

OPERATIONS SUPPORT COMMAND, FY 2001 EXECUTIVE SUMMARY

OPERATIONS SUPPORT COMMAND IN FY01

MG Wade H. McManus, Jr. took command of Operations Support Command from MG Joseph W. Arbuckle on 10 October, 2000, just days into FY 01. Upon taking command MG McManus immediately went to work strengthening the command's commitment to Army logistics readiness by fine tuning the organizational structuring and bringing a joint warfighter perspective and outlook to the entire command. These changes in outlook required yet another round of reorganization within OSC, but the soundness of the change was increasingly apparent throughout the run of the year. The effectiveness of the OSC as a coordinator of logistics support and monitor of Army logistical readiness was resoundingly proven in the immediate aftermath of the terrorist attacks of 11 September. The OSC DCGOPS was already in a 24/7 mode and was able to immediately augment itself to monitor the global situation, coordinate requirements analysis, and manage command force protection. The command witnessed immediate mobilization of 53 reserve officer and enlisted personnel. In addition to deployment of active duty forces to our most sensitive installations, approximately 750 National Guard soldiers were called to active duty to provide force protection at various arsenals, depots and ammunition plants.

However, the OSC did not complete its mission only after 11 September 2001. Throughout the FY the OSC exceeded expectations in all mission areas to include munitions and armaments production, war reserve support, contracting support, and support to Army Transformation and units in the field. For example, the Contracting Center obligated over \$1.7 billion dollars in over 3,400 ammunition, LOGCAP, war reserve, and other procurement areas. In addition, our Purchase Card program had over 57,000 transactions at a value of over \$24 million. In terms of contingency war reserve support to the warfighter FSC made tremendous strides within DA to obtain adequate War Reserve Secondary Item funding to increase readiness capability of force sustainment. ASL/PLL funding has been earmarked to now buy-out 100% of requirements for all APS' by the end of FY03. Also, FSC successfully developed and implemented a comprehensive resource allocation matrix/program that focuses on the maximization of readiness and mirrors the priorities of the Department of the Army Master Priority List (DAMPL). We used this as the basis to assure the efficient and effective utilization of program resources. This has been extremely beneficial in helping higher HQ's defend resource requirements. DA has stated that this should be expanded for all AMC commands dealing in APS related funding. Tremendous progress has been made during the past year in terms of reported readiness of APS, particularly surrounding reported Equipment-on-Hand (EOH) and Equipment Serviceability (ES). The APS4 Brigade set is now deemed fightable from an EOH, ES, and a speed of issue perspective. Focus has now shifted to sustainability.

In addition to the accomplishments of FSC, DCGOPS, and our Contracting Center, the Munitions and Armaments Command continued to excel in performance of its missions. As the DoD's Single Manager for Conventional Ammunition, MAC bought or made, stored, maintained, renovated and demilitarized conventional ammunition. In addition, its manufacturing facilities provided flexible and responsive capabilities for emergencies, and therefore served as the strike

force for the national industrial base. Customers included all U.S. military services, foreign governments, and federal, state and local law enforcement agencies. MAC was responsible for 3M worldwide short tons of ammunition in wholesale stockpile valued at \$22B, 35 installations located in 23 states, 73 production lines, 24M square feet of covered storage, Tier 1 and 2 sites. This consists of 351K acres and is equivalent to half the State of Rhode Island. We also manage over 302K pieces of equipment. MAC processed 40,000 requisitions, managed 707 DODICs (approximately 10,000 NSNs), tracked over 800 DODICs in WARS, studied over 900 DODICs in the OPLANs and identified 65 DODICs for cross leveling of assets between Services resulting in a cost avoidance of \$85.6M.

The kinds of success OSC achieved in FY01 are nothing new to this command. DA recognized the OSC by awarding the command the Army Superior Unit Award. Specifically awarded for efforts in Army Transformation during FY00, the command was a key player in supporting transformation in combat units and restructuring itself, production, war reserves, and readiness oversight in ways that were critical to implementing the Revolution in Military Logistics.

In the following pages the key efforts and successes of the entire command are summarized. This summary touches on installation and organizational management, ammunition production, support to the field, and internal success. Each topic is covered in more detail later in the history. After this summary, each staff section, subordinate command, and installation presents its portion of OSC's support "On the Line."

ARMS/ASPI:

FY01 marks the 8th full year of the Armament Retooling and Manufacturing Support (ARMS) Program. This program has performed exactly as envisioned by Congress when it was created in October 1992. ARMS has lowered the cost of ownership of Army government owned-contractor operated (GOCO) ammunition plants while creating jobs and retaining critical skills and machinery. In FY 01 Congress extended the concept to the manufacturing arsenals by creating the Arsenal Program Support Initiative (ASPI). While off to a slow start due to a lack of funding, the Arsenals are actively seeking manufacturing firms to partner with in the expectation of similar cost savings. This year OSC highlights the success of this program by having a special summary of the programs concept, vision, process, and success as the first chapter of the Annual History.

REORGANIZATION:

On 6 October 2000 AMC published permanent orders ending the provisional status of OSC, FSC, and MAC. By that time all three organizations were used to their new roles and missions having been in provisional status since 23 March 2000.

The MAC continued to have the Single Manager for Conventional Ammunition mission of acquisition, production, storage, issue, maintenance, and demilitarization of conventional ammunition. MAC also commanded the two manufacturing arsenals, Watervliet and Rock Island, as well as the Defense Ammunition Center. The creation of a MAC commander eased overextended span of control issues for the CG, OSC. The FSC continued to manage the global Army War Reserve Program with commands in CONUS, Europe, the Mid-East and the Far East as well as the prepositioned ships afloat. In addition, FSC now had the mission of being the AMC's "One Face to the Field" by managing the AMC Logistics Support Elements (LSE) and the Logistics Assistance Offices in CONUS and abroad. While a broad mission, the unifying factor was the direct contact with the Theater Staffs and warfighter units. The FSC began to systematically monitor logistics readiness information and ensure that problems and solutions were transmitted vertically and horizontally within AMC and the Army. Army units on the ground began to discover that they could bring all their logistics problems to one central location and AMC, via FSC elements, would ensure that issues were worked and that cross- linkages between commodity issues were managed holistically.

However, even before 6 October concerns had been raised about the new organizational structure. There was some duplication of staff with each command having its own overhead structure. With subordinate units paying a headquarters management fee to HQ, OSC, there was compelling reason to reduce the size of the combined staffs. Additionally, consultants such as PricewaterhouseCoopers had suggested the need for an effective Operations Directorate and an effective operations center, no matter if MAC and FSC were integrated into the staff or were separate commands. In one of the last reports received by MG Arbuckle before he left command, an Operations Center Study Team recommended against having separate Operations Centers at both FSC and OSC. However, as organized and with the missions assigned, the FSC had the chief need for 24-hour visibility of global events. The Study Team recommended one OSC operations center manned full time by an OSC cadre and FSC and augmented by MAC and the rest of OSC as required.

MG McManus recognized the disconnects between the OSC's new warfighter readiness oriented missions and the lack of a DCS Operations. He soon began to direct changes in the organization that would create an operations directorate, create an efficient operations center, and streamline readiness operations. Resource Management developed a conceptual plan for the reorganization of the Headquarters, OSC. This plan reorganized the command with intent of integrating ammunition and the Field Support Command more closely and a greater emphasis on field support. By the end of the FY the MAC was preparing to reintegrate into OSC; the Deputy Commanding General for Operations had been formed; and FSC had passed all non-war reserve missions to the DCGOPS.

DCGOPS provided the command a method of observing, receiving, analyzing, and acting on Army global logistics readiness information. DCGOPS is the fusion of the Logistics Operations Center, Joint Transportation, Logistics Civil Augmentation Program (LOGCAP), Homeland Defense, Provost Marshal/Security/Intelligence, the Regional Theater Desk, National Guard Liaison, Reserve Component Liaison, and staff support to the AMC Forward Logistics Support Element. LSE Plans, and Logistics Assistance Program were created as a result of a major reorganization in fiscal year 2001. The DCGOPS is managed day to day by the Assistant

Deputy Commanding General for Operations (ADCGOPS). On 1 July 2001, the DCGOPS began reporting directly to the OSC Commanding General. Some elements were not completely integrated until after the end of FY01. The DCGOPS, with its mission to be the Army Materiel Command's information dominance center, increased OSC's focus on horizontal logistics integration, operations, and exercises. In addition to integration of the FSE's and Reserve components, DCGOPS also created a Readiness Analysis section and a system of Theater Desks to better manage events globally. In each case OSC was prepared for a sudden increase in operations and security when terrorists struck the United States and did not have to waste time creating a organizational structure to respond to a new and apparently permanent method of security operations.

PRODUCTION/LOGISTICS OPERATIONS:

Munitions and Armaments Command (MAC):

In FY01 MAC's ammunition operations took place at eight active ammunition plants, four depots, and three ammunition centers located throughout the United States. Two active ammunition facilities are Government-owned, Government-operated: McAlester Army Ammunition Plant and Crane Army Ammunition Activity. Although previously belonging to the MAC, Pine Bluff Arsenal officially transferred to Soldier Biological Chemical Command (SBCCOM) on 1 Oct 2000. The four depots include: Sierra, Hawthorne, Blue Grass and Tooele. Six active ammunition plants that are Government-owned, Contractor-operated are: Iowa, Milan, Lone Star, Lake City, Holston and Radford. MAC's two manufacturing arsenals, Rock Island and Watervliet, complete the active installations. The Defense Ammunition Center also reported to the MAC.

Production Issues

Links:

The Army's sole producer of metal links for small arms ammunition, Valentec, was forced from their plant in Costa Mesa, CA due to a significant increase in building lease payments. Due to continuing financial difficulties, ATK and Valentec agreed that Valentec would occupy Building 2 at LCAAP, and move their equipment from California to LCAAP, where ATK is the operating contractor. In the course of a poorly planned and badly executed move, Valentec became unable to continue production of links. The machinery was old and Valentec relocated only a handful of employees. In leaving the California facility wiring and parts of the machinery were cut or destroyed with little thought of reactivating production at Lake City AAP. Old employees who knew the idiosyncrasies of the WWII vintage equipment did not move and new employees had to be trained. Due to the failure to produce links, Lake City was unable to meet production levels or provide sufficient levels of small arms ammunition to the field. Training was impacted Army-wide up through 40mm ammunition. Based upon continuing financial problems, ATK bought the link business and will begin to operate the link factory located at LCAAP in October 2001. It is expected that with ATK as plant operator, and an infusion of money by the US Government, the link factory will increase their output.

120mm Tank Training Ammunition:

A series of problems plagued the 120mm Tank Training Ammunition program from the March 2000 to May 2001 timeframe resulting in a low supply of training cartridges. In Mar 00, 140,000 each M865 KE training cartridges were suspended from issue and use worldwide due to separation of the cartridge case. Additional M865 cartridges and M831A1 HEAT training cartridges were suspended from issue and use worldwide in Oct 00 after discovery of a primer critical defect. M865 production from May 00 through May 01 had a tendency to leave a green epoxy residue in the gun chamber. This residue caused the subsequent cartridge to fail to chamber. Since Jun 01, the problems have been resolved, production has been consistent and reliable, and the stockpile of training cartridges is steadily increasing.

M67 Hand Grenade:

The Army identified a shortfall of M67 Hand grenades in June 2000. In April 2001, OSC's Make or Buy Panel recommended that the Rock Island Arsenal "make" the grenade body. In the same timeframe, DCS AMMO requested we look at a Competitive Systems Approach. In October 2001, the OSC Commander made the decision to make the bodies at RIA IAW the Arsenal Act. In December 2001, ASAALT nonconcurred with this approach and requested that this procurement action be based on a competition between private industry and the Arsenal. The current acquisition strategy provides for a Best Value competition allowing RIA to compete against private industry and utilizes Arsenal Act criteria for the Army program. Current award date is set for May 2002.

Cotton Linters:

On 31 March 01 the only US producer of baled cotton linters ceased production of this material. Extensive market research did not identify another domestic source. Lack of cotton linters would specifically impact 120mm Tank Ammunition, 2.75 Inch Rockets, and the Modular Artillery Charge System. The OSC had to request a waiver to the Berry Amendment to allow the acquisition of non-domestic cotton linters used in the manufacture of the propellants for each of these systems. In September 01 Secretary of the Army White approved the waiver and a break in production for these programs was avoided.

Other Issues

Army Ammunition Maintenance: In FY 01, there was an established Army Ammunition Maintenance requirement of \$22.0M. We received \$3.05M in OMA budgeting. At year-end, we received \$6.27M from AMC, and received \$2.81M from USARPAC for a total of \$12.13M. This funded the renovation of 40mm Grenades, 105mm Howitzer, 2.75 Inch Rockets, Hand Grenades, and APERS Mines. The funded rounds have a replacement value of \$88.7M, and a total tonnage of 8.1K. All rounds renovated were on CSA shortfall list, and support Operation Enduring Freedom requirements. Despite the success in these areas, OSC remains significantly underfunded in ammunition maintenance.

Arsenal Act:

OSC/MAC continued the major effort started during Maj. Gen. Arbuckle's tenure to get the Arsenal Act applied according to its intent. Congress passed the Arsenal Act in 1922 to ensure the nation received a payback for the money invested in the manufacturing arsenals. The Act says that the Secretary of the Army shall consider using the Arsenals in any defense manufacturing work if economically feasible which would help keep the Arsenals a viable and economic source for production in the event of a national emergency. Over the last ten years, the Army focused on the Competition in Contracting Act (CICA), and Program Managers (PM) and Program Executive Officers (PEO) did not send work to the Arsenals because typically the cost of their work was higher for the individual customers. With the continuing efforts within OSC/MAC, the CG, AMC decided in Aug 2000 to publish an AMC Arsenal Act Regulation. During the October to December 2000 period an initial draft of a proposed AMC Arsenal Statute Compliance Regulation, written within the MAC, was staffed within AMC. In April 2001 AMC sent the regulation for interim implementation. SBCCOM, working with the MAC, led the effort of the MSCs by publishing and implementing Regulation #70-9, entitled "Arsenal Act and Make or Buy Decision", and they sent a letter of instruction (LOI) to provide guidance for SBCCOM program/project/item managers on making make or buy decisions.

Sierra Open Burn/Open Detonation Demilitarization:

In April 2000 several citizens groups and individuals filed suit (RAMA v. U.S. Army) in a California District Court that challenged the open burning/open detonation (OB/OD) activities at Sierra Army Depot (SIAD). The suit was based on noise, environmental cleanliness, and failure of the Army to consider the impact on endangered species. On 26 September 2001, OSC decided to discontinue large-scale OB/OD operations at SIAD and only maintain the capability to conduct emergency OB/OD operations to dispose of unsafe munitions. As a result of OSC's decision to limit SIAD to emergency OB/OD operations, counsel for the Army and plaintiffs requested that the court grant a stay in the proceedings to allow the exploration of settlement possibilities. The Department of Justice, on behalf of the Army, and the Plaintiffs signed a Settlement Agreement. The parties will file the Settlement Agreement with the Court and wait for the Court's approval of the Agreement.

SUPPORT TO THE FIELD

Army Prepositioned Stocks (APS):

The APS program continued to evolve during FY2001 with redistribution of APS-2 Europe equipment to increase readiness of the other APS sites. The FSC continued to plan the reduction of the facility infrastructure in Europe to support the smaller equipment requirement. The APS program executed \$221.4 M during FY2001 on maintenance, Care of Supplies in Storage (COSIS), and redistribution efforts: \$128.3 M on the Afloat mission; \$93.1 M on the land based mission. These activities are recorded below under each site's segment.

Combat Equipment Base-Rhine Ordnance Barracks (CEB-ROB):

In January 01 CEB-ROB was established in Kaiserslautern, Germany. CEB-ROB is tasked with managing the daily operations of USAREUR's Immediate Ready Force (IRF). In its first year of operation CEB-ROB was already a significant support organization for USAREUR forces. We exceeded DA standards and provided high quality equipment to USAREUR by maintaining an overall equipment readiness rate above 98%.

Support to Kosovo:

CEB-Livorno performed the maintenance, supply, quality assurance and ammunition operations for the largest set of prepositioned war reserve equipment in Europe. We provided USAREUR direct equipment support from APS stocks for Kosovo operations that included pieces of rolling stock and non-maintenance significant items. All items were issued at TM 10/20 standards to the Warfighter.

Field Support Command APS-3 Ship Activity Schedule FY 2001

In FY01 FSC managed 19 uploads or downloads of prepositioned ships. The command also completed the conversion of the Army's first PREPO ammunition containership. The John U.D. Page departed from MOTSU on 23 March 2001 with container loads of munitions. The conversion from three LASH, lighter aboard ships, to two containerships increases the OSC's ability, speed, and effectiveness to offload and provide support to the field unit soldier.

Clean Up of the USS Cole:

In October 2000 terrorists struck the USS Cole while she was resupplying in Aden, Yemen. The blast blew a hole in the side of the ship killing seventeen crewmembers and immediately destroyed refrigeration systems. Perishable supplies rotted. The large volume of rotted meat emitted dangerous levels of methane and hydrogen sulfide gases that had to be carefully removed to eliminate risks to the contractor repairing the ship. Acting upon a Navy request, OSC acquired a contractor using existing environmental clean-up contracts. World Environmental was on the scene when the Cole returned to the US in December 2000 and was the first contractor to work on the ship. They removed over 6 tons of rotten food and vented all toxic gasses from the hull.

Ammunition Management Automation:

OSC took the lead in two different ammunition management efforts with direct positive impacts on Army units in the field. A new OSC developed application gave military users all over the world the ability to view scanned reports relating to the reliability of stockpiled ammunition. This Ammunition Stockpile Reliability Program's website on the DMA's homepage allowed worldwide access to search over 6,000 munitions-related documents for rapid access. Also in FY01 OSC was involved in the EUCOM Advanced Technology Ordnance Surveillance (ATOS). This project provided a complete history of high dollar, low density munitions while in storage or transport. The ATOS was expected to demonstrate the capability to provide immediate asset tracking for an individual item by serial number.

Contractors on the Battlefield:

Two attorneys from the Litigation and Special Operation Law team participated in the U.S. Army Combined Arms Support Command Integrated Concept Team to rewrite Field Manual 3-100.21, Contractors on the Battlefield. This substantial rewrite will provide comprehensive guidance to forward commanders on the use of contractor personnel to provide logistics support.

Use of FEDEX to Ship Small Quantity Ammo Shipments:

On 10 May 2000, after working with HQ, DA and OSD for over six years through various initiatives and recommendations, Joint Munitions Transportation began a test to use Federal Express to ship small quantities of ammunition. A review after 12 months indicated success as OSC has realized a cost avoidance of \$572,272 after 420 shipments from plants and depots. The 18 month test concluded at the end of FY2001 and a report was forwarded through HQ, AMC to HQDA noting that 619 shipments were processed with no incidents, accidents or losses. The cost avoidance for the test totaled \$749,423.

LOGCAP as a Chief of Staff, Army Enabler for Army Transformation 14 June 2001:

We provided Headquarters, Department of the Army a concept which facilitated the designation of LOGCAP as an Army Transformation Enabler within the DOD Planning, Programming, Budgeting and Execution System. This plan includes LOGCAP as an enabler within the DOD Program Objective Memorandum force structure and sourcing procedures.

OSC Support to the Interim Brigade Combat Team (IBCT):

A LOGCAP Support Plan (LSP) was completed describing how LOGCAP can support the deployment, sustainment, and redeployment of the IBCT. The LSP covers logistics support for the IBCT from origin destination, embarkation, ISB, APOD/SPOD, and forward AO support areas for up to 180 days utilizing the LOGCAP contractor and utilizing a mix of US Nationals, Local Nations (LN), and Third World Nationals (TCN) to achieve cost effectiveness. Under this Delivery Order (DO), a contractor Subject Matter Expert (SME) was detailed to the AMC Fort Lewis IBCT Transition Support Office for one year. Due to the importance of this mission, LOGCAP intent is to continue to support with a full-time contract planner for another year.

To promote and support the Army vision, the MAC established an Integrated Process Team (IPT) that was chartered to determine the most appropriate installation that could provide ammunition support to the IBCT. The site selection criterion was based on articulated warfighter requirements. The criteria included the ability to ship assets to Fort Lewis within 24 hours, airfield availability, ammunition stockpile management capability, ammunition asset availability, and joint inspection capability with the U.S. Air Force. Tooele Army Depot was selected as the site best able to provide the required ammunition support. Efforts continue to develop ammunition and equipment requirements and position the required assets at Tooele.

DAC engineers and technicians continued to provide support to the IBCTs, particularly in the area of IBCT-unique Strategic Configured Load (SCL) development. In order to understand all the deployment parameters, DAC was in close coordination with I Corps IBCT. DAC obtained intermodal certification for 35 individual SCLs. DAC also began preliminary investigation into development of support equipment and pallet containers that could be used to enhance IBCT deployment operations. The support equipment is a two-layer dolly (mobilizer) that will be capable of supporting two fully loaded 463L pallets and can easily be moved into position within an ammunition storage magazine. Full development of this equipment is planned during FY02.

INTERNAL:

Contracting Center's Innovative Solution Center:

The Innovative Solution Center designed and implemented a state-of-the-art secure Source Selection Site for use by up to four major competitions at one time. Team LOGCAP was the first user with oversight and involvement from the Solution Center, which included assistance with coordination and production of PM LOGCAP Industry Day, a conference for representatives interested in the recompetition. The Solution Center produced an e-business knowledge solution workshop and conference through a partnering effort with Deere & Company, MAYO Clinic, Arizona State University, and the National Association of Purchasing Managers.

Personnel Demonstration Project:

The Personnel Demonstration Project Division continues to move forward in developing an innovative personnel system designed to meet the needs of the OSC workforce. The team benchmarked with other Demo Projects to benefit from their experience and utilize lessons-learned into the development of our Concept Plan. The Project is focused on the five identified areas: 1) simplified classification and broadbanding; 2) pay for performance; 3) employee development; 4) enhanced hiring flexibility; and 5) modified reduction in force procedures. The OSC Concept Plan was written and forwarded to AMC in September 2001. The Project is also working with the Workforce Analysis and Support System and the Civilian Forecasting System. We will use these systems to forecast future trends and build life-cycle models to identify workforce issues such as future end strength targets, turnover rates, and succession planning

Support to the Wholesale Logistics Modernization Program (WLMP):

OSC continued its involvement in the AMC Wholesale Logistics Modernization Program (WLMP). We brought together a team of more than 30 people from throughout the Command to support ongoing WLMP process reengineering efforts. Six of the Command's personnel worked full-time at the Computer Sciences Corporation facility in Moorestown, NJ. In June 2001,

proof of program concept showed configuration of ammunition processes in WLMP to be more advanced than any other commodity.

The Plans and Concepts office (CI) represented OSC on the WLMP Balanced Score Card (BSC) team throughout FY01. CI has been involved with developing BSC since 1997 and leveraged this experience by working with Subject Matter Experts SME and CSC consultants to create an AMC Enterprise Score Card. Sixteen high level metrics were chosen/created for the AMC Score Card after reviewing the AMC Command Performance Review System and MSC metrics. CI will continue to provide support as the WLMP BSC metrics to proceed through the approval process.

In FY01 FSC started work with WLMP to ensure programmed AWRDS/ABS transition into WLMP. We provided personnel resources to support the core functionality of within WLMP. Funds were used for integration of WLMP Phase II of the APS system. This included preparation of business process reengineering and analysis of the APS system (to include AWRDS, ABS, and MAILS), and purchasing a list of essential business processes and uses in preparation of blue printing process.

OTHER:

Low Level Radioactive Waste (LLRW) Issues:

As the Department of Defense (DOD) Executive Agent's representative for LLRW, the Rad Waste Team disposed of LLRW and continued progress on large remediation efforts. We provided LLRW disposal service to LLRW generators from 7 Federal agencies. We disposed of LLRW from these generators, of which 8% was operational LLRW and 92% resulted from LLRW remediations. Army's LLRW volume was 85% of total. Finally, we completed pilot project for web-based Waste Management Inventory System (WMIS) that tracks all DOD LLRW disposed and makes information available through the web.

Historically Black College and University/Minority Institution Program:

The OSC and the DA, Equal Employment Opportunity Agency sponsored the Fifth Annual DA Minority College Relations Summit/OSC Universities Presidents'/Chancellors' Day, 18-20 April 2001. Over 60 people attended this conference. There were speakers from the Army Corps of Engineers, Civilian Personnel Operations Center and EEO who discussed potential opportunities for colleges to participate in federal programs, grant, internships, full-time positions and contracts. This conference allowed attendees to see how the team approach to executing the Minority College Relations has a chance for success and to show the Army's commitment to establishing mutually beneficial relationships with minority institutions.

PERSONNEL:

Headquarters On Board Strength:

| <u>Date</u> | <u>Civilian</u> | <u>Military</u> | <u>Total</u> |
|-------------|-----------------|-----------------|--------------|
|-------------|-----------------|-----------------|--------------|

| | | | |
|-------------------|------|----|------|
| 1 October 2000 | 1186 | 45 | 1231 |
| 30 September 2001 | 661 | 26 | 687 |

Total Command On Board Strength:

| <u>Date</u> | <u>Civilian</u> | <u>Military</u> | <u>Total</u> |
|-------------------|-----------------|-----------------|--------------|
| 1 October 2000 | 8198 | 150 | 8348 |
| 30 September 2001 | 7256 | 185 | 7441 |