

search for assets to satisfy daily requisitions. Instead of searching for stock in the depots in Germany closest to the requisitioner, the computer was directed to search first in outlying depots in France, second in the large rollup depots of Ingrandes and Nancy, and finally at depots in the Federal Republic of Germany. This action, which succeeded far beyond our expectation, illustrates how a policy of management, once determined, can be executed routinely, effortlessly, and unfailingly by means of electronic computers. Instead of drawing down depot stocks in France by a predicted 14,000 tons, through issues against customer requisitions, we actually rid ourselves of nearly 100,000 tons in this fashion. In addition, we permitted the depots in Germany a respite from the drudgery of daily issues so they could concentrate their energies and manpower on receiving interdepot shipments from France. The many shipping depots in France, on the other hand, did almost no receiving of new material and thus were able to cope with customer requisitions as well as interdepot transfers. Thus, double handling was avoided, and congestion in German depots minimized.

The third measure that permitted the Army to execute FRELOC without a storage space crisis was the magnificent program executed by the depots in Germany to improve space utilization. Promptly after announcement by the French, the depots at Nahbollenbach, Miesau, Pirmasens, Einsiedlerhof and Kaiserslautern began rewarehousing operations designed to make space. Greater vertical utilization, improvisation of sheds, elimination of honeycombing, relocation of non-storage activities from warehouses, and greater use of outside space were the principal devices used.

The fourth action, reduction of retention levels in Europe, increased the tonnage of materiel available for return to the United States, if required. Prior to FRELOC, the Army in Europe was authorized to retain up to 18 months worth of supplies of secondary items, in addition to peacetime stockage objectives and mobilization reserves. The reason for permitting retention stocks is, of course, to preclude paying cross-haul fees for items which are not required currently but will likely be needed in their current location in the reasonably near future.

As a result of FRELOC, theater retention criteria were reduced to 6 months, to promote the return of some items and thereby increase available storage space in Germany.

DISPOSAL CONTROL

One threat in the FRELOC operation was that, in meeting a short relocation deadline date, a large volume of U.S.-owned property would be dumped in property disposal yards, with only small financial return to the U.S. Treasury. The Army was determined to minimize this loss of assets. A computer-assisted program was designed to rescreen stocks before declaring them as surplus. This program included 14 specific checks to insure that property which could be used beneficially by the United States was not sent to the surplus yards. High-dollar-value items were isolated for manual review by commodity managers. In addition to these precautions, depot commanders were enjoined to personally scrutinize disposal yards to recover items, the disposal of which appeared to satisfy technical criteria but not the demands of commonsense. A small percentage, but nevertheless a significant quantity, of valuable property was restored