

This has been a tremendous task. It is now at a point where we know that we will be ready to go with our first installation on the 1st of January 1970 and complete it during that calendar year in terms of the hard-core programs. This term "hard core" refers to the primary supply management programs of the National Inventory Control Point.

Mr. HORTON. Perhaps you are not the one that can answer this, but in relation to the other services, do they have programing at the top level or central level?

Mr. TAYLOR. Are you asking me—

Mr. HORTON. Are you familiar with the other services?

Mr. TAYLOR. Does Air Force have it, as an example?

Mr. HORTON. Air Force and the Navy?

Mr. TAYLOR. Yes, they do. Air Force has it today. Their programing for the wholesale level is out at Wright-Patterson at the Air Force Logistic Command.

Mr. HORTON. Why cannot the Army have it?

Mr. TAYLOR. The Army does have it, sir. The Army Materiel Command has such an agency at St. Louis. They are now involved in the centralized programing that will provide the NAPALM product to us in calendar 1970.

Mr. HORTON. I am just trying to understand the problem that the Army had.

Mr. TAYLOR. Yes.

Mr. HORTON. So the Army is not at the same stage of development that the Navy and Air Force are. Have you a special problem that prevents that?

Mr. TAYLOR. I think the problem, sir, as General Heiser described it, was the fact that until August of 1962 the Army had seven technical services, and at that time each of the technical services had their own inventory control points and designed their own programs. There is no question but what there was a complete diversification of programs at that time.

In August of 1962, the Army Materiel Command was created and the technical services were dissolved. In September—I mentioned August as the date of the reorganization—in September, 1 month later, the commanding general of the Army Materiel Command initiated a study known as TASAMS, an acronym for the Army Supply and Maintenance System. The TASAMS study was completed in the spring of that following year, and provided for a realinement of the depots and the NICPs, which AMC had inherited from the technical services, and provided for the first time for a standard methodology in terms of such things as accountability, which was raised to the National Inventory Control Point level and brought about standard depot organization and a standard depot approach.

What I am saying is that immediately following the reorganization, some rather dramatic steps were taken.

Mr. HORTON. Are you satisfied that the rate of progress is what it should be, or do you feel that you should be moving faster toward this centralization at the wholesale level?

Mr. TAYLOR. I would say that at this point, sir, we are moving extremely rapidly. I am sure that everyone would have liked to have seen an even quicker approach to standardization, but it was an extremely difficult task.