

In those cases where costs were a determining factor in the evaluation of Government-owned and operated facilities, the following is a sample of cost comparisons:

| Activity                                           | Government cost                  | Commercial cost                     |
|----------------------------------------------------|----------------------------------|-------------------------------------|
| Tire retreading activities (average within CONUS). | \$17.40 to \$22.58 per tire..... | \$21.80 to \$39.80 per tire.        |
| Ophthalmic goods (average).....                    | \$3.13 per lens.....             | \$5.45 per lens.                    |
| Ice plants (Fort Benning).....                     | \$4.99 per ton.....              | \$7. per ton.                       |
| Office equipment repair (Fort Carson, Colo.)       | \$8.20 per typewriter.....       | \$12.35 to \$16.50 per type-writer. |
| Bread bakeries:                                    |                                  |                                     |
| Fort Monmouth, N.J.....                            | \$0.1338 per pound.....          | \$0.1027 per pound.                 |
| Fort McPherson, Ga.....                            | \$0.1395 per pound.....          | \$0.1612 per pound.                 |
| Fort Sill, Okla.....                               | \$0.1012 per pound.....          | \$0.1133 per pound.                 |
| Fort Carson, Colo.....                             | \$0.0953 per pound.....          | \$0.1078 per pound.                 |
| Drycleaning plants:                                |                                  |                                     |
| Fort Benning, Ga.....                              | \$0.3636 per piece.....          | \$0.3630 per piece.                 |
| Fort Sam Houston, Tex.....                         | \$0.374 per piece.....           | \$0.346 per piece.                  |
| Coffee roasting plants.....                        | \$0.776 per pound.....           | \$0.821 per pound.                  |

These samples indicate that some activities are more economical to perform inhouse while others are more economical to contract. No overall answer as to whether or not contracting is more economical or more costly than the inhouse work is possible.

Mr. NORBLAD. May I ask one question?

Mr. HÉBERT. Yes.

Mr. NORBLAD. What about in time of emergency, where you have one of these steam engines and an aircraft is 10,000 miles away and there is no contractor to do the work? Are you prepared with your own people under combat to get that done?

General BUNKER. Yes, sir. This is one of the reasons we have reduced our operations overseas, in addition to this program.

We have established at Corpus Christi a mission of training a unit ready to move overseas, and we have established certain cellular teams of specialists in maintenance of various aircraft to move overseas.

Mr. NORBLAD. It seems to me one of the functions of the military in a time of peace, or relative peace, is to be constantly training their people so they can go into combat areas.

General BUNKER. That is correct.

Mr. NORBLAD. And be a self-sufficient unit ready to make their own repair and maintenance.

General BUNKER. We have units capable of performing each level of maintenance in the Army.

Mr. NORBLAD. The fact that you are contracting out a great deal doesn't lessen the efficiency or the ability to do your own repair in a combat base, many miles away from a contractor in time of combat?

General BUNKER. No, sir.

The unit, for example, that we have stationed at Atlanta in the shop—and it is issued a certain amount of property to work on as their skills in any individual area reaches the point where they can qualify. They work side by side with the civilians, working in the shop to learn the trades.

(Mr. Norblad nods.)

General BUNKER. And by being jointly located, can be pulled out without the mission there collapsing if they did.

Mr. NORBLAD. Yes.