



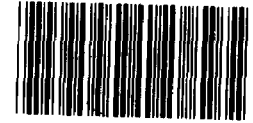
UNITED STATES GENERAL ACCOUNTING OFFICE
WASHINGTON, D.C. 20548

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FEBRUARY 17, 1983

PROCUREMENT, LOGISTICS,
AND READINESS DIVISION

General Richard E. Cavazos
Commanding General
U.S. Army Forces Command
Fort McPherson, Georgia 30330



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Subject: Planning for Mobilization Facilities Needs Can
be Improved Through Increased Staff Continuity
and Authority. (GAO/PLRD-83-39)

Dear General Cavazos:

The General Accounting Office has surveyed the Department of the Army's process for determining facility needs associated with mobilization. The work was performed at Headquarters, Department of the Army, U.S. Army Forces Command (FORSCOM) Headquarters, Fort McPherson, Georgia, and Fort Stewart, Georgia. Additional work was performed at the Department of the Army, Office of the Chief of Engineers in Washington, D.C.; the South Atlantic Division of the Corps of Engineers in Atlanta, Georgia, and the Savannah District office of the Corps of Engineers in Savannah, Georgia.

Since the Corps of Engineers, at the time of our work, anticipated completion of master mobilization plans for each of the Army's mobilization stations by October 1983, we have concluded that further review of facility planning for mobilization is not warranted at this time. While we plan no detailed review and further reporting, we have two observations based on our survey work at Fort Stewart that we believe warrant your attention. These observations relate to (1) the lack of continuity of officials responsible for maintaining the facilities portion of Fort Stewart's mobilization plan and (2) the limited authority of officials at Fort Stewart to properly develop and coordinate the preparation of the mobilization plan.

Lack of Continuity

The Fort Stewart Mobilization Plan is composed of numerous functional sections of which Annex N addresses the programming of materials, facilities and engineer personnel necessary for the physical expansion of facilities to receive, house, and train an expanding force under mobilization conditions. The Directorate of Engineering and Housing at Fort Stewart is the installation's component responsible for maintaining Annex N.

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At the the time of our survey, Fort Stewart Directorate of Engineering and Housing personnel were completing a revision of Annex N. We examined the revised version and found that it contained numerous errors. For example, Fort Stewart personnel told us they had completed an Emergency Expansion Capability Plan in 1978, but Appendix 3 to the revised Annex N failed to recognize that the Plan had been prepared and contained the following statements.

"b. The installation is presently preparing an Emergency Expansion Capability Plan which will determine requirements and possible shortfalls. The plan will identify a possible problem of construction and repair work to bring the mobilization capability of the installation up to the mission requirements and strength.

c. Upon completion of the Installation Emergency Expansion Capability Plan, this Mobilization Plan will be reviewed and revised to address all of the critical problem elements and deficiencies that are indicated by the expansion plan."

On page N-2 of the revised version of Annex N reference was made to FORSCOM's Reserve Component Mobilization Plan as the guidance for the preparation of the Mobilization Plan. However, the Reserve Component Mobilization Plan had been superseded on December 15, 1981, by Volume III, Part I of the FORSCOM Mobilization and Deployment Planning System.

We also noted errors of a more technical, or statistical, nature such as on page N-3-3-A where the size of the loading platform was shown as 22,860 square feet. The actual size of the loading platform is 2,860 square feet.

We discussed the problems noted during the review of Annex N with the Directorate officials assigned responsibility for its preparation. The officials expressed surprise at some of the errors, most notably that the Emergency Expansion Capability Plan had been prepared, while offering no explanation as to why Annex N contained the errors.

We believe that a significant factor in the Annex N errors was the lack of continuity in staffing the operations officer position. This position, which is responsible for Annex N, has, according to Directorate officials, been staffed by about five different people in the past 3 or 4 years. For example, the present occupant of the position had been in the job only a few months and was due to rotate in less than 6 months. When we discussed the problem of staff continuity with officials we found general concurrence that the rapid rotation of staff through the position was a problem which impacted Annex N in particular and mobilization planning at Fort Stewart in general.

The officials suggested that the problem could be corrected either by staffing the position with a civilian or with a military officer who would serve his entire tour at Fort Stewart in that position.

Subsequent to our work at Fort Stewart we discussed the problem of staff continuity with an engineer official at FORSCOM headquarters. We were informed that FORSCOM was aware of the problem, that the problem existed at most of FORSCOM's mobilization stations, and that FORSCOM had requested funding for a planner position for each station, but the request was denied by the Department of the Army on the basis that funding was not available.

In summary, it is not our intention to criticize the competency of the current staff at Fort Stewart but to suggest that a need exists to provide greater staffing continuity for the FORSCOM installation level Directorate of Engineering and Housing Mobilization planner position. Such continuity would help ensure greater expertise at that level in developing and managing the mobilization planning. Further, we believe that this expertise will become even more pertinent when the Corps of Engineers completes each installation's master mobilization plan. That plan will, we believe, lose its value unless the installation has the expertise to update it, a task which in itself may ultimately involve considerable installation level expertise and time.

Lack of Authority

Our other observation concerns the adequacy of the authority of the mobilization planners at Fort Stewart. Specifically, the planners did not have the authority necessary to properly control and coordinate the planning for mobilization facilities. The problem included both the Directorate of Engineering and Housing planners and the Mobilization Readiness Office. The latter has responsibility for all matters pertaining to reserve component mobilization and deployment readiness.

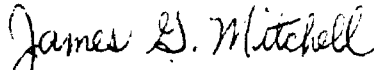
Discussions with a Mobilization Readiness Office official revealed that the functional directorates responsible for preparing mobilization information sometimes placed a higher priority on other responsibilities and therefore were reluctant to divert personnel from those responsibilities. The official also informed us that the office lacked the authority to influence the mobilization planning activities of the directorates. Further, while they have responsibility for the installation-wide Mobilization Plan they lacked the authority to arrange meetings to discuss planning problems.

We noted that in its 1981 report, "Army Mobilization Station Planning" (audit report number SO 82-202, December 23, 1981) the Army Audit Agency arrived at a similar observation and proposed that the planner's authority be increased by establishing the mobilization planning office at the personal staff officer level. While our work did not encompass a sufficient number of installations to permit an opinion of the Army Audit Agency's proposal, we believe, based on our work at Fort Stewart, that to be fully effective the installation level mobilization planners should have increased authority to coordinate and control the mobilization planning of the installation directorates.

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We wish to express appreciation to you and members of your Command for the cooperation and assistance provided to our staff during this survey.

Sincerely yours,



James G. Mitchell
Associate Director