolidation of units at Van Nuys Airport and Kelly and Richards-Gebaur Air Force Bases should be initiated in fiscal year 1974 but that the potential savings should be determined first. Two C-130 squadrons are located at each of these installations.

DOD said that it would begin an in-depth study and that the results of the study should be available by about March 1974.

On November 16, 1973, the Congress, through the DOD Appropriation Authorization Act of 1974 (Public Law 93-155), authorized and directed the Secretary of Defense to carry out a comprehensive study and investigation to determine the relative status of the Air Force Reserve and the Air National Guard.

The study is to include, but is not limited to, the advantages and disadvantages of merging the two structures. The results of such a study are to be submitted to the President and the Congress not later than January 31, 1975.

MATTERS FOR CONSIDERATION
BY THE CONGRESS

This report informs the Congress of the Air Force's opportunity to reduce costs and Reserve manpower needs by equipping and structuring Reserve C-130 units like Active units.

CHAPTER 1

INTRODUCTION

The total-force concept provides that the Reserve Forces will be the initial and basic source for backing up the Active Forces in any emergency. Department of Defense (DOD) officials stated that the total-force concept envisions that Reserve units will be structured like Active units.

At the time of our review in November 1972, Active Force C-130 squadrons were equipped with 16 aircraft but Reserve C-130 squadrons were equipped with 6 or 8 aircraft. Subsequently, 32 C-130s were transferred from the Reserve Forces to the South Vietnam Air Force under Project ENHANCE PLUS. This left many Reserve units with four or five aircraft. In the fiscal year 1974 budget, the Air Force is proposing to replace these losses by procuring new C-130s. Present planning provides that all Reserve C-130 squadrons will be equipped with eight aircraft by the end of fiscal year 1976.

We met with the Deputy Assistant Secretary of Defense (Reserve Affairs) and officials of the Department of the Air Force and the National Guard Bureau; reviewed Department of the Air Force and Air Force Reserve regulations and records pertaining to manning and equipping Reserve and Active squadrons; and examined records and interviewed officials at three C-130 squadrons of the 440th Tactical Airlift Wing (Air Force Reserve), two squadrons of the 442d Tactical Airlift Wing (Air Force Reserve), and one squadron of the 133d Tactical Airlift Wing (Air National Guard).

Appendix I lists the 28 Air Force Reserve and Air National Guard C-130 squadrons.

CHAPTER 2

DOD POLICY AND RESERVE C-130 STRUCTURE

In August 1970 DOD initiated the total-force concept as a central feature of the national security strategy. Under this concept the Secretaries of the military departments were to provide the necessary resources for planning and developing both Active and Reserve Forces and to determine the most advantageous mixture of forces to support national security. The total-force concept was to be applied in all aspects of planning, programing, staffing, equipping, and employing the Reserve Forces.

RESERVE STRUCTURE

As of June 1972 the Reserve Forces had 9 wing commands and 28 squadrons of C-130 aircraft which consisted of 6 wing commands and 17 squadrons in the Air Force Reserve and 3 wing commands and 11 squadrons in the Air National Guard. Each Reserve wing had from two to four squadrons and each squadron had from six to eight C-130 aircraft. The Air Force later authorized the activation of a new Reserve C-130 unit at Keesler Air Force Base, Mississippi, and planned to provide eight C-130s during the first quarter of fiscal year 1974 to the new unit, the 920th Tactical Airlift Group.

Active Force C-130 units consist of a wing command and 2 or more squadrons, each equipped with 16 aircraft. DOD officials told us that, although the DOD objective and the total-force concept provided that Reserve units would be equipped like Active units, there were insufficient C-130 aircraft to assign 16 aircraft to each squadron. The present Air Force program provides that all existing Reserve squadrons have eight aircraft by the end of fiscal year 1976. The program contains no plans to change this number.

PROGRAM COSTS

In fiscal year 1972 the Reserve Force C-130 program cost about \$101 million. This included about \$75 million for operation and maintenance (excluding aviation fuel) of aircraft and facilities and \$26 million for training personnel. The cost of the 11 Air National Guard squadrons was \$42 million. The cost of the 17 Air Force Reserve squadrons

was \$59 million. The Reserve squadron costs do not include a full year of training for 5 of the 17 squadrons because these squadrons were converted to C-130 aircraft from a different type of aircraft during the year. The average 1972 training costs for the 12 Reserve C-130 squadrons in existence for the entire year were used to estimate a year's training costs of 17 Reserve squadrons. This increases training costs by \$3 million to \$29 million and total program costs to an estimated \$104 million.

POTENTIAL SAVINGS BY RESTRUCTURING
RESERVE UNITS

Although the Air Force prescribes that C-130 squadrons will be equipped with 16 aircraft, force-objective plans show that the Air Force does not plan to provide Reserve units with more than 8 aircraft per squadron in the near future. Using the costs incurred by the 28 squadrons during fiscal year 1972, we believe that a consolidation of the aircraft and related equipment now assigned to 28 Reserve squadrons into 14 squadrons could annually save about \$27 million.

Potential savings necessarily are based upon a number of assumptions:

- All units would eventually have eight aircraft as existing plans indicate. At the time of our review, 18 of the units had 6 C-130 aircraft and 10 units had 8 C-130 aircraft.
- Squadrons now sharing facilities would consolidate into one squadron at the same location. These are the 303d and 304th Air Force Reserve squadrons at Richards-Gebaur Air Force Base, Missouri; the 67th and 68th Air Force Reserve squadrons at Kelly Air Force Base, Texas; and the 115th and 195th Air National Guard squadrons at Van Nuys Airport, California.
- Estimated increased personnel needs furnished, at our request, from 8 of the 28 squadrons is representative of the increased costs that would be incurred on an average at any of the 14 squadrons retained. These increased personnel needs, furnished by Air Reserve squadrons and Air National Guard units for use in

projecting their needs, were based on Air Force staffing standards for C-130 units with 16 aircraft.

--A 100 percent increase in aircraft supplies over those used in 1972 by any 1 of the 28 squadrons having 6 to 8 aircraft would be the maximum needed to support a squadron having 16 aircraft. The average of all these projected costs was used to estimate aircraft supply costs for 14 squadrons with 16 aircraft--except when collocated units were involved. Collocated squadron costs were treated separately in the added costs to structure units at 16 aircraft. For example, the two squadrons at Kelly Air Force base each had 8 aircraft during 1972 and the aircraft supply costs in total covered the cost for 16 aircraft. Therefore there was no reason to provide for additional costs should they be combined.

--As indicated in other parts of this report, collocated units were treated separately in estimating potential savings. Air Force Reserve and Air National Guard units were also treated separately in determining the potential savings.

--The peacetime mission requirement will use 24 aircrews for 16 aircraft, a ratio of 1.5 crews per aircraft. Existing C-130 units with eight aircraft are presently authorized 1.5 crews per aircraft.

It would work out this way.

	<u>Total</u>	<u>Average per squadron</u>	<u>Operations and maintenance</u>	<u>Training</u>
	<u>(millions)</u>			
Estimated annual costs for 28 squadrons	<u>\$104.0</u>	<u>\$3.7</u>	<u>\$74.9</u>	<u>\$29.1</u>
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Added costs to structure at 16 aircrafts	<u>24.9</u>	<u>1.8</u>	<u>16.6</u>	<u>8.3</u>
Projected annual costs	<u>\$ 76.9</u>	<u>\$5.5</u>	<u>\$54.0</u>	<u>\$22.9</u>
Projected annual savings	<u>\$ 27.1</u>		<u>\$20.9</u>	<u>\$ 6.2</u>

The added costs to structure each unit at 16 aircraft were determined by averaging accumulated cost data on units existing at the time of our review. The cost of operating and training individual squadrons during 1972 (excluding collocated units using the same facilities and units converted during the year) varied from a high of about \$5.9 million at the Minneapolis-St. Paul municipal airport to \$3.4 million at Andrews Air Force Base, Maryland, for Air Reserve squadrons and from about \$4.6 million at Nashville to \$3.3 million at Martinsburg, West Virginia, for Air National Guard squadrons.

Data obtained during the review shows that a primary reason for these significant differences was the size of civilian staffs. We believe that the selection of those units to be deactivated and those to be retained--and reach full personnel and aircraft strength--should include consideration of the cost differences between locations. We further believe that other factors, such as availability of personnel resources and the quality of facilities, should also be considered.

The retention of those squadrons with the highest costs would decrease the estimated potential savings to about \$18 million. The retention of those units with the least costs would increase the estimated savings to about \$36 million. Because cost is not the only factor which should be considered, we believe that the savings will be somewhere between the high and low figures. Using averages, we estimated that there will be annual savings of about \$27 million.

Of the \$27 million annual savings, about \$24 million would result from a reduced number of military and civilian personnel needed to sustain 14 squadrons with 16 aircraft each rather than the 28 squadrons with 6 or 8 aircraft. We estimate that the number of military personnel needed for 14 squadrons with 16 aircraft would represent about 79 percent of the personnel needed for 28 squadrons with 6 or 8 aircraft. The civilian personnel needed would represent about 71 percent of the present needs. Total personnel strength of the 28 squadrons at the time of our review was about 19,000 military and 5,000 civilian personnel.

The remaining \$3 million of the estimated savings would result from decreases in miscellaneous operating and

maintenance costs such as communications, utilities, and per diem and travel of civilian personnel.

AVAILABILITY OF PERSONNEL AND FACILITIES

Reducing the number of C-130 squadrons and equipping each with 16 aircraft depends, to a great extent, on the availability of pilots and other skilled personnel. Officials at squadrons which we visited told us that there would be no significant problems in obtaining pilots or other personnel. For example, officials of the 109th Air National Guard squadron, said that 41 pilots, 25 of them qualified for C-130 aircraft, had applied for Reserve positions. Officials at the 64th Air Force Reserve squadron, Chicago, had 24 pilot applications on hand as of June 1972.

The Air Force Reserve Personnel Center, Denver, publishes quarterly regional manpower rosters of military personnel who have served in Active units but who have not fulfilled their military obligations. Reserve units use these rosters as an aid in recruiting personnel.

Our review showed that about 218,000 officers and airmen were listed in the March 1972 manpower rosters. This included about 5,000 pilots qualified to fly various aircraft and about 3,000 who resided near the C-130 Reserve squadrons. Of the 3,000 pilots, about 1,900 were qualified for the C-130 and other tactical airlift aircraft or transport aircraft, such as the C-141.

Analysis of the regional manpower rosters showed that adequate numbers of personnel were available in the larger metropolitan areas to meet the needs that might be brought about by restructuring C-130 squadrons. For example, the roster for the geographic area that includes the Air Force Reserve's 64th and 95th squadrons in Chicago and Milwaukee listed over 11,000 officers and airmen available as of March 1972, including 278 pilots and 74 navigators.

At locations removed from major urban centers, the manpower rosters showed that, with a few possible exceptions, there were adequate numbers of skilled personnel near the Reserve units to meet additional needs due to restructuring. For example, only three squadrons had less than 3,000 reservists living nearby. They were:

--One Air National Guard squadron--the 133d, Pease Air Force Base, New Hampshire.

--Two Air Force Reserve squadrons--the 711th, Elgin Air Force Base, Florida, and the 337th, Westover Air Force Base, Massachusetts.

It appeared that only the 711th might not have sufficient available aircrews to handle 16 aircraft. The rosters showed that only 16 of 35 available pilots were tactical airlift or transport aircraft qualified and that only 13 navigators were available.

These 3 squadron locations also had the fewest available aircraft maintenance technicians, but there were more than 200 maintenance technicians available in each location.

We inquired into the adequacy of existing facilities to support an increase of C-130 aircraft. Air Force Reserve and Air National Guard officials at the Pentagon believed that every Reserve and Guard unit had adequate facilities, i.e., ramps, runways, hangars, and billets, to accommodate the increase. Officials at the units we visited generally expressed similar views.

CHAPTER 3

AGENCY COMMENTS AND OUR EVALUATION

We brought our findings to the attention of the Secretary of Defense in April 1973. We recommended that he consider our findings and take advantage of the economies available from reducing the present number of Reserve C-130 squadrons in a manner consistent with the objectives of the total-force concept and, at the same time, in keeping with the C-130 resources available.

The Deputy Assistant Secretary of Defense (Reserve Affairs) stated his agreement that 16 aircraft per squadron was an appropriate objective. He further stated that Reserve units should be equipped like Active units, when practicable, giving consideration to the availability of manpower, equipment, and facilities.

DOD, in commenting on our findings in a letter dated June 11, 1973 (see app. II), generally agreed with the application of our cost factors and the rationale developed as a goal for force planning. It emphasized that Active Force levels are continuously reviewed and that a future program change might allow the release of additional equipment to the Reserves.

In later discussions with DOD and Air Force Headquarters personnel, DOD cited the following factors which must be considered in consolidating Reserve Force C-130 units

- Interim loss of combat readiness during unit transfers.
- Sixteen aircraft could not be supported at some locations without additional or improved facilities.
- One-time costs associated with base closures, such as termination costs on personal services contracts.
- Personnel turbulence caused by firing personnel in one area and hiring in another and the loss of highly trained and skilled personnel.
- Increased training requirements for new personnel.

- Questionable recruitment capability at new locations.
- The legal implication of section 104, subsection c, of title 32, United States Code, wherein a change in the organization of a National Guard unit located entirely within a State cannot be made without the approval of the Governor.

In chapter 2 we commented on the availability of personnel and the adequacy of facilities and we concluded that these factors should not preclude a consolidation. A DOD official in the Directorate of the Budget, Headquarters United States Air Force, stated, concerning base closures and consolidations, that his experience had been that the one-time costs are offset by the first year's savings. Another DOD official commented that 32 U.S.C. 104, although troublesome, had not been insurmountable in effecting needed changes.

DOD stated that a total consolidation into 14 units of 16 C-130 aircraft each was premature and that an in-depth study was needed. It said, however, that it appeared that an action to consolidate the units at Van Nuys, Airport and Kelley and Richards-Gebaur Air Force Bases should be initiated in fiscal year 1974 but that the potential savings should be determined first. DOD later advised us that it would initiate an in-depth study shortly after it completed its current program budgetary process in November 1973 and that the results of the study should be available by about March 1974.

On November 16, 1973, the Congress, through the DOD Appropriation Authorization Act of 1974 (Public Law 93-155), authorized and directed the Secretary of Defense to carry out a comprehensive study and investigation to determine the relative status of the Air Force Reserve and the Air National Guard. The study is to include, but is not limited to, the advantages and disadvantages of merging the two structures. The results of such a study are to be submitted to the President and the Congress not later than January 31, 1975.

Concerning our projected savings, DOD officials believed that the average unit consolidation savings were not representative of the squadrons presently at Van Nuys Airport and Kelly and Richards-Gebaur Air Force Bases. It was their opinion that an examination of 4 of the 28 C-130 units was an

extremely small sample. Later, we extended our examination by making the following adjustments:

- Obtaining another estimate of full-time personnel needed at a unit acquiring 16 C-130 aircraft. Our projected savings include this estimate, and we deleted the estimate with the highest savings in our previous computations.
- Computing separately the potential savings from consolidation of Reserve units currently located at the same installation, those from consolidations requiring the transfer of existing Reserve equipment from one location to another, and those from consolidations requiring the transfer of National Guard equipment.

The effect of these changes was to make our estimate more conservative by reducing average annual savings to \$1.⁰ million per consolidated squadron.

CHAPTER 4

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

The total-force concept envisions that Reserve Force units will be structured like Active Force units. Although the Air Force prescribes that C-130 squadrons be equipped with 16 aircraft, there are no plans to assign more than 8 C-130 aircraft to Reserve units. We conclude that:

- The present equipment structure for Reserve C-130 squadrons is inconsistent with the total-force concept.
- The reduction of Reserve C-130 squadrons from 28 to 14 could reduce annual program costs by about \$27 million.
- The available personnel and facilities appear to be adequate to implement the suggested changes in structuring Reserve C-130 squadrons.

RECOMMENDATIONS

We recommend that the Secretary of Defense take the necessary action to achieve the savings available by reducing the present number of Reserve C-130 squadrons in a manner consistent with the total-force concept.

C-130 RESERVE STRUCTURE AS OF JUNE 1972

<u>Wing number</u>	<u>Wing and Squadron Locations</u>	<u>Squadron number</u>
<u>Air Force Reserve - 6 Wing Headquarters; 17 squadron</u>		
459	Andrews Air Force Base, Md.	756
	Eglin Air Force Base, Auxiliary 3, Fla.	711
	Westover Air Force Base, Mass.	337
452	Hamilton Air Force Base, Calif.	336
	McCellan Air Force Base, Calif.	314
433	Kelly Air Force Base, Tex.	67
	Kelly Air Force Base, Tex.	68
	Ellington Air Force Base, Tex.	704
440	General Billy Mitchell Field, Wis.	95
	Minneapolis - St. Paul International Airport, Minn.	96
	Chicago - O'Hare International Airport, Ill.	64
442	Richards-Gebaur Air Force Base, Mo.	303
	Richards-Gebaur Air Force Base, Mo.	304
	New Orleans Naval Air Station, La.	706
403	Selfridge Air Force Base, Mich.	63
	Niagara Falls International Airport, N.Y.	328
	Willow Grove Naval Air Station, Pa.	327
<u>Air National Guard - 3 Wing Headquarters; 11 squadrons</u>		
118	Berry Field, Nashville, Tenn.	105
	Douglas Municipal Airport, Charlotte, N.C.	156
	Martinsburg Municipal Airport, W. Va.	167
	Wilmington Airport, Del.	142
133	Minneapolis - St. Paul International Airport, Minn.	109
	Jackson Airport, Miss.	183
	Schenectady County Airport, N.Y.	139
	Pease Air Force Base, N.H.	133
146	Van Nuys Airport, Calif.	115
	Van Nuys Airport, Calif.	195
	Cheyenne Municipal Airport, Wyo.	187



ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

MANPOWER AND
RESERVE AFFAIRS

11 JUN 1973

Mr. J. T. Hall, Jr.
Associate Director
Federal Personnel and Compensation Division
United States General Accounting Office
Washington, D. C. 20548

Dear Mr. Hall:

On behalf of the Secretary of Defense, I am replying to your letter of April 2, 1973, which forwarded a draft report concerning the staffing and equipment structure of Reserve C-130 airlift program (OSD Case #3603).

With the exceptions stated by Air Force in Enclosures 1 and 2, OSD concurs in the application of GAO cost factors in the study.

Insofar as possible, it is Department of Defense policy to organize and equip Guard and Reserve units with the same personnel and equipment authorizations as Active force units with like missions. This policy does allow for variations in personnel and equipment at less than standard levels, as a temporary expedient, in order to maintain highly trained potential force units until the full complement of authorized aircraft becomes available.

We concur with the rationale developed in the GAO study as a goal for force planning. Although current Air Force plans do not program outfitting of all units with 16 UE because of the limited number of C-130s available, the Active force level is continually under review and the projected programs often change. Historically, the Air Force has programmed changes to Guard and Reserve force structure on a conservative basis so as to not compromise force plans for the Active Air Force.

Subsequently, the Guard and Reserve changes have usually exceeded the program and so have deliveries of equipment. In the light of this experience, it would be premature to consolidate all the units and lose the flexibility of absorbing additional aircraft that might be programmed out of the Active force when these programs (Active, Guard and Reserve) are resolved. It is simpler and far less costly to increase the size of an established unit than to create, recruit, equip and train a new one.

Personnel turbulence and loss of trained people would be substantial in most consolidations, and some turbulence would occur even where there was already collocation. It would be self-defeating to release a large group of trained reservists in one area, while conducting an extensive recruiting campaign and expensive training program at another site.

Because of the lack of an in-depth study at this time, OSD and the Air Force believe that the total consolidation into fourteen units of 16 UE C-130 aircraft is premature. It appears that an action to consolidate the units at Van Nuys, Kelly, and Richards Gebaur should be initiated in FY 74. However, the actual cost savings which would be realized and the impact on personnel, civilian and military, should be determined prior to a decision.

The Air Force is being requested to conduct an in-depth study of the consolidation of C-130 units, consistent with the Total Force policy and the stated objective of obtaining the 16 UE units where possible.

Sincerely,



Carl W. Clewlow

Acting

Enclosures - 2 [See GAO note.]

cc: Secretary of Air Force

GAO note: The DOD enclosures are not included. They were discussed with agency personnel and were considered in this report.

PRINCIPAL OFFICIALS OF DOD,
THE DEPARTMENT OF THE AIR FORCE,
AND THE NATIONAL GUARD BUREAU
RESPONSIBLE FOR ADMINISTRATION OF ACTIVITIES
DISCUSSED IN THIS REPORT

	Tenure of office	
	From	To
<u>DEPARTMENT OF DEFENSE</u>		
SECRETARY OF DEFENSE:		
Melvin R. Laird	Jan. 1969	Jan. 1973
Elliot Richardson	Jan. 1973	Apr. 1973
James R. Schlesinger	July 1973	Present
ASSISTANT SECRETARY OF DEFENSE (MANPOWER AND RESERVE AFFAIRS):		
Roger T. Kelley	Feb. 1969	June 1973
Carl W. Clewlow, acting	June 1973	Aug. 1973
William K. Brehm	Sept. 1973	Present
DEPUTY ASSISTANT SECRETARY OF DEFENSE (RESERVE AFFAIRS):		
Theodore C. Marrs	Apr. 1970	Present
<u>DEPARTMENT OF THE AIR FORCE</u>		
SECRETARY OF THE AIR FORCE:		
Robert C. Seamans, Jr.	Jan. 1969	May 1973
John L. Lucas, acting	May 1973	July 1973
John L. Lucas	July 1973	Present
ASSISTANT SECRETARY OF THE AIR FORCE (MANPOWER AND RESERVE AFFAIRS):		
Richard J. Borda	Oct. 1970	June 1973
James P. Goode, acting	June 1973	Present

BEST DOCUMENT AVAILABLE

BEST DOCUMENT AVAILABLE

Tenure of office

From To

DEPARTMENT OF THE AIR FORCE (continued)

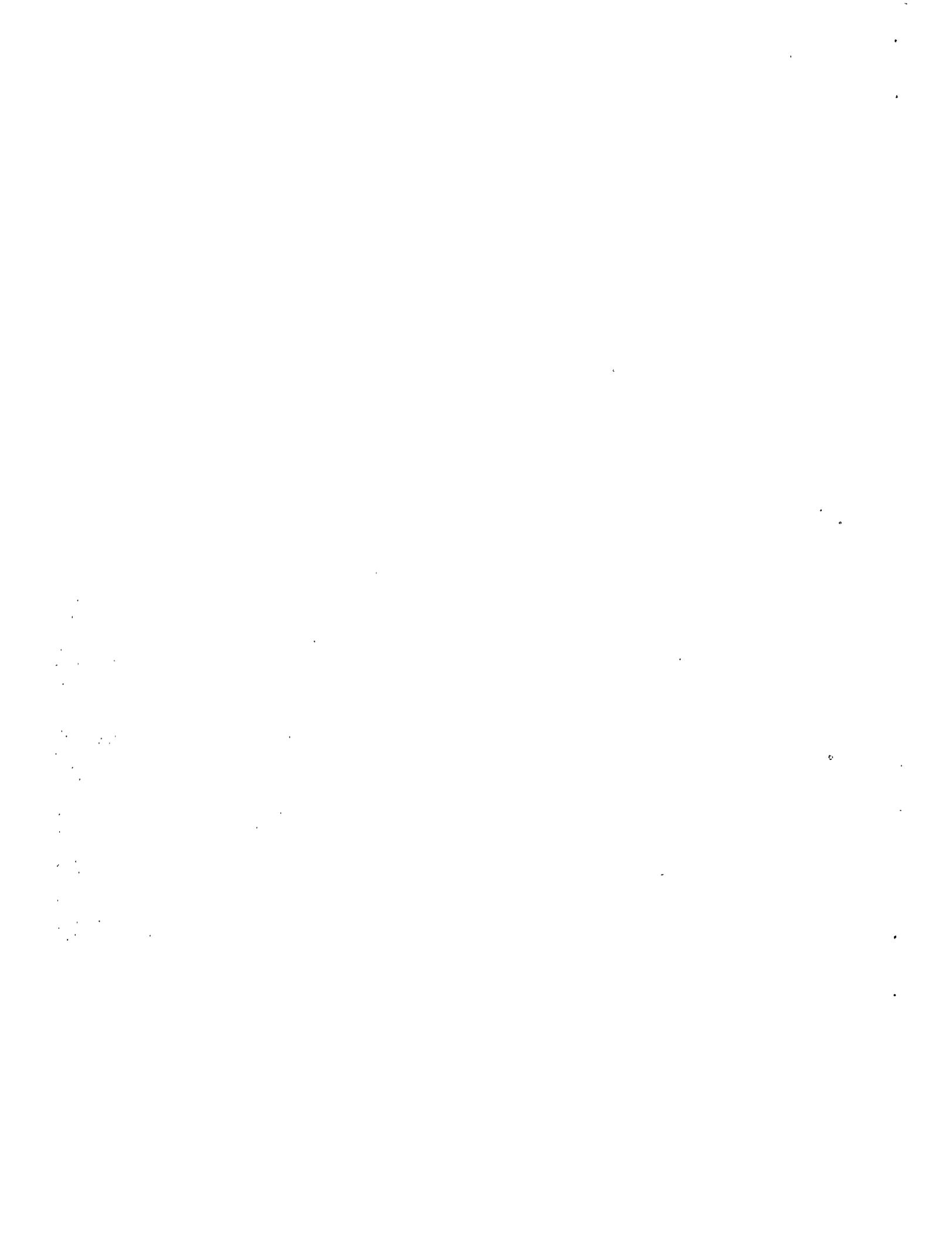
DEPUTY FOR RESERVE AFFAIRS AND
EDUCATION:

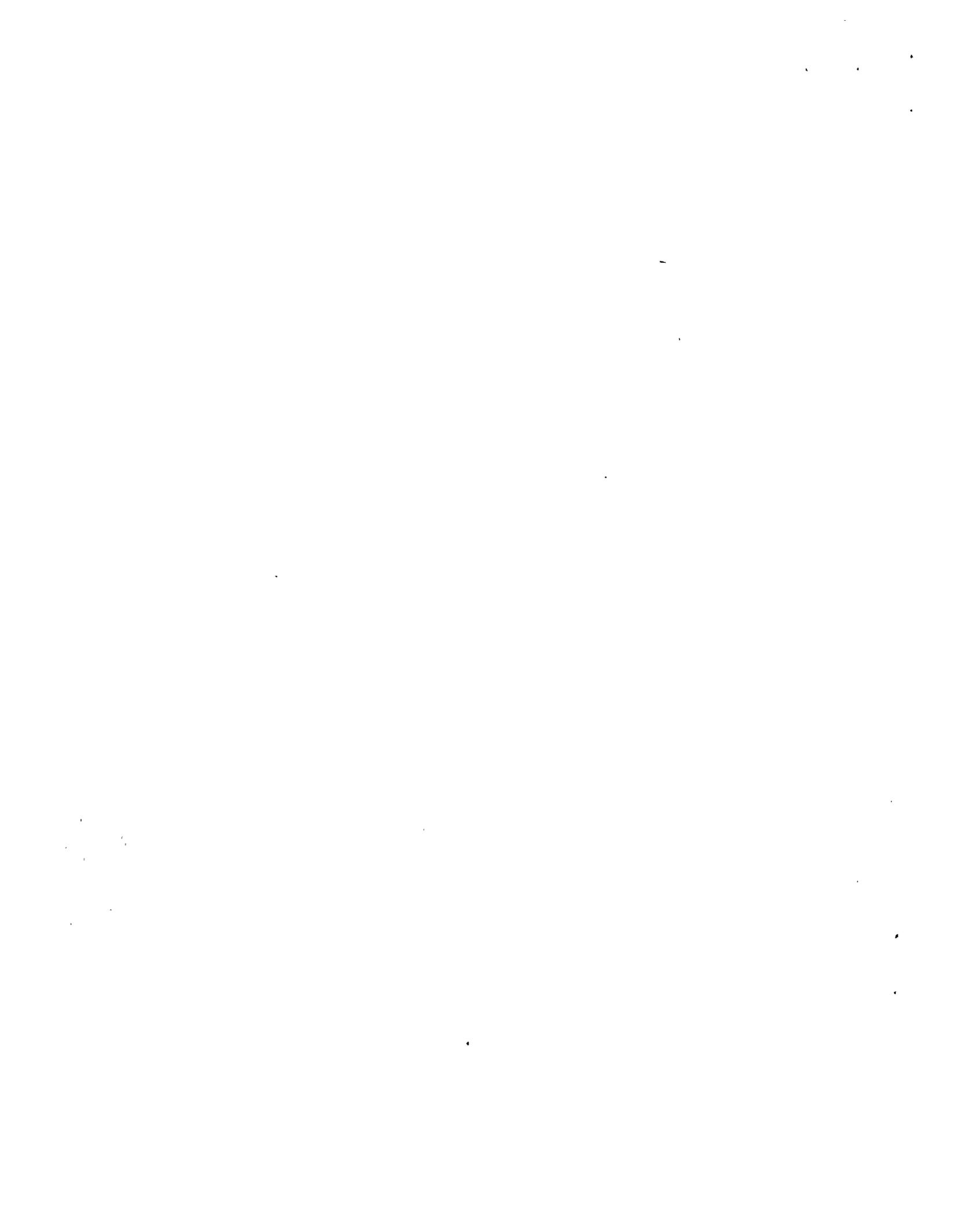
James P. Gilligan Mar. 1971 Present

NATIONAL GUARD BUREAU

CHIEF, NATIONAL GUARD BUREAU:

Maj. Gen. Francis S.
Greenlief Sept. 1971 Present





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