



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

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FEBRUARY 17, 1983

PROCUREMENT, LOGISTICS,  
AND READINESS DIVISION

Lieutenant General Bennett L. Lewis  
Deputy Assistant Secretary of Defense  
(Mobilization, Planning and Requirements)

Dear Lieutenant General Lewis:

Subject: DOD Initiatives Regarding Mobilization  
Facilities Planning (GAO/PLRD-83-40)

The General Accounting Office has completed a survey of the Department of Defense's (DOD) and the military services' policies and procedures for identifying and scheduling facilities that will be needed in the event of a partial or full mobilization in the United States. In essence, we found that the services have not determined the type and quantity of facilities needed for mobilization and thus have no estimate of the additional facilities needed or plans to acquire such facilities. The stated reasons for not having determined the facilities needed varied among the services but generally related to the assumption that a war would be so short that for the most part only existing resources would be used with little or no time available to mobilize. However, as discussed below, DOD has initiated a number of actions designed to identify and, if necessary, schedule for acquisition facilities needed for mobilization.

BACKGROUND

Recent mobilization exercises demonstrated that the services had mobilization problems insofar as facilities were concerned. Recognizing the need for improved peacetime mobilization planning, DOD established a management system to track corrective actions on the specific problems identified by the exercises. Further, DOD initiated efforts to establish mobilization planning as a DOD-wide priority and to provide the funding necessary to permit identification of the types and quantities of facilities needed.

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## CONGRESSIONAL AUTHORIZATION TO CONSTRUCT MOBILIZATION FACILITIES

In 1981 Congress passed legislation to clarify the authority of the Secretary of Defense with respect to the restructuring of construction priorities in the event of a declaration of war or a national emergency. Specifically, Public Law 97-99, Section 903 (a), provided that the Secretary may

\*\*\*undertake military construction necessary to support such use within the total amount of funds that have been appropriated for military construction, including funds appropriated for family housing, that have not been obligated."

In order for the Secretary of Defense to be in a position to reallocate unobligated military construction funds during periods of a declared war or national emergency, each service must be able to provide the Secretary a periodically updated, prioritized, backlog of mobilization facilities needs.

### DOD INITIATIVES

DOD initiated several actions to provide the services more specific guidance and direction for determining the facilities needed for mobilization. This guidance is being promulgated chiefly through the five year defense planning guidance and the issuance of a DOD directive on defense construction mobilization.

The fiscal year 1984-1988 Resources Planning Guidance provided specific guidance concerning mobilization facilities planning by directing the services to:

"Develop plans for the provision of facilities required to support mobilization plans. Future military construction programs will contain those facility requirements that cannot otherwise be achieved to meet mission objectives once mobilization is declared."

To provide the services with some direction, DOD is preparing a directive to establish policies and responsibilities for planning, budgeting, and executing facilities construction in preparation for, during, or after a mobilization. The directive would require the services to undertake advance planning of time critical facilities.

Early in 1982 DOD established August 1, 1982, as the anticipated directive publication date. In October 1982 we were advised that the publication date had been revised to early 1983 to permit resolution of the issues raised by the services regarding the draft directive.

We have not inquired into your current efforts on mobilization facilities planning because your office has only recently been created. However, the apparent intent to consolidate and emphasize all mobilization planning should, we believe, facilitate the identification and scheduling of facilities that will be needed in the event of mobilization.

Although we plan no further review of these matters at this time, we feel that further delays in the directive providing instruction to the services will seriously hamper the services' efforts to determine, in a timely manner, the type and quantity of facilities needed for mobilization. We would appreciate being advised of the progress of the development of these instructions and/or any other instructions initiated concerning facilities mobilization planning.

A copy of this letter is being sent to the Secretary of Defense and to the Secretaries of the Army, Navy and Air Force.

Sincerely yours,

*James G. Mitchell*  
James G. Mitchell  
Associate Director