



*Administrative Assistant
to the Secretary of the Army*

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Abstract The Executive Services Function is comprised of special staff elements formed to assist the Administrative Assistant in carrying out his Title 10 responsibilities. These responsibilities include: maintaining custody of all records, books, and papers of the Department of the Army (DA); acting on behalf of the Secretary on administrative matters; providing advice on management issues and administrative continuity within the Army during normal changes; and serving as the primary Army point of contact for transition between Administration.		
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Office of the Administrative Assistant
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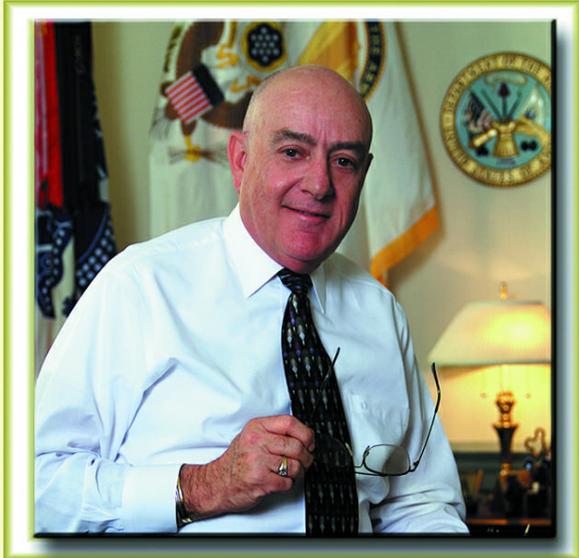
OAA Mission

**To provide a broad spectrum
of products, support and
services that enable a diverse
customer base to successfully
accomplish their mission.**

Our Guiding Principles

- ★ **Customers come first:** We know our customers, establish good relationships, and ensure they are satisfied with our products and services.
- ★ **We take care of our People:** Our people are the prime contributors to our success. We recruit smartly, and then effectively manage, train, develop, motivate, and reward our talent.
- ★ **Stewardship:** We are guardians of the public trust accountable for our resources.
- ★ **Quality in products and services:** Our competitive advantage is the continuous high quality of our products and services. We do the right thing right the first time!
- ★ **Encourage and implement Innovation:** We foster an environment that promotes and rewards innovative thinking and risk-taking.

Message from the Administrative Assistant



As we entered the new millennium, numerous challenges loomed for those of us in the support service business. We faced growing missions and shrinking resources; globalization of our National economy that demanded higher, more precise levels of customer service; rapidly growing technologies that often outpaced our ability to harness them; and an aging, diverse workforce. Still, the Year 2000 was a memorable year for the Office of the Administrative Assistant to the Secretary of the Army (OAA)! It was a year that brought partnerships with other organizations and Federal agencies to

provide excellent, valued service at reduced costs for our customers. It was a year that saw the formulation of OAA's first Strategic Plan, designed to improve our business practices, efficiencies, functional integration, and competitive posture with other service support providers both internally and externally. Most importantly, it was a year that began our transformation into the preeminent service provider in DOD!

We attribute our Year 2000 successes to three factors: the discipline and responsiveness that underpin every service we provide; our ability to leverage technology to be competitive in not only today's contractual environment, but tomorrow's as well; and our people. While these factors are the most visible indicators of our success, they tell only part of the story. Our real success is measured in terms of customer satisfaction, providing quality and responsive service, lowering operating costs, and resolving our business challenges. This annual report and the projects described herein are a testament that we are not only meeting the needs of our customers, but we are setting the stage for even greater challenges in the future. Consequently, we remain confident in our ability to attain our vision of being recognized as the best support provider today and the only clear choice tomorrow!

Joel B. Hudson
Joel B. Hudson



Who We Are

In 1789, Congress enacted legislation that provided for a Chief Clerk to assist the Secretary of War. As our young country grew, the duties and responsibilities for the Office of the Chief Clerk also grew, the associated organizational entities significantly expanded, and the title changed. Yet, throughout this long history, the tradition of unobtrusive, dedicated service remained a constant in the office known today as the Office of the Administrative Assistant to the Secretary of the Army.

OAA personnel are extremely proud of this her-

itage and are fully dedicated to the central purpose of providing a broad spectrum of products, support, and services. The professionalism and customer service rendered by the personnel assigned are steadfast. We address the most challenging management issues and provide innovative, customer-focused solutions to a wide variety of business initiatives, employing the most effective practices from both the public and private sector.

The Administrative Assistant carries out his work in two distinct arenas: ***Executive Services and Base Operations Support.***

The Executive Services function is comprised of special staff elements formed to assist the Administrative Assistant in carrying out his Title 10 responsibilities. These responsibilities include: maintaining custody of all records, books, and papers of the Department of the

Army (DA); acting on behalf of the Secretary on administrative matters; providing advice on management issues and administrative continuity within the Army during normal changes; and serving as the primary Army point of contact for transition between Administrations.





Base Operations Support activities are carried out through field operating agencies that provide administrative products and services to a diverse and dynamic customer base in the three distinct functional areas of resource management and programs, installations and operations, and information technology and communications. In this regard, the Administrative Assistant functions much like the commander of a major Army command (MACOM), representing the interests of Headquarters, Department of the

Army (HQDA MACOM). Our customer base encompasses the Office of the Secretary of Defense and Defense Agencies, the Service Departments, the Army's Headquarters and its Staff Support, and Field Operating Agencies. The Office of the Administrative Assistant is also engaged in collateral agreements and customer-provider relationships with other Federal agencies. Our geographic network of products and services includes the Pentagon (the seat of government for the Department of Defense), major



Army commands within the National Capital Region, and field agencies around the world.

The OAA has evolved into an organization that performs consolidated support and service functions previously performed by other components. This consolidation of services allows our customers to focus on their core mission functions, while we focus on employing an overall management style that emphasizes an effective integration and collaboration throughout OAA, both horizontally and vertically.

Our estimated \$450 million annual budget is constantly monitored, allowing us to keep pace with ever changing mission and responsibilities during an era of shrinking resources. Yet, our commitment to quality remains unwavering. We realize that, to succeed, we must ensure that we produce and deliver the products and results our customers need, when they need them! This means that we concentrate on outputs, manage products, and provide a working environment that enables and empowers our 550 military personnel and over 1,600 civilian personnel to put the customer first!

Putting The Customer First





Year in Review

Executive Services

The Year 2000 was a busy and memorable year in the Executive Services arena. It saw the formulation of our first strategic operating plan and the beginning of our reengineering process, which we began by embarking on an organizational-wide business process review. It marked the kickoff for Presidential Transition activities that consisted of preparing for incoming officials and assisting with the transition of outgoing officials. It was a year of historical first's, with the culmination of this Nation's

largest Presidential Medal of Honor Ceremony. And, it was a year for solving tough administrative issues by crafting creative, defensible policy.

Strategic Planning

As an old and large service provider with a diverse customer base, we faced the challenges of shrinking resources, emerging technologies, and an increasing demand to revise the way Government does business in support of the

National Partnership for
Reinventing
(N P R)



Government. Chief among NPR's initiatives is the trend to compete with the private sector and other Governmental agencies, where appropriate, to achieve economies and enhance operational effectiveness. We have endured 225 years by adapting to the changing Governmental environment, and we are positioning ourselves for tomorrow's marketplace by learning to love change. We are passionately focused on driving customer success and creating an environment of "stretch," "excitement," "informality," and "improvement." And, we celebrate results! But, it simply was not enough to give lip service about being passionately focused. We had to live our passion! In this regard, we embarked on a strategic planning initiative involving all our senior leaders and strategic planners from every service area. We talked to our customers. We talked to our employees. We talked to our stakeholders. And, we listened!

What resulted was the organization's first Strategic Plan, with three imperatives to drive our efforts for achieving excellence in customer service. Our strategy is straightforward. First, we will create a "Seamless Operating System" that will enhance our competitive posture by improving our product delivery system and processes. Next, because we know our people are the most important ingredient for success, we are aligning our human capital processes to meet the challenges of the new system. And finally, to become the Most Efficient Organization capable of retaining our position in tomorrow's marketplace, we are developing business processes to manage the seamless system. Driving this plan to reality and achieving success required the combined efforts of the OAA team, working in harmony and with

informality. Harmony was realized as we kept everyone informed. Informality is the environment we have created in which anyone can deliver a view or an idea to anyone else, and know that it will be listened to and valued. Within OAA, harmony and informality are more than operating philosophies. They are key tenants in our culture!

Presidential Transition

Our reputation for experienced and responsive service was clearly evident in our handling of Presidential Transition Activities. In early March 2000, we began to position the staff for the transitions that would come with the 2000 Presidential Election. We worked with DOD's Presidential Transition Team to develop timelines for transition and to discuss the key issues for briefings, information papers, and reference books necessary to aid the incoming officials in meeting the challenges of their first 180 days in office. As a result of our efforts, the Department is strategically positioned for its new leadership.

With these measures in place, we shifted our focus to transitioning the outgoing political appointees, providing detailed information to ease their transition. Our experience and responsiveness enabled OAA's Presidential Team to successfully transition the Army's 8 political appointees, 12 senior executives, and 10 Schedule C employees, making their transitions both smooth and uneventful. This was truly a monumental feat, given the short timeline between the official Presidential determination and the Inauguration!



Presidential Medal of Honor Ceremony

In June 2000, the President recognized the contributions of 22 Asian-American World War II veterans by awarding them the nation's highest military honor, the Presidential Medal of Honor. The OAA response to this challenge was disciplined coordination of the largest Presidential Medal of Honor Ceremony in history. OAA representatives coordinated with the White House and worked with the families of recipients in preparation for the May ceremony. Many of the recipients and family members traveled from Hawaii for the event; yet in only two months, a series of

ceremonies, tours, and receptions were planned for the recipients and their 300 family members. The three-day event culminated in a White House Ceremony and Induction into the Pentagon's Hall of Heroes.

Senator Daniel Inouye was among the awardees. He proclaimed that he and the other men accepted these awards on behalf of the thousands of veterans who were not recognized despite accomplishing equally heroic deeds.

The ceremonies were superbly orchestrated and completed with flair and precision. The national media attention from these ceremonies created a positive image for the Department of the Army.

Published Policies

The OAA is known for its ability to solve tough administrative and management matters with creative, but defensible solutions. In the Year 2000, we were instrumental in crafting three travel initiatives that benefited the Army's military and civilian members. The first initiative dealt with spouse travel approval and the revision of the Secretary of the Army's Travel Policy wherein spouse travel approval authority was delegated to the Army's 4-star major commanders. This delegation provided greater flexibility to the field commanders, while remaining consistent with DOD's travel guidelines.

The second initiative pertained to travel by Army dependents. Our creative resolution was to craft language that permitted travel by Army dependents for attendance at Family Action Plan Conferences at Government expense. This policy revision

enabled the conferees to provide valuable input to the Army's leadership on issues that affect Army families.

The third policy initiative related to Executive Order 13150, which requires Federal agencies to implement a Mass Transportation Fringe Benefit Program by 1 October 2000. Our creativity and responsiveness was evident in our implementation plan. We utilized the Department of Transportation's existing transit pass program to administer the distribution of vouchers to the Army's eligible participants in the National Capital Region. This approach was extremely successful as it resulted in fewer vehicles on the highways, improved morale and productivity of the Army's members, and saved management costs.

Each of the policy initiatives cited above resulted in benefits to Army members; combined, these initiatives represent a record of excellence in policy development and program implementation.





As we entered the 21st century, OAA was in the process of reinventing itself to reflect the changing landscape and the needs of the new administration. In 2001, programs that support the day-to-day administration of HQDA and promote

effectiveness and efficiency continue to be among our top priorities, demonstrating once again that OAA is committed to *being recognized as the best support provider today and the only clear choice tomorrow!*

EXECUTIVE SERVICES HIGHLIGHTS

Strategic Planning

- Achieve excellence in customer service
- Create a seamless operating system
- Align our human capital processes
- Become the most efficient organization

Presidential Transition

- Coordination forums
- Information Sharing
- Administrative assistance
- Out processing 8 political appointees, 12 senior executives and 10 Schedule C employees

Presidential Medal of Honor Ceremony

- Largest in history
- 22 awardees, Asian-American World War II veterans

Published Policies

- Spouse travel approval
- Travel by Army dependents
- Mass transportation fringe benefit program

Base Operations Support

In our Base Operations Support effort, our strategies are focused on maximizing our resources to fulfill the needs of our customers, enhancing customer satisfaction, and making strategic alliances to capitalize on efficiencies. In this way, we add value to our products and services. We carry out our Base Operations Support activities through field operating agencies established to provide administrative products and services to a diverse and dynamic customer base in three distinct functional areas:

 *Resource Management and Programs*

 *Installations and Operations*

 *Information Technology and Communications*

Not surprisingly, the Year 2000 was an equally challenging and dynamic year in the Base Operations Support arena with major achievements in all three of our functional areas. It was a year that resulted in funding challenges to support the Army's Transformation initiatives. It was a year that culminated in a partnership with the General Services Administration to provide administrative telephone services to DOD components in the National Capital Region, enabling an estimated \$20 million in annual savings to our customers. It was a year that produced two history-making contracts: one in support of the Army's \$500 million "University Access On-Line" Education Initiative, and the other for the Army's \$380 million Recruiting Advertising Program. It was a

year that saw the renovation of the Pentagon Heliport, Fire Station, and Auditorium. And, it was a year of vigorously leveraging our information technology (IT) capabilities to deliver more value with a \$378 million performance based contract to manage the Pentagon's network infrastructure.

Resource Management and Programs

As the fiscal manager of Operating Agency 22, the Army's third largest OMA Major Command, we resource a myriad of functions on behalf of America's Army. Unlike most major commands whose resources are executed in direct support of their mission, OA 22's resource responsibilities go well beyond the support of Headquarters, Department of the Army. In fact, we execute two-thirds of our resources outside the National Capital Region for programs that affect the Army's soldiers and personnel worldwide. Examples of these far reaching programs include overseas banking, second destination transportation, unemployment compensations, environmental programs, barracks renewal, and APO mail.

We are very proud of our ability to proficiently manage OA 22's estimated annual budget of \$3 billion in support of the Army's three major priorities: People, Readiness, and Transformation of our forces. But, critical to our success has been, and will continue to be, the prudent use of OA 22's scarce resources. We accomplished this by remaining abreast of leadership's guidance and improving the quality of financial information we provide our leaders so they may make fully informed management decisions. We also worked closely with the functional



proponents to clearly articulate requirements, expeditiously execute leadership's decisions, and proficiently realign available funds to address new or expanded missions.

Our continued success as the world's premier Army depends, in part, on our ability to meet these challenges and our willingness to reevaluate requirements continuously and rethink how they are funded.

Contracting Efforts

The OAA is the fifth largest contracting entity in the Army. In Year 2000, the OAA completed two history-making contracts that will have far reaching impacts on the Army's ability to meet its mission of being trained and ready into the 21st Century.

First, a \$500 million contract in support of the "Army University On-line" education initiative was awarded. This contract allows soldiers to pursue their civilian education on-line, anytime and anyplace they can connect to the Internet. Some 30 institutions of higher education have teamed with the contractor to provide on-line technician certifications, post-secondary courses, and degree programs for the Army's soldiers.

Second, with an estimated value of \$380 million over its expected four-year span, the new "Army Ad" contract was awarded. This contract provides for the Army tools to reach recruiting goals. Both contracts were completed with precision, competence, and in record time!

Contingency Contracting Support

Support to the Army's readiness posture is OAA's ultimate goal. OAA is not just background support but an active partner supporting U.S., Allied, and NATO peacekeeping forces. During 2000, OAA employees provided contingency contracting support to the NATO Peacekeeping Mission in Tuzla, Bosnia. As part of a team established by the U.S. Army Contracting Command, Europe, one military and two civilian volunteers from OAA deployed for six-month rotational assignments in support of "Task Force Eagle." Each led a contingency contracting team and performed duties as a Contracting Officer in the areas of construction, information technology, and base support services.

In addition to the Tuzla deployments, two other OAA staff members deployed as Army reservists. One served in East Timor as the Contracting

Officer's Representative on the Logistics Civil Augmentation Program contract that provided for a myriad of services from running an airfield to providing laundry services. The other completed a six-month deployment to Camp Bondsteel, Kosovo, assigned to a Contingency Support Team that facilitated and coordinated the flow of food, equipment, medical supplies, and sundry goods into Macedonia and Kosovo.

Recruitment & Development

People are our most important resource! We are fortunate to have experienced and knowledgeable employees, and we continue to invest in their development. In keeping with our strategic planning efforts to ensure a workforce that is trained and ready for the future, three initiatives were developed in 2000. Each was designed to recruit, promote, and develop high quality and high potential employees in OAA.

First, we began a new leadership-training program to prepare key managers for increased responsibility in the organization. Three high potential OAA employees were selected for this program. They will begin their assignment in May 2001. Next, we created the agency's first developmental program, providing opportunities for five upwardly mobile employees. Then, we rounded out our efforts with the OAA Management Trainee Program to

compliment our existing skills and expertise by recruiting outstanding graduates from local colleges and universities to participate in a two-year functional training program. This program will prepare them for the challenging assignments of supporting the Secretary of the Army and senior officials in the National Capital Region. Our first class of graduates will arrive in May 2001.

All of these initiatives have added talent that has broadened our capabilities and have been catalysts for new approaches and ideas.





Special Emphasis Programs and Initiatives

We have provided this same level of expertise in crafting programs that recognize and value diversity and initiatives that enhance the delivery of service.

During 2000, OAA sponsored a variety of Special Emphasis Programs to increase cultural awareness and celebrate diversity in the workplace. The programs included workshops, displays, and celebrations that included musical talent and guest speakers. Although each forum was dynamic, we are most proud of our celebration in May for Asian/Pacific American Heritage Month in which General Eric Shinseki, the Army's Chief of Staff, appeared as our keynote speaker.



To assist HQDA's hearing-impaired employees, we established a full-time staff position for a Sign Language Interpreter who interprets at meetings, special programs, briefings, and training opportunities.

We also established HQDA's first

Temporary Electric-Scooter Mobility Program to assist the Pentagon's employees who are recovering from a temporary impairment that limits their mobility. Both of these initiatives have paid big dividends for HQDA employees by improving productivity, reducing absenteeism, and creating an employee-friendly environment.

As we progress through the millennium, we will continue to invest in our employees' development and translate their efforts into actions that benefit our customers. Their successes will continue to be directly linked to the needs of the customers and will demonstrate that OAA is committed to *being recognized as the best support provider today and the only clear choice tomorrow.*



RESOURCE MANAGEMENT AND PROGRAMS HIGHLIGHTS

Fiscal Resources for OA 22

- Third largest OMA Command in Army
- Two-thirds executed outside NCR
- \$3B annually

Contracting Efforts

- \$500M Army University On Line
- \$380M Army advertising
- Support to NATO

Recruitment & Development Programs

- Upward mobility opportunities
- Leadership Development for high potential personnel
- OAA Management Trainee Program - outstanding graduates

Special Emphasis Programs and Initiatives

- Open forums, workshops, displays
- Full-time staff position established for sign language interpreter
- Temporary Electric-Scooter Mobility Program



Installations and Operations

Our ability to compete in today's market place depends on our ability to leverage technology. Thus, we constantly look for ways to improve our operational and business processes with technology. We have successfully harnessed our innovative energies and fully exploited our informal communication network to harvest ideas from all levels of our organization. In fact, OAA was recognized during 2000 in a variety of forums for achieving excellence.

Year of the Awards

OAA received an E-Gov Trail Blazer Award for demonstrating excellence in the Government's electronic publishing environment. The Trail Blazer Award represents a new tier of exceptional public-sector solutions that merit recognition in the E-Gov community. Our efforts to stream-

line the development, acquisition, and management of published information and reduce costs and errors by converting paper documents to digitized products were selected over a group of 93 submissions government-wide. We are proud of this recognition and continue to "blaze the trail" within the Department of Defense.

We also won a third of the awards in the Armywide 2000 Visual Information Award Competition, including first place for two superior productions. These productions were "Army Visual Information - A Historical

Perspective" in the documentaries category, and "50th Anniversary of the Korean War" in the spot announcements and music award category. We are equally proud of these recogni-

tions, as each award symbolized excellence in visual information technology.



Visual Information Transformations

Another example of our ability to leverage technology to improve operations is the major transformation of our Television Studio, converting it to a state-of-the-art digital television production activity. This transformation provides the capability to produce large-scale events for broadcast or for distribution via satellite to worldwide users. This powerful new system was used for coverage of the White House Medal of Honor ceremony for the

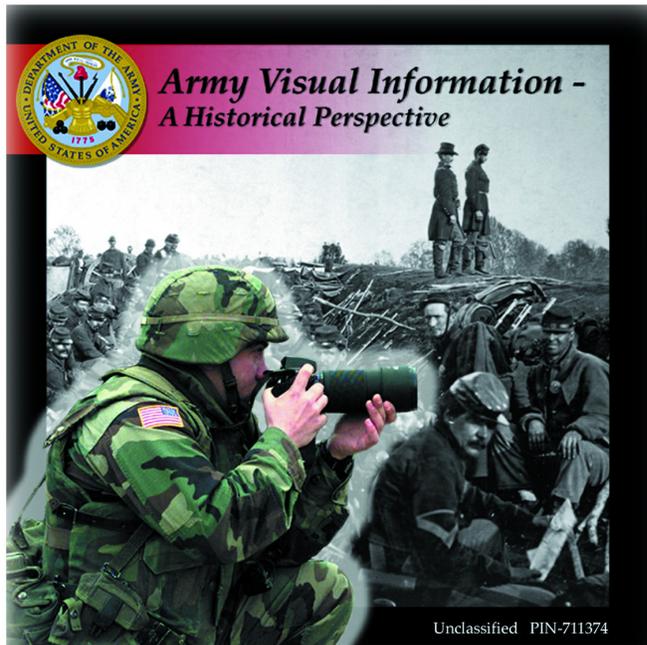
Asian-American honorees, providing live satellite coverage throughout CONUS and Hawaii. We

have also used this capability in our management of military training productions, offering a 95 per-

cent paperless environment that complies with DOD's reform initiative for a paperless contracting process. Additionally, our links with external customers are 70 percent paperless, with higher percentages expected in 2001.

Recording History

OAA is the principal provider of audio-visual support for the Pentagon's Press Room and for ceremonial events



conducted throughout the National Capital Region. We provide audiovisual support for the Secretary of the Army, the Chairman of the Joint Chiefs of Staff, and the Secretary of Defense. In this capacity, we participate in some of the Nation's most significant ceremonies and events.

One such event unfolded on December 31, 1999. Just as the 20th Century came to a close, the Federal Government transferred operation of the Panama Canal Zone from the United States to Panama. As Chairman of the Panama Canal Commission's Board of Directors, Secretary of the Army Louis Caldera presided over the final transfer ceremonies. OAA's photographers and television crew were virtually the only U.S. media organization present to record this event for history. OAA documented final operations in Panama and the prestigious transferral ceremony. Our footage will eventually reside in the National Archives, recording this historic event for posterity.



New POAC Coming

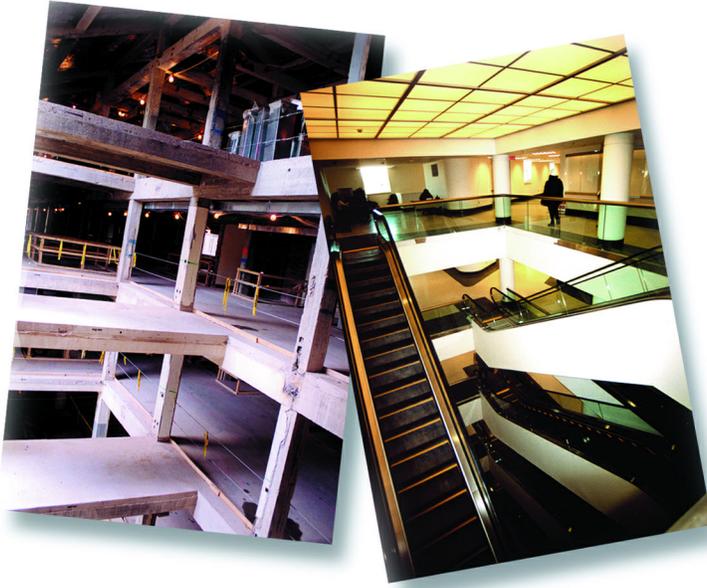
We enjoy a varied and diverse customer base and take pride in our ability to apply innovative approaches for solving the high visibility issues that affect the Army's military and civilian community. Maintaining individual physical fitness and, therefore, readiness in a headquarters environment is a real challenge.

As the operator of the Pentagon's 50-year old Athletic Center, OAA embarked on a three-year plan to renovate the current facility into a state-of-the-art fitness facility. Due to the aging infrastructure of the current facility and the growing demand for fitness facilities in support of the Army's readiness mission, OAA negotiated real estate for construction of a new Pentagon Fitness and Readiness Facility. The new facility will be adjacent to the Pentagon's Mall Entrance. We also fought for and won DOD funding for the

\$25 million project that will offer a larger facility with state-of-the-art fitness equipment. Construction is expected to begin in 2003, with completion in early 2005. With its completion, Pentagon and National Capital Region employees, both military and civilian, will enjoy a state-of-the-art facility that will be comparable to well-known commercial fitness facilities, enabling them to maintain a high level of



wellness and fitness, thereby improving the Department's readiness posture.



Pentagon Renovation

The Pentagon Renovation Project has been one of the most challenging and demanding projects OAA has faced. But, we met the challenge head-on by providing expert engineering talents, proficient facility management skills, and effective communications. OAA, as the customer representative/design agent for the Department of Army, was responsible for reaching several milestones in 2000. These included the construction of a new Pentagon Heliport and a new Fire Station. While the Pentagon Renovation Office served as the design and construction agent, the project had its roots in the OAA. We developed the project scope, provided the funding, and coordinated the construction for the entire project.

Technical upgrades to the Pentagon Auditorium were also completed in the Year 2000. As a result, the Auditorium is now equipped to provide outstanding service to meet the daily needs of a highly diverse range of DOD customers.

During 2000, the Pentagon Renovation Office completed the core and shell construction of Wedge 1, ensuring that the physical space would be fully functional the day each Army tenant moved. OAA professionals developed floor layouts and special equipment to accommodate staff; identified communications requirements; and worked with information management specialists, security specialists, and move specialists, all in an effort to make the transition from Wedge 2 to Wedge 1 a smooth and seamless one for all involved. Finally, we played a key role in





the design and construction of the Remote Delivery Facility located on the Mall side of the Pentagon. In an August ceremony, it was opened and dedicated as the David O. Cooke Delivery Facility. The new facility significantly

improves the physical security of the Pentagon by providing a remote location to receive and screen the thousands of items shipped to the Pentagon each day.

INSTALLATIONS AND OPERATIONS HIGHLIGHTS

Year of the Awards

- E-gov Trail Blazer Award for excellence in electronic publishing
- Won one-third of VI Award competition

VI Transformations

- State-of-the-art digital television production
- Management of training productions 95% paperless
- Links with customers 70% paperless

Recording History

- Support to Pentagon Press Room
- Captured the transfer of Panama Canal

New POAC Coming

- Real Estate for new facility
- State-of-the-art equipment
- Phase I to be finished by end of 2003
- Improves HQDA readiness posture

Pentagon Renovation

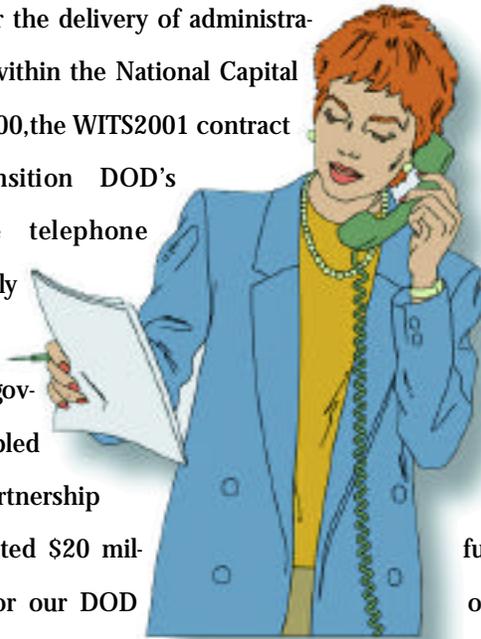
- Pentagon Heliport and new Fire Station
- Pentagon Auditorium upgraded
- Wedge 2 to Wedge 1 planned
- Remote Delivery Facility

Information Technology and Communications

The ultimate discriminator for service organizations in the future will be the quality of service they provide to their customers. Consequently, we recognize that to position ourselves successfully as the premier provider of IT services, we must augment by opportunistic acquisitions, joint ventures, and the discipline and responsiveness of our people. We believe we are meeting this challenge by setting the standard for innovation and alliances.

Telecommunications Transition

Discipline and responsiveness paved our path for our alliance with the GSA for the delivery of administrative telephone services within the National Capital Region. In September 2000, the WITS2001 contract was awarded to transition DOD's 170,000 administrative telephone lines and approximately 12,000 data circuits. Our prudent stewardship of government resources enabled us to venture into this partnership that will yield an estimated \$20 million in annual savings for our DOD customers. The WITS2001 contract also allows our DOD customers to use a web-based interface for ordering, provisioning, and billing telecommuni-



cation goods and services, supporting DOD's electronic commerce initiative.

Army-wide Forms Site License

We also have led the way for improving forms management services Army-wide by finalizing an Army-wide Enterprise Forms Software Site License with JetForm Corporation. Using a blanket purchase agreement forum, we provided the Army a license to use two JetForm products at no further cost. The site license eliminates the need for Army activities to purchase individual licenses, resulting in significant savings and allowing our customers to leverage their limited resources.

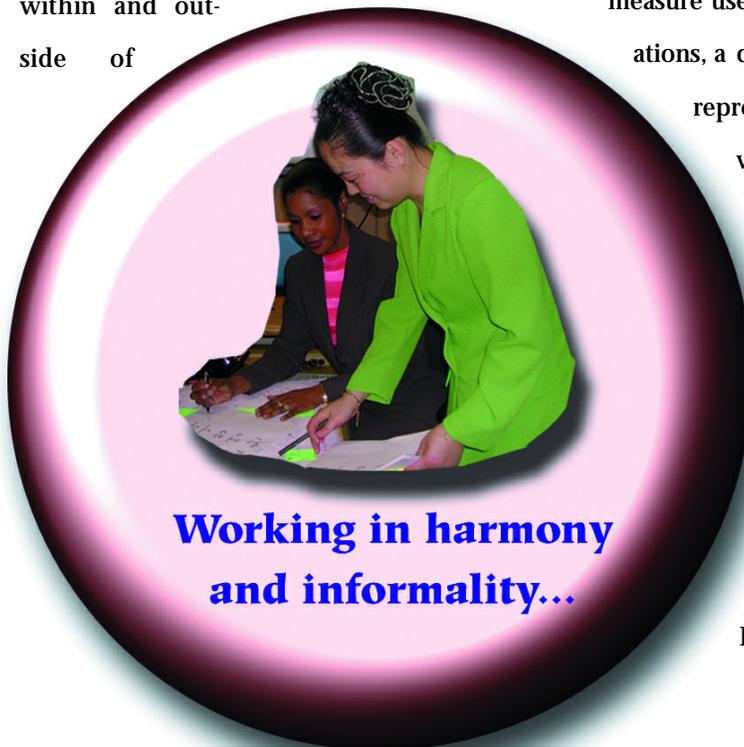
Network Operations

We are vigorously leveraging our IT capabilities to deliver more value with a \$378 million performance-based contract awarded in December 2000 to manage the Pentagon Network Infrastructure. The award, a 10-year task order authorized under GSA's FEDSIM Millennia contracting vehicle, includes support services for the entire network operations functions, as well as selected network security functions. This contract allows us to take advantage of the public sector's expertise, experience, and resources, while balancing our own capabilities to position ourselves successfully as the premier provider of IT services.



Information Technology Test Bed Created

In our continuous quest for improved performance and increasingly higher levels of service excellence, an information technology test bed structure was created in 2000 to test new HQDA IT products prior to procurement. The analyses of leading-edge technologies have allowed OAA to incorporate new tools rapidly into day-to-day HQDA operations and have identified problem technologies prior to their purchase, saving the Government significant resources on immature software and hardware. We are proud that Government organizations within and outside of



**Working in harmony
and informality...**

HQDA routinely turn to OAA's test bed as a source of information and recommendations on new products.

Customer Focus

Customer feedback and open communication lines between service providers and service receivers are critical to maintaining our leadership position in IT services. To validate our ability to provide outstanding IT service to customers, OAA established a Metrics Program in February 2000. This program developed mission-based performance measures for the Customer Support IT Help Desk for HQDA. To measure user satisfaction with Help Desk operations, a questionnaire collected data from a representative sample of customers. We were very pleased with the results as the customer questionnaire had a statistical confidence level of 97 percent and measured an overall satisfaction rate of 4.3 on a scale of 5.0.

In addition, we established customer forums for IT Security, IT Help Desks, and E-mail Postmasters.

These forums provided our customers with opportunities to share information and discuss specific IT related issues and concerns. Our IT personnel are talented, well trained, and empowered to make a difference. Establishment of these forums was just one more method the OAA employed to sustain open communication links and improve customer satisfaction.

Although we have made progress, the potential for further improvements is significant. OAA's customers are demanding and deserving of fast and reliable systems that support their mission needs. We will continue to respond with collaborative processes that require sophisticated IT and communication capabilities. All of our IT efforts lead us to *being recognized as the best support provider today and the only clear choice tomorrow.*

INFORMATION TECHNOLOGY AND COMMUNICATION HIGHLIGHTS

Telecommunications Transition

- DOD telecommunications transitions to WITS2001 contract
- 170,000 administrative telephone lines and 12,000 data circuits
- Saves \$20M annually

Army-wide Forms Site License

- September 2000, Army-wide Enterprise Forms Software Site License contract awarded
- Allows Army to use two JetForm products
- Significant savings to Army

Network Operations

- Pentagon Network Infrastructure contract awarded
- \$378M performance-based contract
- Network operations and security functions

IT Test Bed Created

- IT test bed structure created in 2000
- Includes testing, analysis, and peer reviews
- Saves significant resources by preventing procurement of immature hardware and software

Customer Focus

- Metrics program established in February 2000 for IT Help Desk functions
- Overall satisfaction rate of 4.3 on a scale of 5.0
- Customer forums establish to increase communication



***MAGNITUDE OF
SUPPORTING CUSTOMERS
YEAR 2000***

Pentagon Library Attendance	109,559
Library Customer Responses	12,382
Passport/Visa Issued	60,778
Motor Pool Service Requests	115,000
Motor Pool Miles Driven	700,000
Official Travelers Supported	63,094
(Cost - \$27,764,597)	
Admin Publications & Forms Web Downloads	3.5M
Published Items Distributed	51.6M
Contract Awards Dollars Obligated	\$1.7B
Contract Award Transactions	5,148
Purchase Card Dollars Obligated	\$83M
Purchase Card Transactions	73,760
Self-Service Supply Center Sales	\$5.4M
Property Disposal Pieces Processed	190,000
Property Disposal Pieces Reutilized	12,000
Military Population Serviced	4,874
Civilian Population Serviced	8,528
ECC Actions Tasked & Tracked	8,951
White House Actions Tasked & Tracked	3,624
Square Feet Managed	4.5M
Parking Clearances	8,126
Security Clearances Granted	2,021
Building Pass Applications Processed	5,786
FOIA Requests Processed	707
(\$10K Fees Collected)	

In Summary

This report heralds only a few of OAA's significant contributions to the Army. There are many more projects and services, both large and small. But, all of OAA's projects shared a common result: they contributed toward the Army's ability to meet its mission of being trained and ready into the 21st Century, and they were completed with enthusiasm and perseverance. We were able to achieve these successes based on our people's passion for excellence, our ability to partner with other organizations on joint projects to reduce costs, and our skill at leverag-

ing technology to improve business processes.

While the Year 2000 was memorable and successful, we know there will be even greater

challenges and opportunities to excel in 2001 and beyond as we compete with the private sector and other governmental agencies for the delivery of services. But, we will face these challenges with our characteristic vigor and responsiveness, enabling us to be competitive in tomorrow's marketplace.

Our ability to support tomorrow's customers will be based on our unending, insatiable quest to find the best solutions to complex problems, at the lowest cost, with

empowered employees applying innovative technological solutions. All of this

will be built on a foundation of deeply rooted core values that drive us to be the *best support provider today and the only clear choice for tomorrow!*



Facing challenges of shrinking resources, emerging technologies and increasing demands for efficiency...



Outstanding Achievements Associated with Special Activities

OAASA making a positive impact on the community!

The core values of OAA look beyond our official responsibilities and embrace the local and greater community of which we are a part. Complementing our professional successes, OAA enthusiastically supports many meritorious humanitarian causes. Helping the disadvantaged during the holidays is a hallmark for OAA.

These qualities are reflected in the generous donation of time, goods, and money for such programs as the Thanksgiving Harvest baskets for military personnel; the Christmas Name Tree for Hope Center for Children; and toys for the Carpenters Shelter for Men, Women, and Children. These are but a few of the formal pro-

grams encouraged by OAA, but represent the giving spirit of our organization.

There is perhaps no greater display of generosity and sense of community than in the Combined Federal Campaign (CFC) and the Army Emergency Relief (AER), both administered by OAA. CFC received over \$2.7 million and AER received over \$124,000 from the Army community in the National Capital Region. The OAA campaign earned the Department of the Army the CFC Merit Award for over 55-percent participation with 14,607 total contributors; OAA received the CFC Pacesetter Award for raising 3.2 percent over 1999's campaign dollars.



"In necessary things, unity; in disputed things, liberty; in all things, charity."
Richard Baxter (1615-91).

Ms. Mamie Dorris and SFC Casey Pitts, members of the Pentagon Chapter of Blacks in Government (BIG), sponsored youths in the National Information Superhighway and Oratorical Competition. These youths placed 2nd and 3rd, respectively, at the August 2000 BIG Annual Training Conference.



Through their spirit of giving, dedicating personal time to mentor the youth of our area, these two individuals are making a difference in our community.

Audrey Randall-Hawley, is one of OAA's mid-level managers, and also leads an effort in making a difference in the community through a program called "Sibanye" ("We Are One").

Sibanye is aimed at building a better community by recruiting adults to help area youths develop better reading, writing, and arithmetic skills. The participants meet weekly in the Main Chapel of Bolling Air Force Base. Ms. Randall-Hawley has been involved in this effort for thirteen years, clearly making a difference for Maryland's youth.





Executive Team

Standing: Mike Newton, Brent Green, Owen Powell, Steve Bachhuber, Joe Hickey, B.J.Jaworski, Sherri Ward, Emil Nazarro, Lacy Saunders, Larry Miller, Debra Muse, Wes Blaine, Tom Scullen, Larry Wilson, Al Combs, Mike Selves, Fred Budd

Seated: Sandy Riley, J.B.Hudson, Bob Diamond

Not Shown: Chuck Vondra, Ace Burkhard, Leon Alexander



Mr. Joel Hudson
Administrative Assistant

Mrs. Sandra Riley
Deputy Administrative Assistant

MG Robert Diamond
Special Assistant to the Administrative Assistant

In Alphabetical Sequence

Mr. Leon Alexander
Re-Engineering Office

Mr. Wes Blaine
Director, Installation Services

Mr. Fred Budd
Director, Network Infrastructure Services
Agency-Pentagon

COL Ace Burkhard
Director, Executive Communications
and Control

Mr. Alvin Combs
Director, Internal Review

COL Brent Green
Chief Attorney

LTC Joseph Hickey
Director, USA Visual Information Center

Mr. Robert Jaworski
Director, Resource Services - Washington

Mr. Larry Miller
Acting Director, Defense Telecommunications
Service-Washington

Mrs. Debra Muse
Director, Equal Employment Opportunity

Mr. Emil Nazarro
Director, USA Publishing Agency

COL Owen Powell
Executive Officer

Mr. Lacy Saunders
Director, US Army Service Center for the Armed Forces

Mr. Thomas Scullen
Acting Director, Plans and Operations

Mr. Thomas Scullen
Director, HQDA Support Services Activity

Mr. Mike Selves
Director, Information Management Support Center

COL Charles Vondra
Commander, Defense Supply Service-Washington

Ms. Sherri Ward
Director, Personnel and Employment Services -Washington