come floating munitions warehouses. As required, shore-based offloading vessels (lighter) pulled alongside the special express ships, and the munitions were loaded directly into mobile weapons transporters that had been prepositioned aboard the lighter. Once back on shore, tractor trucks hauled the loaded transporters directly to the using base.

We realized very early that manual and punchcard accounting procedures could not keep pace with the transaction generated on these bases. The 1050–II computer program was being successfully implemented at Air Force bases worldwide during this period, so we elected to provide them to SEA bases also. Installations started during the summer of 1966 and the program is now completed in SEA, except for one base. The standard Air Force computer program has assisted greatly in improving our supply management responsiveness and establishing sound stock levels. We presently are procuring a mobile version of the 1050–II as a spare to move to a location where computer malfunctions, or enemy action, may generate the need for a temporary replacement.

Many lessons have been learned and, of course, minor system changes have been made where necessary to resolve problems that arose during the buildup.

In closing, I will say that a logistics support system, such as the Air Force has, must have one inherent quality or characteristic—it must be flexible. It must be able to respond to whatever the combat situation may be. In the last 15 years, the USAF's logistics support system has demonstrated that it possesses that kind of flexibility. We have proved it in Berlin, in the Middle East, in the Congo, in Cuba, and in Santo Domingo, and we are proving it today in Southeast Asia.

STATEMENT OF BRIG. GEN. AUGUSTUS RIEMONDY, DIRECTOR OF SUPPLY AND SERVICES, DEPUTY CHIEF OF STAFF (SUPPLY AND LOGISTICS), HEADQUARTERS, U.S. AIR FORCE; ACCOMPANIED BY LT. COL. WILLIAM W. YARY, CONGRESSIONAL HEARINGS PROJECT OFFICER

Mr. ROBACK. This statement doesn't indicate that you have any problems in the Air Force.

General RIEMONDY. If we left that impression, that is not exactly correct. I would say that we don't have any major problems.

Mr. ROBACK. I should have asked Admiral Cosgrove this also, but I will ask you. What are the worst problems that you have with supply? I see the admiral is leaving hurriedly.

Admiral COSGROVE. Just making a living.

General RIEMONDY. I think the worst problem is the ever-changing requirement that we are confronted with. Our business is to take advantage of the latest state of the art as far as weapons are concerned, and needless to say, when we do this it breeds obsolescence. So the biggest problem is trying to balance out what we provision to support the ever-changing weapons systems, and in order to reduce the amount of obsolescence.

If we would plan, for example, to satisfy every peak program and make sure that no equipment is out of commission for the want of parts, why you build a certain amount of surplus into the system.

What we have been trying to do is to say that at some point in time we are willing to take a calculated risk of having some equipment out of commission, so that we can reduce the amount of material which then becomes obsolete.

This is a difficult job. There are certain trade-offs. So I would say that this is probably our biggest problem, to insure that we are responsive to the operational commander's need, but at the same time recognizing that if you are completely responsive, having no equip-