

accurate estimates on time between overhauls DOS]. Fewer unneeded spare parts sat idle on the shelves and more spare parts were available when they were needed. The second thing we did was to tie our computer in with computers at supply sources in the United States, allowing us to bypass depots. Parts needed to put a piece of equipment back into operation would be earmarked and expedited for the unit. This permitted a large number of parts to skip the depots, thus saving administrative and storage time and effort. These things became possible as better computers and especially better software was developed. Incidentally, when I was DCSLOG I operated the largest computer complex then on the European continent.

Q: Do I take from what you said that you were able to reduce the amounts of spare equipment and spare parts in Europe?

A: Yes. Our greater reliance on computers allowed us to reduce the size of our depots. But it was also a matter of necessity. Our supply installations like Kaiserslautern and Rudesheim were stacked to overflowing and we simply had no more place to put things. This caused us to put greater reliance on the shipment of equipment and spare parts directly from the U.S. to the units. But it also pulled down our stock levels in Europe. Whereas USAREUR's logistical concept had previously called for 60- and 90-day stockpiles, we cut these down, in many instances, to a 30-day stockpile. This meant that we would have to plan on more rapid replenishment in the event of war. And it also meant that we stockpiled very few materials, such as those which had been stored in France, to rebuild Europe in the aftermath of war.

Q: Was General O'Meara your boss during the entire time you were DCSLOG?

A: No. General O'Meara went into retirement and during the last months I was in USAREUR I worked for General James Polk.

Deputy Commander in Chief, SACEUR

Q: After you left USAREUR you were assigned as deputy chief of staff to the United States Command for Europe in Stuttgart. Can you tell me the circumstances under which this took place?

A: As you know, the Supreme Commander in Europe [SACEUR] wore two hats. He was commander of all NATO troops and also commanded the U.S. troops assigned to NATO. But 95 percent of the work involved with this second job was assigned to D/CINC [deputy commander in chief], General David Burchinal. This command

rotated among the services. When Burchinal, an Air Force officer, took command, he was assigned a Navy admiral as chief of staff and asked Polk to provide an Army deputy chief of staff. There was no love lost between Polk and Burchinal. Polk didn't like the way Burchinal had operated in the past and was undiplomatic to the extent of telling him that he was sending me to his command because he knew that "Rowny will keep you honest."

As a result, I was sent to Stuttgart under difficult circumstances. Although I was loyal to Burchinal and did not tell tales out of school, I was suspected by Burchinal of doing so.

Still, despite these unhappy circumstances, I would say that I got along reasonably well with Burchinal. My job, for the most part, involved overseeing the planning for contingencies. As it happened, it was an exciting time because the Soviets chose that year to invade Czechoslovakia.

Q: Did Washington know the Soviets would invade?

A: We predicted that the Soviets would invade Czechoslovakia and submitted reports along those lines to Washington. You will recall that the Soviets said they were simply on maneuvers and would not invade Czechoslovakia. Washington, unfortunately, took the Soviets at their word. Burchinal thought that the U.S. troops in NATO should go on a higher state of alert. He made the mistake, however, of asking Washington's permission rather than doing what was necessary. Washington, not wanting to "provoke- the Soviets by making aggressive moves, turned down Burchinal's requests. As a result, radars were not moved forward and reconnaissance flights along the border were not stepped up. If the Soviets had not stopped in Czechoslovakia but had continued to move against Germany, NATO's forces would have been placed at a serious tactical disadvantage.

This mistake of not doing what was necessary but first seeking Washington's approval was one that had been made once before. Burchinal should have learned a lesson from our previous experience. I refer to the time, several years earlier, when the Soviets began to erect the Berlin Wall. It is my belief that the Soviets initially were only testing our resolve. If we had moved promptly to dismantle the wall when it was started, I think the Soviets would have backed down. But instead, our U.S. commander referred the matter to Washington. Not wanting to risk a clash, the U.S. administration issued orders that the erection of the wall was not to be opposed. I pointed this out to Burchinal, but he wanted to play it safe and referred the question of putting U.S. troops on a higher state of alert to Washington. The reply he got was predictable; we did nothing.

Q: But on the whole, you got along all right with Burchinal, did you not?

A: Yes. I did what was required of me and enjoyed my job. I was greatly assisted by the friendship and help of Major General Russell Dougherty, an Air Force officer, who was Burchinal's plans and policies officer. He knew Burchinal quite well personally and understood what he wanted to accomplish. Dougherty was subsequently promoted. He retired as a four-star officer after commanding the Strategic Air Command [SAC].

Deputy Chief of Research and Development

Q: When you finished your tour as deputy chief of staff to D/CINC, I understand you returned to the Pentagon where you became the deputy chief of research and development in the Army. Can you tell me what that involved?

A: I returned to the Pentagon in September 1969 to become deputy to Lieutenant General Cyrus Betts. Betts was a highly professional soldier who had a scientific background. He had done a good job and was due to retire within several months. I calculated that I would take over his job when Betts retired and that General Johnson, the chief of staff, would promote me into the job. I had done a good job on FRELOC and as deputy chief of staff to Burchinal. At that time I did not know that Johnson still resented my work on air mobility and would keep to his promise of not promoting me. At any rate, the question became moot because Betts asked to be extended in his job and his request was approved.



Lieutenant General Edward L. Rowny, 70.

Q: What type of work did your job entail?