

Performing
while *Transforming*

2004

REPORT TO STAKEHOLDERS

OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY

This report is an assessment of our performance during fiscal year 2004. We were committed to providing what our customers deserve: reliable, responsive, and courteous service, and we will continue to provide the right product, the right service, on time, every time!

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 effectively manage, train, develop, motivate, and reward our talent.

STEWARDSHIP:

We are the 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 it right the first time!

ENCOURAGE AND IMPLEMENT INNOVATION:

We foster an environment that promotes and rewards innovative thinking and risktaking.

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Message from the *Administrative Assistant*



As we closed out fiscal year 2004, Mr. Joel B. Hudson bid farewell to the Office of the Administrative Assistant (OAA) and embarked on a brand new adventure called retirement, culminating an eight-year tenure as the Administrative Assistant to the Secretary of the Army.

As the newly appointed Administrative Assistant, I will tirelessly continue leading OAA as a proud partner of the Joint Force, expertly assisting the Army as it serves our Nation and its citizens. During these uncertain times, our support to the global war on terrorism has not wavered. Among other things, we entered into a strategic partnership with the Vice Chief of Staff of the Army's Rapid Equipping Force to work directly with operational commanders in both Iraq and Afghanistan to clarify immediate requirements and locate, procure, and ship commercial items to meet these requirements. When the Chief of Staff of the Army promised that every one of our fallen heroes would be formally and officially welcomed back onto U.S. soil by one of his representatives, OAA's Directorate of Logistics - Washington and the MDW's 12th Aviation Battalion were there to support this solemn promise. In December 2003, OAA's Security and Safety Directorate hosted the first of what would become a monthly Pentagon VIP Tour for combat-wounded Soldiers who are patients at Walter Reed Army Medical Center and visiting family members. This report has more examples. Each of these accomplishments could not have been completed without the teamwork of our talented and dedicated workforce.



As the Army continues its transformation into a more relevant and ready force, OAA remains focused on the task at hand while we, too, engage in our own transformation. During fiscal year 2004, we opened the new Pentagon Athletic Center, a new auditorium in the Pentagon, and several of our directorates completed their move to the Taylor Building in Crystal City. HQDA Resource Management Directorate and Human Resources Management Directorate worked closely to ensure that our customers understood the importance and gravity of the military to civilian conversion efforts. The OAA maximized the conversion effort of the Army Secretariat and as a result, the Secretariat achieved over 100 percent of its conversion goal. These military billets will transfer from the Generating Force in HQDA to the Operational Force and enhance combat capabilities in support of the Army Plan. We are continually performing while transforming!

Another major accomplishment during this past year was the completion of our 2005-2010 Strategic Plan. Our strategic plan ensures that even during these challenging times, our team provides what our customers deserve and need: reliable, responsive, and courteous service. This Annual Report, organized around our six goals from the Strategic Plan—Customer, Leadership, Processes, Communication, Financial, and People—will highlight some of the numerable successes achieved during the past 12 months and demonstrate OAA's commitment to become the best support provider today and the only clear choice for tomorrow.

Sandra R. Riley

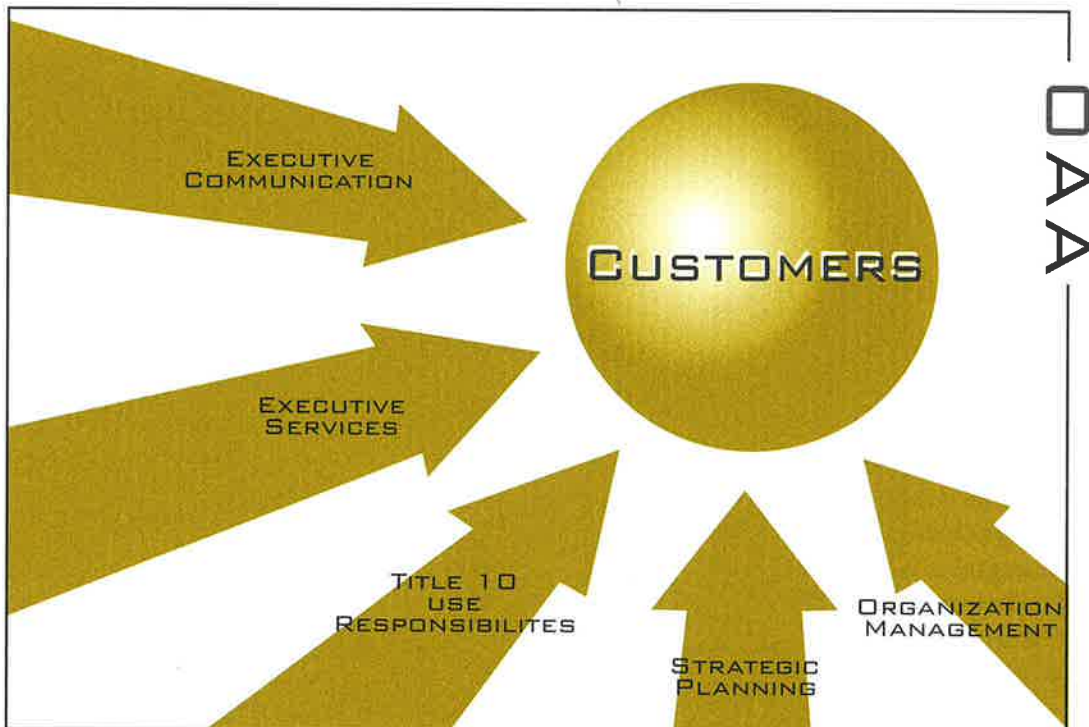
Sandra R. Riley
Administrative Assistant to the Secretary of the Army

In 1789 Congress enacted legislation that provided for a Chief Clerk to assist the Secretary of War. As our young Nation 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 (OAA) to the Secretary of the Army.

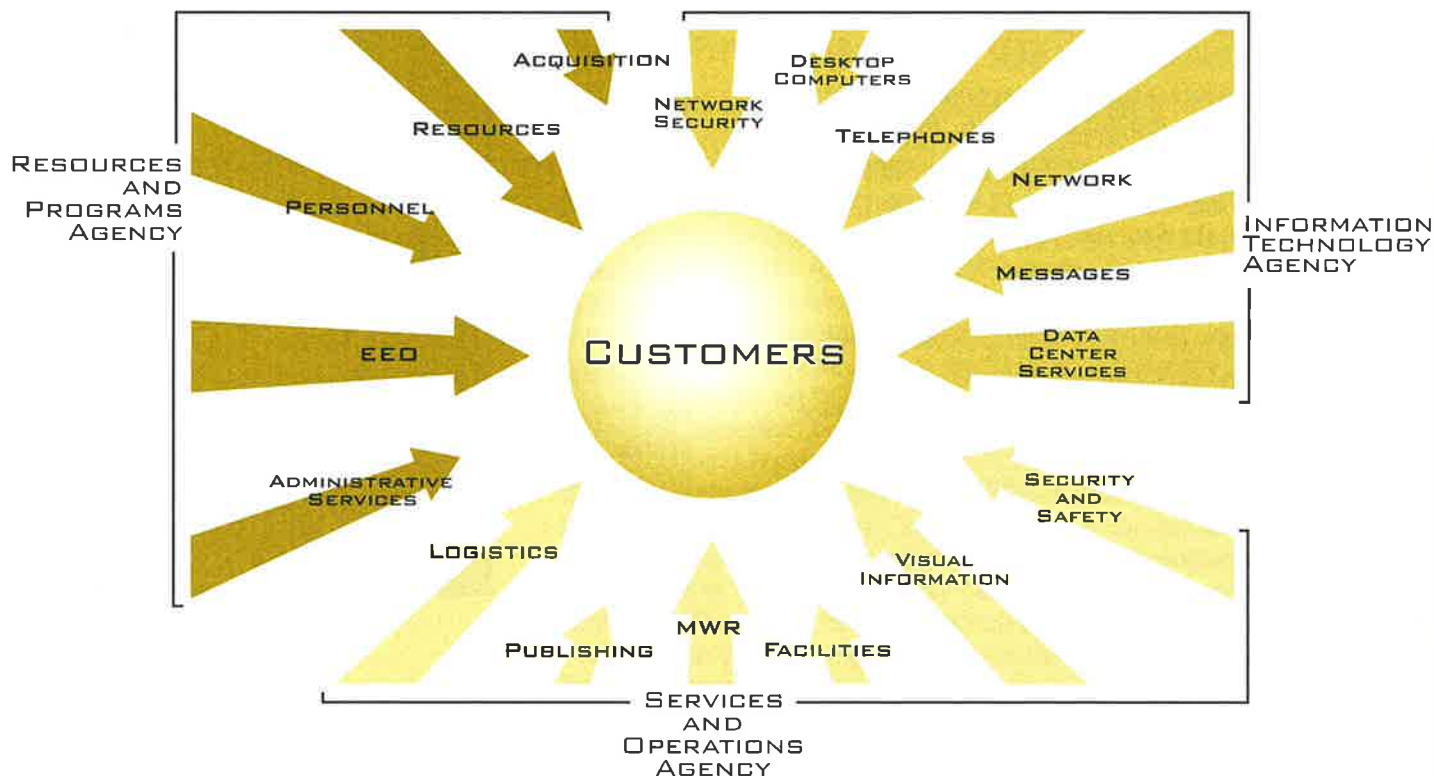
The personnel of OAA are extremely proud of this heritage and are fully dedicated to the central purpose of providing a broad spectrum of products, support, and services. The professionalism and customer service rendered by the personnel are steadfast. We address the most challenging management issues and provide

innovative, customer-focused solutions to a wide variety of business initiatives, employing the most effective practices from both the public and private sectors. The Administrative Assistant carries out work in two distinct arenas: Executive Services and Base Operations Support.

Executive Services functions comprise special staff elements formed to assist the Administrative Assistant in carrying out Title 10 responsibilities including: maintaining custody of all records, books, and papers of the Department of the Army; 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 transitions between Presidential Administrations.



Oversight of the OAA includes many aspects, ranging from planning to coordinating executive services—the focus is on the customer.



The OAA customer benefits from the strategic alliance and functional integration of Base Operations Support provided by Resources and Programs Agency, Services and Operations Agency, and the Information Technology Agency Directorates.

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 three distinct functional areas: Resources and Programs, Services and Operations, and Information Technology. In this regard, the Administrative Assistant functions much like the commander of a major Army command, representing the interests of the Headquarters, Department of the Army (HQDA). Our customer base encompasses the Office of the Secretary of Defense, Defense agencies, and the Service Departments, as well as the Army's Headquarters, staff support, and field operating agencies. The OAA is also engaged in collateral agreements and customer provider relationships with other Federal agencies. Our geographic network of products and services includes the Pentagon, major commands within the National Capital Region, and field agencies worldwide. 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 employing an overall management style that emphasizes an effective integration and collaboration throughout the OAA, both horizontally and vertically.

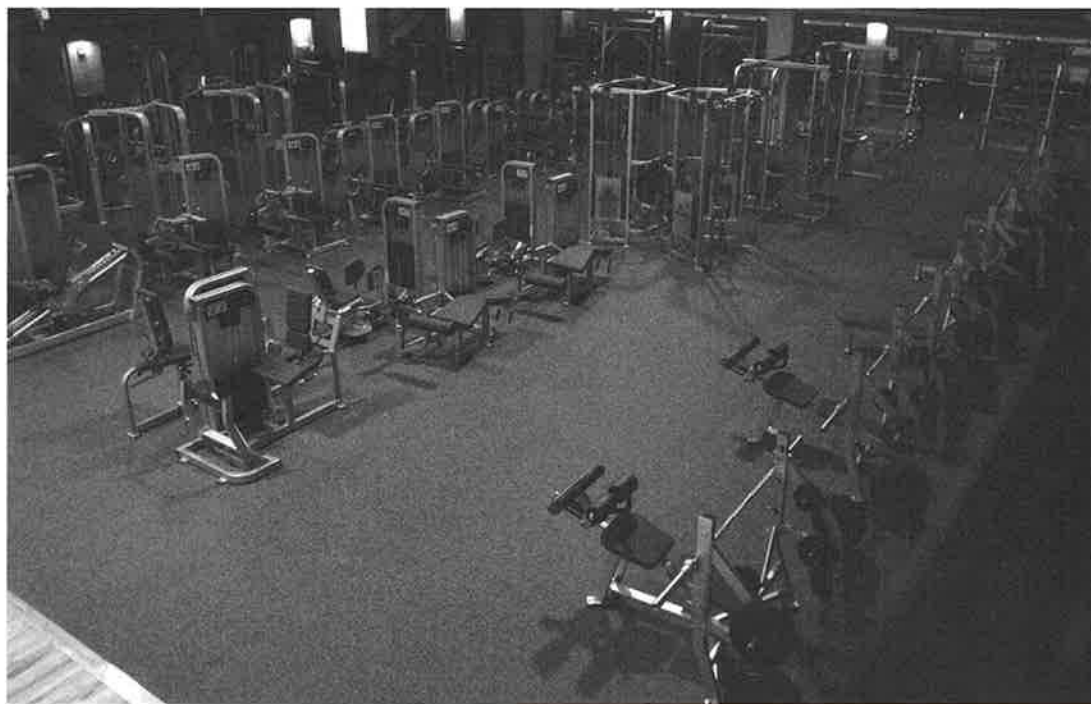
Our \$600M annual budget is constantly monitored, allowing us to keep pace with an ever-changing mission and responsibilities during an era of shrinking resources. Yet, our commitment to quality remains unwavering. We realize that to succeed, we must ensure that we provide the right product, the right service, on time, every time! This means that we concentrate on the key elements of good customer service, manage well, and empower our military and civilian workforce to provide quality customer service.

For the Office of the Administrative Assistant, 2004 was definitely a year of performing while transforming! Like the rest of the Army, we were in a constant state of transition. We opened new facilities, moved offices to new buildings, transitioned in a new Administrative Assistant and yet, our support to you, our stakeholders, never wavered. We were committed to providing what our customers deserve: reliable, responsive, and courteous service. As we reflect back over 2004, many highlights and significant events shine brightly and here is just a snapshot of some of our major accomplishments during fiscal year 2004.

World War II 60th Anniversary Observances

In January 2004, the Deputy Secretary of Defense designated the Secretary of the Army as the executive agent for the Department of Defense World War II 60th Anniversary observances. The OAA quickly responded to the challenge by standing up a dedicated committee composed of representatives from the U.S. Navy, U.S. Marine Corps, U.S. Coast Guard, U.S. Air Force, and U.S. Army. Ed Soyster, LTG (Ret.), United States Army, was selected to serve as the Chief Executive Officer of the WW II 60th Anniversary Observance Team. One of the immediate challenges was to organize the June 2004 D-Day commemoration ceremonies in Normandy.

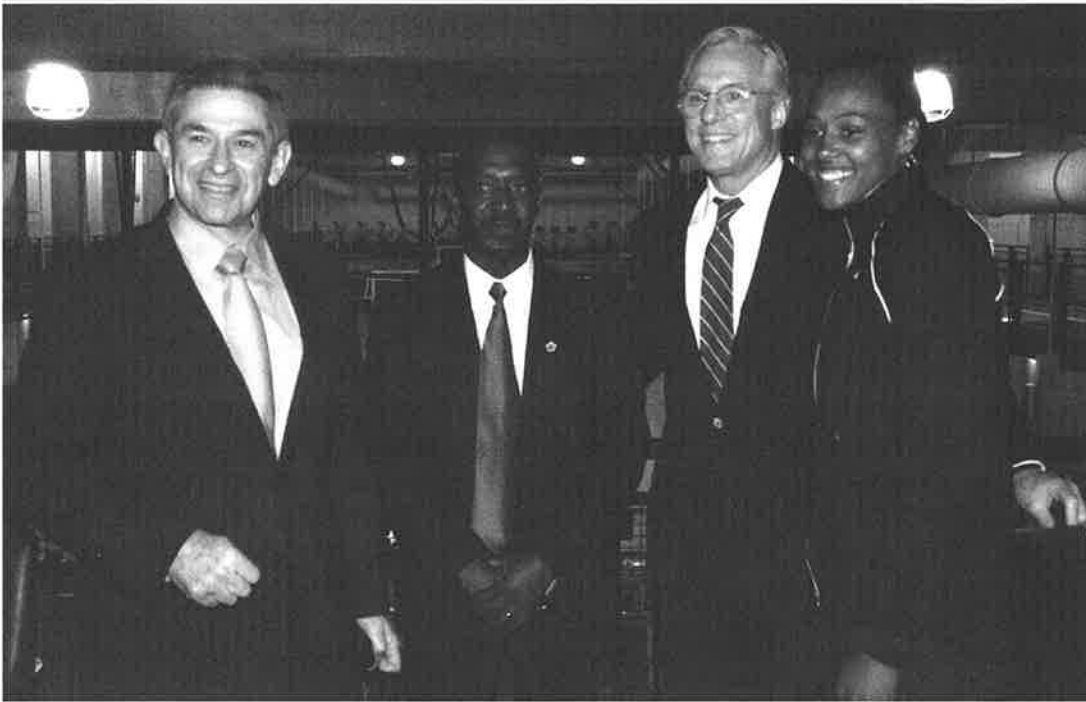
The participation of President George W. Bush in this event necessitated special considerations in event arrangements. The exceptional teamwork of the WW II 60th Anniversary Observance project team and several OAA directorates enabled the committee to process the registration of over 10,000 attendees of the Normandy event in relatively short order and coordinate details associated with participation of President Bush in this historical event. Attendees included D-Day veterans, their families and friends, and guests from the United States and from other countries.



One of two group fitness rooms outfitted with state-of-the-art fitness equipment at the new Pentagon Athletic Center.

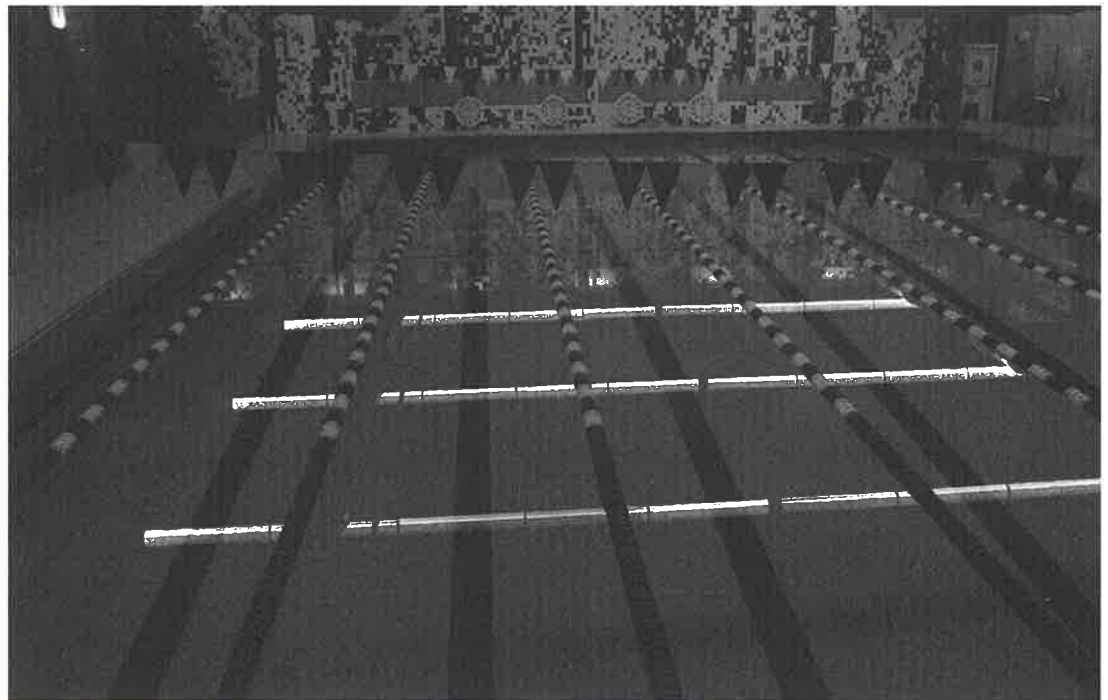
Grand Opening of the Pentagon Athletic Center

Another significant event this year was the Grand Opening of the Pentagon Athletic Center on March 29, 2004. The Honorable Paul Wolfowitz presided over the grand opening ceremony and provided remarks. Ms. Marion Jones, Olympic Gold Medallist and Track and Field World Champion, was joined by representatives from the U.S. Army, U.S. Navy, U.S. Marine Corps, U.S. Air Force, and selected civilian employees, in the first ceremonial lap around the 1/9-mile-long running track.



Hon. Paul D. Wolfowitz, Mr. Larry Wineglass, Mr. Raymond F. DuBois, and Olympic Gold Medalist Ms. Marion Jones at the Grand Opening of the Pentagon Athletic Center.

An Open House followed the grand opening ceremony. Several thousand Pentagon personnel attended the Open House and toured the new facility. The Pentagon Athletic Center consists of a six-lane pool, two spas, two saunas, two steam rooms, a track, a full-sized basketball court, a multi-purpose court for volleyball and badminton, two squash and three racquetball courts, and two group fitness rooms outfitted with state-of-the-art fitness equipment. We are very proud of our new athletic center and all it has to offer to meet the challenge of providing our patrons with an opportunity to meet their personal fitness and readiness objectives.



The Pentagon Athletic Center's six-lane pool.

Rebuilding Iraq

The OAA was assigned as the Department of Defense (DOD) Executive Agent in 2003 to support the rebuilding of Iraq. Carrying out that role continued to be a major project for our organization during 2004. The OAA continued to be highly instrumental in providing administrative, human resources, information technology, acquisition, logistics, facilities, and fiscal support to the Coalition Provisional Authority (CPA) offices in Washington and Baghdad. In addition to the CPA offices, we provided human resources, information technology, and facilities support to adjunct and follow-on organizations of the CPA. These activities included the DOD CPA Transition Team, CPA Inspector General's Office, and the Army Project and Contracting Office.

The DOD CPA Transition Team was established by the Secretary of Defense to affect a smooth transition for the responsibility of rebuilding Iraq from the DOD to the Department of State in June 2004. It concluded its mission shortly after the U.S. Embassy and Mission was established in Iraq on June 28, 2004. The CPA Inspector General's Office has been renamed the Special Inspector General for Iraq Reconstruction (SIGIR) and will require our administrative support through 2006 as it completes analysis and findings on CPA processes and procedures under the DOD administration. The largest of the follow-on activities of CPA is the Army Project and Contracting Office (PCO).

In support of the National Security Presidential Directive 36, June 2004, the Deputy Secretary of Defense directed the Army to take the lead in providing program management and acquisition support to the U.S. Mission in Iraq. The Army PCO was established to provide this mission and is jointly staffed and directed by the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, and the U.S. Army Corps of Engineers.

The Army PCO has both a forward activity in Iraq and a Washington, DC office in the Pentagon. Since its inception we have provided total information technology, civilian personnel, logistics, and facilities support for the Washington office and civilian personnel support for the Iraq activity. We are currently planning for their Washington office to relocate to offices outside the Pentagon to make way for Pentagon renovation.

This past year we have been proud to provide the necessary support for mission accomplishment of such activities as the CPA, SIGIR, and the Army PCO, who have such a critical role in the global war on terrorism.

Special Staff Visits

During this past year, the Secretary of Defense and the Chairman, Joint Chiefs of Staff (JCS), were calling on their staffs to make short-notice, short-duration trips into the combat zones of Iraq and Afghanistan. Time was of the essence and trips to the established issue points of Forts Benning and Bliss to receive Organizational Clothing and Equipment (OCIE) were untenable.

The Directorate of Logistics - Washington (DOL-W) chaired a task force of elements from JCS, OSD, HQDA G-8, OAA, PM-Soldiers, PM-NBC, and HQ, Fort Belvoir to develop a solution for this challenge. Of chief concern was force protection, followed by the need for a speedy and immediate solution. The visiting staff members from JCS and OSD needed individual protective masks, biochemical protective suits, and Interceptor Body Armor (IBA), in addition to standard items of OCIE, such as Desert Camouflage uniforms and Gortex jackets, canteens, and first aid kits. Fort Belvoir was capable of supplying standard items, while PM-Soldier and PM-NBC loaned the JCS and OSD supply sergeants IBA, masks, and suits.

To achieve this solution, DOL-W forged agreements with the two program management offices, obtained global war on terrorism funding for 80 sets of OCIE to be stationed at Fort Belvoir, and facilitated a Memorandum of Agreement with the Fort Belvoir Central Issue Facility to provide this support. The effective communication skills of the OAA team, specifically DOL-W and HQDA Resource Management Directorate, enabled our customers to successfully accomplish these visits in a timely manner.



Honor Guard carries former President Reagan's casket into the Reagan Library.

Former President Ronald Reagan Funeral

A very unfortunate, unique, and rare occurrence provided a valuable opportunity for the Army Multimedia and Visual Information Directorate (AMVID) to play a key role in the State Funeral of former President Ronald W. Reagan. AMVID was tasked to provide television, photo, and video documentation of the first State Funeral in over 30 years.

The purpose of the coverage was threefold. First, was the historical documentation for the National Archives so that future generations can access this historical event. Second, the Military District of Washington Ceremonies and Special Events Directorate will use the video footage and still images as a training and planning tool for future State Funerals. Finally, a short video documentary will be presented to the former First Lady, Nancy Reagan, and her family.

As millions of viewers watched the events unfold on the television networks around the world, 16 documentation teams, controlled by AMVID, covered the affair from coast to coast. Each team consisted of a photographer and a videographer.

Over 3,000 still images and many hours of video footage were shot during the three-day event. The Capitol's Rotunda and Washington's National Cathedral provided a dramatic backdrop for this emotional and highly visible event. The individual talents and expertise of the AMVID, 55th Combat Camera (COMCAM), and the Atlantic Fleet COMCAM personnel made the documentation of the State Funeral for posterity a huge success.

OAA is a proud partner of the Joint Force, expertly assisting the Army as it serves our Nation and its citizens during its continued time of transformation. As OAA moves through the 21st century, our strategic plan ensures that even during these challenging times, we continue to perform while we undergo our own transformation. The next six sections highlight, by strategic goal (Customer, Leadership, Processes, Communication, Financial, and People), the results of our efforts during fiscal year 2004. We begin by highlighting our efforts for you, our Customer, as we continue our strong tradition of customer service and focus.

OAA is a customer-focused organization. We make every attempt to know our customers and anticipate their needs. Through surveys and customer service training, we strive to ensure our customers are satisfied and identify changing requirements and potential new customers. OAA is one organization meeting diverse needs of many customers. We strive to assure our customers understand the broad spectrum of OAA products, services, and capabilities. To facilitate understanding, the directorates across OAA communicate and promote each other's services. The following items highlight our customer-focused operations during fiscal year 2004:

Enhancing Readiness through Strategic Customer Alliances

In February 2004, DOL-W entered into a strategic partnership with the Vice Chief of Staff of the Army's Rapid Equipping Force (REF). The REF works directly with operational commanders in both Iraq and Afghanistan to clarify immediate requirements and locate, procure, and ship commercial items to meet these requirements.

DOL-W receives, stores, consolidates, and prepares these items for shipment direct to units in theater. We take care to pack items in unit bundles and to provide enhanced security and accountability, thus directly reducing losses. Once packed, items are either transported commercially, or by DOL-W, to appropriate Air Force shipping points. This strategic alliance has greatly enhanced REF's readiness and their ability to respond quickly to their customers' needs.

Implementing Anti-SPAM Controls for our Customers

Currently, one-third to one-half of the e-mails sent to the Pentagon are SPAM. Before SPAM e-mail started to proliferate, the Pentagon Telecommunications Center researched and selected the software tools that provide powerful Anti-SPAM controls. With these tools, the Pentagon Telecommunications Center intercepts and stops SPAM right at the entry point to the Pentagon so customers' desktop systems, e-mail systems, and networks are not cluttered with SPAM.

Providing Customers with State-Of-The-Art Information Technology Capabilities

At yearend, the Information Management Support Center (IMCEN) filled 1,382 new requirements for implementation during fiscal year 2005 to provide our customers with state-of-the-art information technology capabilities. More than 32,000 individual automation hardware and software items were purchased at a value in excess of \$16M to support 108 agencies. Purchases were made from more than 100 vendors with close to 400 individual procurement actions.

Utilizing Technology to Preserve Army Records

A challenge the Records Management Branch faced in 2004 was learning and teaching a new recordkeeping system and using the Army Records Information Management System's (ARIMS) web-based tools and services. Since January 2004, over 400 Headquarters, Department of the Army personnel have received hands-on ARIMS training. Customer demand and interest have grown for this training in identifying transfer records, printing folder labels, assigning disposition and retention periods, sending electronic records via e-mail to the Army Electronic Archives, and managing long-term records. We encourage customers to take advantage of the training, assistance visits, and consultation we offer; thus, we create and preserve Army's records as required by public law (Federal Records Act of 1950).

Anticipating Customers' Needs

The Contracting Directorate's objective is to be more flexible and responsive, as well as anticipate the needs of both our internal and external customers. We recognize that effective communication is the key to a sound business partnership. The Small and Disadvantaged Business Utilization Office set the example by investing valuable time and effort to meet with more than 340 of our small business partners. We worked with our industry partners by providing assistance in the review of their capabilities, identifying contracting opportunities, and providing information on conducting business with the Army. These undertakings resulted in our making significant strides in meeting our overall small business goals. In addition, we were one of the few agencies to award a competitive service-disabled veteran-owned small business contract in 2004.

IMCEN has also been working hard to anticipate customers' needs. Beginning in April 2004, IMCEN has been adding common access card sleds to existing personal digital assistants (PDAs). These sleds provide the capability for signing and encrypting wireless messages to and from the PDA. IMCEN acquired enough compliant PDAs to replace all existing models. IMCEN also worked closely with Army CIO/G-6 to get the telecommunications carriers to expand their service coverage to remote locations. As a result, new communications towers were built to accommodate our local customers.

In 2004, we fully duplicated the Pentagon's Command and Control messaging infrastructure at a secondary location. We set up the capability to replicate large volumes of information between the sites and began parallel operations. In our Data Center, we have completed the installation of several new, large-scale computing systems. These systems bring our capacity within the Pentagon to a staggering 540 million instructions per second and 1.5 petabytes of combined storage - the equivalent of 150 times the print collection of the Library of Congress.

IMCEN implemented services in the Taylor Building server facility, both for direct support to Taylor building tenants and to provide redundancy of common IT services in the Pentagon. Taylor users now have their own logon authentication, data storage, video teleconferencing, tape backup, and other IT services. These applications support our worldwide missions and have greatly contributed to making the Army relevant and ready to execute this country's war on terrorism.



Mr. Pablo Aponte, an IMCEN employee, configures a common access card sled on a personal digital assistant (PDA).

Transforming Pastoral Care to Enable a Relevant and Ready Workforce

The Pentagon Chaplain's Office transformed pastoral care for all faith groups enabling the workforce to be relevant and ready to advocate and win the global war on terrorism. We expanded our working relationship with the U.S. Air Force by adding two new chaplain slots working for the 11th Wing Pentagon Chaplain's Office. Both chaplains will help us deal with our expanding pastoral care needs. The Deputy Pentagon Chaplain position, previously held by a reservist on a 180-day assignment, was changed to an Active Guard Reserve full-time position. These three additions will ensure that the directorate's average of over 30 religious programs weekly, and the extensive counseling load of a parish of over 25,000, are met. We have also continued a very active relationship with the Stress Management Program, a cohort of eight social workers. They provide the psychological support our directorate demands as we aggressively meet the emotional and spiritual needs of a workforce dedicated to the needs of our warfighters.



The first Jewish Sukkot booth held in the Pentagon Courtyard was possible due to our expanded working relationship with the U.S. Air Force 11th Wing Chaplain's Office.

Providing Exceptional Customer Service

Over the last several years, the Media Distribution Division (MDD) within DOL-W has honed its customer service processes and routinely ships publications to the requesting unit within one day of receiving the requisition. However, Soldiers in war move quickly. Publications get lost or damaged easily. New responsibilities (such as detainee operations) emerge and publications, once un-needed, are now imperative. When electronic publications are not available, MDD emergency procedures ensure delivery of a publication within three days. Last year, MDD shipped over 5.7 million such items, totaling over 230 tons to units actively engaged in our Nation's global war on terrorism.

Another example of exceptional customer service occurred in April 2004. As one of our E-Government initiatives, Defense Telecommunications Services - Washington (DTS-W) deployed a new secure Web portal making it easier for customers to manage their telecommunications accounts online. The site offers access to financial data, as well as each customer's personal profile and information regarding the telecommunications accounts under their responsibility. The time required to process consolidated customer telephone bills is significantly reduced, allowing customers to be notified when their consolidated bills are available - two to three weeks earlier than in the past.

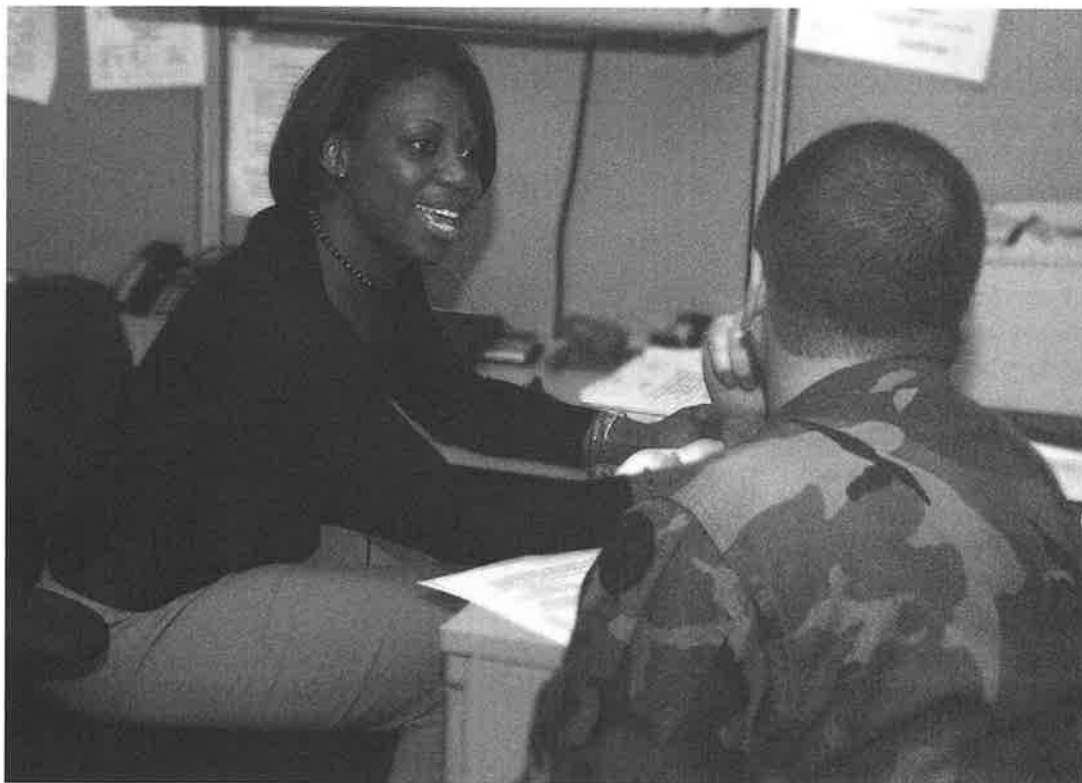
In OAA, customers come first. To illustrate this fact and to make the search for Army departmental publications easier, the Army Publishing Directorate launched a new Publishing Community page on the AKO Web site in 2004. This page links all departmental publications and provides a "one-stop shop" for customers seeking official Army departmental publishing content, news, tools, and templates.

Ensuring Secure Communications

The Defense Department needs to ensure that its communications are secure and at times encrypted to thwart intrusion and espionage. Controlled Cryptographic Items (CCI) fill this need. DOL-W is spearheading a major effort with the Washington Headquarters Service, the Pentagon Renovation Agency, OAA's Information Technology Agency, Security and Safety Directorate, and Tobyhanna Army Depot to develop standard processes for the controlled acquisition, receipt, storage, issue, turn-in, and if warranted, disposal of these items. Once these new processes are fully in-place, the Pentagon's security and accountability postures will be dramatically improved and customers will be provided an efficient and effective process to control CCI items.

Automating Processes to Enhance Support to Soldiers and Family Members

The Military Personnel Service Center (MPSC) supports approximately 4,700 U.S. Army active personnel assigned or attached to the Pentagon. Services provided include in- and out-processing, identification cards, reassignment processing, official military personnel files, promotions, evaluations, and personnel accounting. The year 2004 marked the first full year that the military personnel services were provided under contract. With the relocation from the Pentagon to the Taylor Building, personal contact with customers became more of a challenge. To help enhance services, the MPSC is in the process of developing more automated response processes to enhance support to Soldiers and their family members. During an average month, MPSC responds to over 600 phone calls, publishes over 200 orders, generates 200 Common Access Cards, performs a review of official records for 350 Soldiers, and processes approximately 300 evaluations. In the summer months, the peak period of movement of military personnel, the MPSC will in- and out-process over 1,600 Soldiers.



Ms. Latrina Rivers assists one of her customers with in- and out-processing paperwork at the Military Personnel Service Center located in the Taylor Building.

OAA leaders are decisive, customer-focused, strategic-minded, and committed to supporting and developing the workforce. Our direction and performance expectations are communicated and measured to evaluate success. Our Strategic Plan is periodically reviewed and updated to address changes in the environment. In fiscal year 2004, we published the 2005-2010 Strategic Plan. Our leadership creates an environment that promotes “customer focus” throughout the organization. We value our workforce as the most important resource and we strive to cultivate and develop future leaders. We strive to make decisions in a timely manner which is consistent with the strategic direction of the organization. The OAA is an agile and innovative organization postured for change. Leaders achieve the mission of OAA by working together as a cohesive team. Following are some examples of OAA leadership:

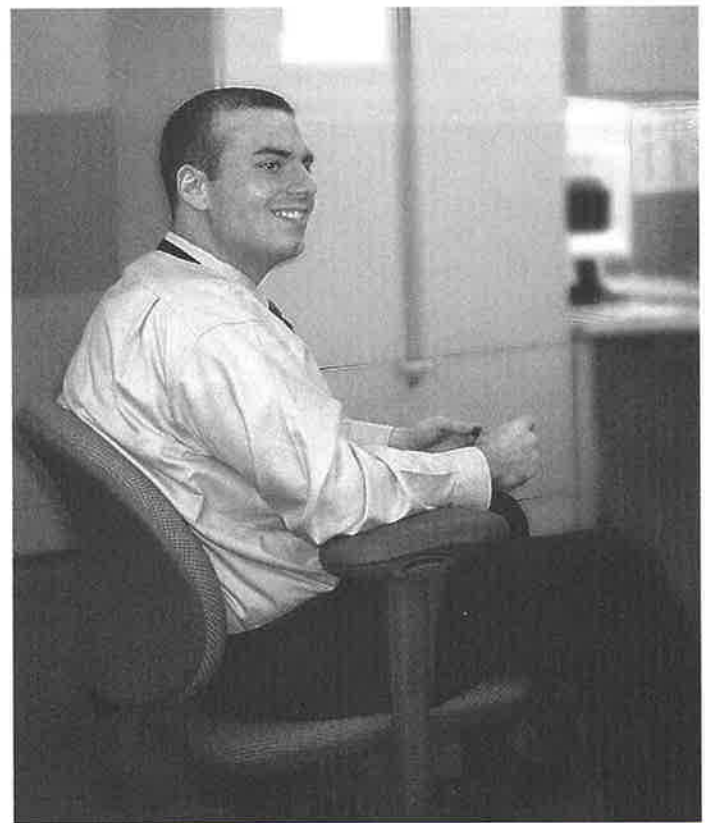
Developing Future Leaders

OAA leaders are committed to developing a high-quality workforce with the skills necessary to accomplish the mission now and in the future. We continue to invest in our people through our own internal organizational intern program with eight participants.

Additionally, our leadership development program continues to make progress in achieving the goal of developing a cadre of leaders equipped with professional skills; these leaders will ensure that we are relevant and ready to encounter and respond to the challenges of the future. During the program’s first year, six participants were afforded a variety of opportunities to experience leadership development with key OAA professionals. Program participants are exposed to work-based learning through rotational assignments in a variety of functional areas and by participating in formal classroom training.

In 2004, our leaders continued to support the Army’s efforts to grow and develop future leaders. We expanded our participation in developmental efforts by hosting a number of Army interns from the Army G-6 and the Army Comptroller career program. In our Internal Review Directorate we sponsored two Army Comptroller interns, currently in their second year in the program. We also provided a 90-day developmental assignment for an intern from Assistant Secretary of the Army for Financial Management and Comptroller. Our Information Technology Agency sponsored four Army Knowledge Interns with developmental assignments in the Defense Telecommunications Services – Washington, the Information Technology Integration Center, and the Network Security Services – Pentagon. Several of these high performing interns found positions in the OAA after their graduation from the program.

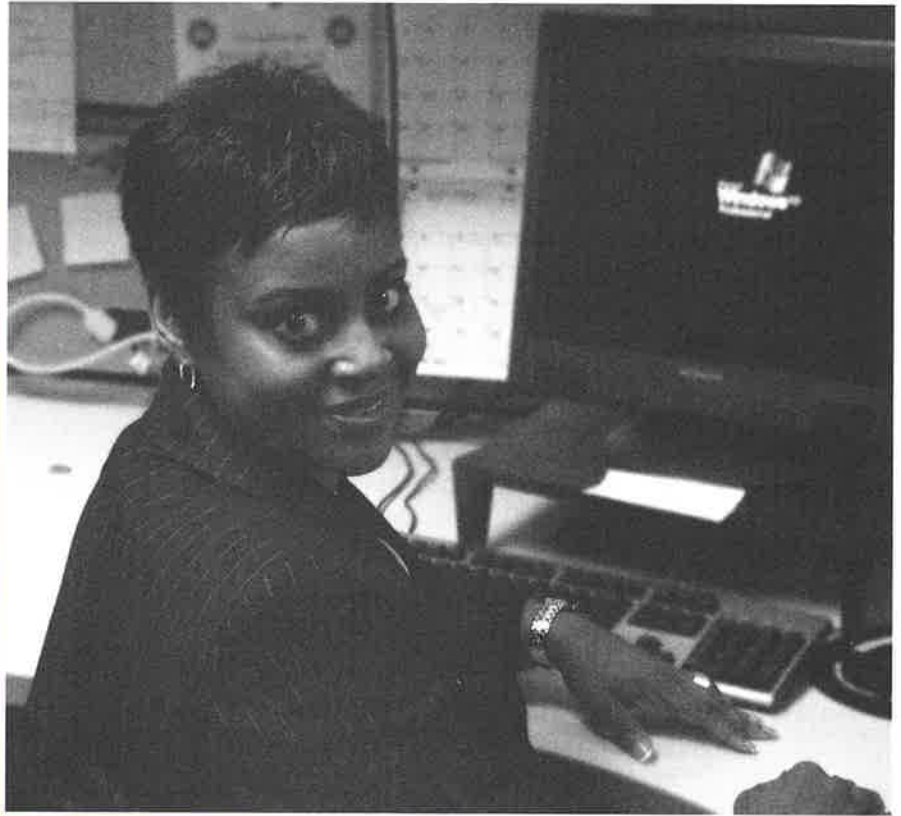
Sensing sessions, held with the participants and the leadership of the functional areas in which the training occurs, help gather information and lessons learned that will serve as a foundation for continuous improvement of the program. The current group of participants is on track to complete their training in October 2005. Our strategic goal is to train and equip high performing individuals with management and leadership skills and prepare future leaders who are relevant and ready to meet the challenges of tomorrow.



Mr. Joel Cassell, an intern in the G-6 Army Knowledge Leader Program, is engaged in developing the latest version of the Pentagon IT Infrastructure Plan.

Preparing Future Leaders for the Challenges of Tomorrow

To further prepare future leaders for the challenges of tomorrow, we implemented the OAA Mentorship Program. Our leaders are committed to supporting and developing the workforce. A mentorship program is a proven way to enhance opportunities for all employees with the interest and desire to become part of our leadership structure. Mentoring is a force multiplier. It personalizes career management for the employee and at the same time, creates a generation of mentors. Our goal was to cultivate continual learning throughout OAA - both for the mentor and those wishing to be mentored. We started our program with approximately 30 mentors and 30 "mentees." Throughout the course of the program, new opportunities have been realized and the structure of the program for the future is changing. A couple of the proposed changes include: providing formal classroom training opportunities and developing a measurement system to evaluate success. These changes will only strengthen the program. We remain firm in our commitment to our employees and value our workforce as the most important resource.



Ms. Linnea Ewings, a participant of the OAA Leadership Program, as pictured during her rotation training in the Information Technology Integration Center.

Securing our Infrastructure through Partnerships

OAA leaders recognized an opportunity to improve our customers' infrastructure by forming a partnership with the Pentagon Renovation Office. We have greatly increased our ability to provide continuous, survivable command and control communications support to our customers as a result of this partnership. Further, through this partnership, we've replaced outdated equipment and created an environment to protect our customers' critical data by making our infrastructure more secure and survivable.

OAA processes are standardized, efficient, and cost effective in the delivery of products and services to all customers. We develop processes that are driven by customer requirements and changing environments, which are user friendly and easily understood by our workforce and customers. OAA ensures processes are supported by measurable standards and are periodically reviewed and validated by best practices. We leverage technology to its fullest extent. The following items highlight our efforts from the past year to improve our processes:

Providing Legal Support in the Reconstructing of Iraq

During fiscal year 2004, the difficult process of reconstructing Iraq continued unabated. Working closely with contracting officers from the Defense Contracting Command – Washington (DCC-W), Legal Services provided critical legal support to ensure that urgently needed supplies and services were available to our fighting forces in Iraq and to the Coalition Provisional Authority as it engaged in rebuilding efforts. The most significant of these efforts involved the establishment of the Iraqi Media Network, a \$200M effort to restart radio and television programming and newspaper publications to provide the Iraqi people a new voice in the marketplace of ideas. In support of this effort, the Chief Attorney deployed to Iraq with three personnel from DCC-W and numerous contractors to assess the site conditions and conduct a bidders' conference.

Keeping Official Mail Safe with Effective Mail Screening

As executive agent responsible for providing official mail support, our mail screening operation continued to safeguard the Pentagon against the possibility of receiving any mail that may cause a potential biological threat to Pentagon tenants. During the past year, the Mail Screening Facility has processed 2.8 million pieces of mail without testing positive for any biochemicals. Our screening procedures and testing methods are in compliance with the most recent guidance from the Executive Office of the President, the General Services Administration, and the Center for Disease Control. Using this guidance, our contractor closely monitored culture testing, and when necessary, performed further testing.



An Iraqi Media Network employee demonstrates how some of the equipment used for radio and television programming works. The OAA was significantly involved in the establishment of the Iraqi Media Network.



Ms. Mary Thompson, an employee of the Mail Operation Center, distributes mail that has passed the mail screening operation.

Enhancing Effectiveness through Training

This past year saw a continuation of the migration of DOD service contracts to Federal supply schedules. Recognizing the need for guidance for this new way of contracting, we developed a training program to enhance the quality and overall effectiveness of the Pentagon's acquisition workforce and provided training to approximately 100 procurement professionals. This training dovetails on our development last year of a "Best Practices Guide" to streamline processes, maximize competition, and improve overall performance on these actions.

Streamlining Processes through Automation

With continuous growth of data requirements, easy and rapid access has become a mission essential requirement for all of our customers. In anticipation of our customers' needs, IMCEN initiated a pilot implementation of the document management system in both the classified and unclassified environments. Several internal organizations participated in the pilot and are now using the document management system for digitization of paper documents, for saving e-mails, for storing electronic documents from both their local and network drives, and for collaborating information with other organizations. The document management solution is helping these organizations eliminate the redundancy of current electronic documents and provide a fully searchable, near paperless environment. As a testament to the success of the program, the Security and Safety Directorate has digitized over one million pages into the document management system. Other customers will implement this system during 2005. In April, the Certification and Accreditation Branch took a major step toward streamlining the rigorous process of completing the certification and accreditation for automated systems. With the implementation of a new Information Assurance Manager Tool, our customer base will be able to input their system data via the Web, thereby automating what was once a long cumbersome process.

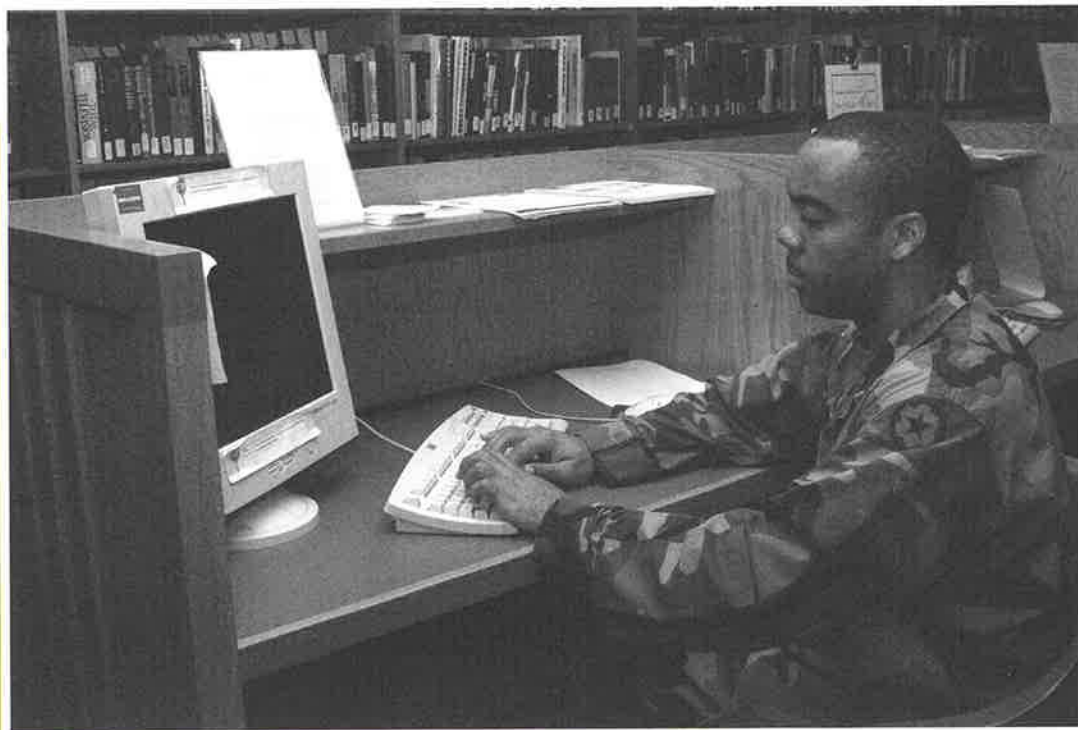
Streamlining Processes through Automation (cont'd)

DOL-W consolidated all of the property book assets for 22 OAA activities, the Secretary of the Army offices, and several HQDA organizations. The DOL-W team inventoried 28,000 property assets, spent many months reconciling records and implementing new Army directives, and absorbed an Organizational Equipment Issue Operation to support the Secretary and Army Chief of Staff. A single property book emerged containing 65 hand receipts and 12,000 assets valued in excess of \$153M. The concentration of diverse agency level property accounting processes into a unified whole offers a tight, streamlined, and compact system that is more efficient and cost- and manpower-conscious.

Our Contracting Directorate is continually seeking innovative ways to streamline the acquisition process by flowcharting and using integrated teams and customer outreach initiatives. This year the Purchase Card Division processed approximately 98,000 actions totaling over \$84M, and they conducted a mandatory 100 percent review of all their billing officials' credit card accounts. By providing this feedback system we increased our effectiveness, integrity, and customer service. In addition, the division conducted a very impressive government credit card benchmarking study. The results of this study provided outstanding feedback on how we might better market our products and services to customers.

Another example of automation playing a key role in streamlining our processes occurred when we deployed an IP-based network intelligence solution. We significantly improved our security posture and with this solution we can provide individual agencies with the ability to view their networks from a structured security point of view. We overhauled our remote management and security updates ensuring automatic coverage of nearly 100 percent of our Army users for software distribution and security updates. We emphasized developing processes for quickly covering our customers with security and antivirus protection, for monitoring and responding to user and network moves, and for checking and verifying the success of security updates including secondary and tertiary processes for backup. As a result of our successes in workstation management and security, our Information Management Support Center, Enterprise Services Division Chief, Steven Beck, was invited to brief at the annual Army Symposium at Microsoft Headquarters in Redmond, Washington, on use of the Systems Management Server.

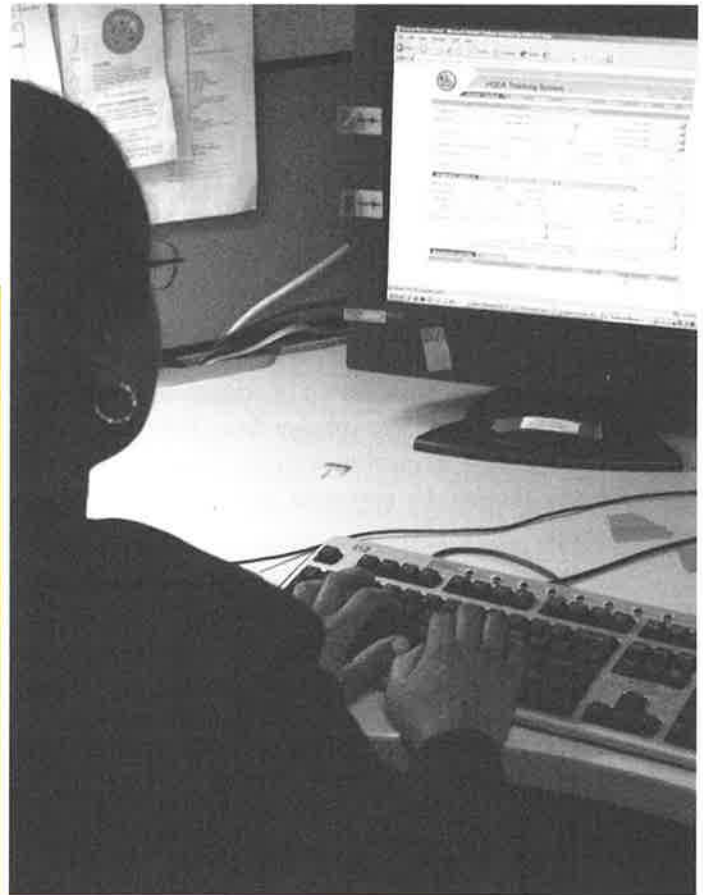
Online catalog systems, provided by the Pentagon Library, support the DOD community and make access to over 1.5 million items of resource collections just a click away.



Yet another automation success story lies within the Pentagon Library. We renewed our contract with the Military Education Research Library Network (MERLN) catalog. MERLN is an international military outreach program that provides digital access and usability of over 1.5 million items of unique resource collections. This enhances our library's visibility to the DOD community and the world. Since becoming a member of MERLN, our online catalog has been accessed over 300 times. In general, our library services included reference services, document delivery, and marketing to current and potential users. We continue to increase awareness of our printed and electronic resources.

During 2004, we obligated approximately \$2.5B and have positioned ourselves to compete for a bigger market share. Our desire is to be the best support provider. To achieve this goal we have teamed with the Army's leading Acquisition Knowledge Consortium. This partnership will allow us to develop our own Acquisition Knowledge Center (AKC). The AKC is a secure, intranet/extranet system that provides a knowledge management infrastructure to our entire community of customers, employees, and vendors. As a member of the Army's Acquisition Knowledge Consortium we will have the ability to leverage technology, improve our business processes, and provide a full spectrum of acquisition management services to our customers. Our AKC is the link to the broader Acquisition Knowledge Consortium, which establishes ownership of our knowledge system for the following purposes: Commitment, Collaboration, Communication, and our Command's Focus.

In support of the Secretary of the Army's initiative to make HQDA a paperless organization, IMCEN released an upgrade to the HQDA Tracking System in January 2004. This update created a single, web-based collaboration site facilitating efficient coordination of actions across functional lines, tracking suspense actions and processing actions.



Ms. Kenya Brown, of the Taylor Building SACO office, enters an action into the HQDA Tracking System.

Effective communication enables our customers, stakeholders, and workforce to successfully accomplish their missions.

OAA maximizes technology and knowledge-sharing tools to effectively disseminate information. We establish standard, recognized methods for disseminating information throughout our organization and utilize a formal mechanism/process for coordinating actions throughout the OAA. OAA will develop and implement a feedback system that provides the status of customer products and service requests. The following items highlight some of our communication efforts during fiscal year 2004:

Improving Communication with our Customers

Over the course of the year, our Information Technology Agency hosted several customer events to keep customers apprised of changes and new initiatives. Our Defense Telecommunications Forum, held in November 2003, brought together close to 200 customers from across the National Capital Region for the opportunity to network with one another as well as with our staff and representatives from several different wireless providers. Our Security Forums have grown in stature and diversity. Each forum features a guest speaker from Industry or Government, review of current security issues affecting the Pentagon community networks, and actions taken to counter them.

Using Communication to Achieve our Goals

The goal of the Pentagon Chaplain's office has been to reach an ever-expanding number of our employees. This opportunity will allow their faith to develop the personal values, courage, and work ethic that is so needed in a workforce that is dedicated to providing world-class support for our warfighters as they continue the global war on terrorism. In support of this goal, we modified the methodology of marketing our religious programming this year. We provided varied presentations of religious music from Hip Hop on the concourse to rock music in the courtyard, hoping to meet the faith needs of the younger and underrepresented members of the workforce. Through numerous book distributions, book signings, and information tables, we met face-to-face with over 13,000 of our employees.

We tried to vary our major programs as well. We featured well-known members of the faith community who we felt would motivate and encourage our workforce. For example, Rick Warren, the best selling author of "The Purpose Driven Life," had breakfast with 200 senior leaders and provided a motivational presentation of sight, sounds, and music to a standing-room-only crowd of over 500 in the new Pentagon Auditorium. Secretary of Commerce Evans shared his personal faith journey with his personal friend, the President; and well-known historian and author, Dr. Rick Burton, provided our weekly prayer breakfast a spellbinding presentation on the faith of our founding fathers.



Mr. Rick Warren signs autographs for a standing-room-only crowd at his motivational presentation held in the Pentagon Auditorium.

Maximizing Technology to Effectively Disseminate Information

In support of the Chief of Staff of the Army, IMCEN tested, recommended, and deployed a commercial-off-the-shelf software tool to allow Senior Army Principals the ability to collaborate over SIPRnet real-time within the Pentagon. The tool provides leadership with integrated video teleconferencing, document sharing, whiteboard technology, instant messaging, and chat room, and it allows multiple concurrent sessions.

In 2004, we completed an initiative to make the DOD white pages more accessible to our customers while ensuring information security of the data. Partnering with the Data Center and the Information Management Support Center, DTS-W launched the DOD Directory white pages online. The Directory was made available through the DTS-W Web site (www.dtsw.army.mil) and is secured behind Common Access Card technology.

To improve communication with our library customers, we created an electronic newsletter. This is a means for reaching out to current and potential users in the Pentagon and the National Capital Region. The first newsletter was published September 2004 and circulates the first of every month with information about our collections, activities, and programs that benefit DOD users. Technology, library functions, services, and materials are changing. Because of these changes and increased demand, we are adapting new systems, electronic materials, and training opportunities. In 2004, we increased our electronic resources by 30 percent over 2003. As a result, e-books and DVDs are the most requested and circulated items. These are followed by full-text electronic magazines and journals, which are accessible via our customers' computers. Monthly statistics show an average of 2,100 resources were circulated, attendance was 11,600, computer usage was 1,800, and reference questions were 1,700.

Ensuring a Successful "Get Out the Vote" Campaign

In anticipation of the 2004 election, Congress called on the Department of Defense to ensure that every member of the Armed Forces who wanted to participate in the 2004 election was empowered to do so. The Army Publishing Directorate (APD) and Directorate of Logistics-Washington (DOL-W) coordinated with HQDA G-1, Congress's Government Printing Office, and military Voting Assistance Offices to meet this challenge. HQDA G-1, OSD/Army and Operating Agency 22 (OA22) obtained funding and determined the gross requirement while APD, working through GPO, printed a total of 2.1 million copies of Standard Form 76, Federal Post Card for Registration and Absentee Ballot. The individual Voting Assistance Offices set their local demands and once the materials were received, DOL-W shipped 918,714 copies of SF 76 to Europe; 428,503 to Iraq, Kuwait, and Afghanistan; and 793,549 to posts, camps, and stations throughout the continental United States and the Pacific. APD also printed over 500,000 copies of Standard Form 186, Federal Write-In Absentee Ballot, and DOL-W sent 328,500 to Europe; 13,000 to Iraq, Kuwait, and Afghanistan; and 171,695 to posts, camps, and stations throughout the continental United States and the Pacific. OAA's consummate ability to communicate across organizational and institutional boundaries ensured a successful 2004 "Get Out the Vote" campaign! It's your future: vote for it!

OAA will institute a budget process linked to the Strategic Planning process and prioritization. Further, we will develop, implement, communicate, and continue to improve a process to ensure strategically formed budget decisions are linked to the prioritized OAA and directorate strategic goals and objectives (standardized across OAA as appropriate). We will also transition to a macrolevel costing scheme that links budget to productivity. Here is a review of our fiduciary actions during fiscal year 2004.

Supporting the Global War on Terrorism

The HQDA Resource Management Directorate supported the global war on terrorism by continuing our partnership with the Office of the Assistant Secretary of the Army for Financial Management and Comptroller and serving as the principal operating agency to provide funds to support the Coalition Provisional Authority (CPA) administrative requirements (payroll, travel, and contracts). CPA initiatives included resolving CPA civilian personnel pay and entitlements issues and transition of responsibility from DOD to Department of State.

We also provided financial management and oversight for the Air Force Security Support Program, which involved National Guard and Reservists guarding Air Force installations. Additionally we managed the vendor pay contracts associated with housing Soldiers, as well as significant transportation funding associated with maintaining Soldier readiness to fight and the transportation funding for Soldiers on R&R, all in support of our Army military personnel.

Operating Agency 22 (OA22) continued to lend its support to the Operation Enduring Freedom and Operation Iraqi Freedom campaigns, by providing funding for travel of family members to interment of Soldiers who lost their lives in Iraq and Afghanistan. In addition, we played a key role in securing the fiscal year 2005 appropriation approval, which allowed per diem to continue for family members to visit their seriously wounded Soldiers. Expanded programs include funding welcome home visits of wounded Soldiers from Walter Reed Army Medical Center to the Pentagon and a new initiative that will provide transportation support to recovering wounded Soldiers who are eligible for part-time employment.

Strengthening Managerial Accountability through Activity Based Costing

Over this past year our Information Technology Agency has begun the implementation of Activity Based Costing and Management (ABC/M) as an initiative to achieve a new level of rigor in managerial accountability. Implementation brings the agency in line with Federal mandates such as the Government Performance Results Act of 1993, the Clinger-Cohen Act of 1996, and the E-Government Act of 2002. The goal is to improve performance and reduce costs. Accordingly, the creation and implementation of ABC/M will enable us to more fully support the principles of increased funding accountability while increasing its capability for performance-based management. During 2004, we implemented the capability in the Data Center, the Pentagon Telecommunications Center, the Integration Center, and the Network Security Directorate. The data these models provide allows us to determine what each directorate's resources are, what activities they perform in accomplishing the mission, the value of those activities, as well as the value of the outputs. We will complete the implementation of the remaining three ITA directorates in 2005 and then will build an overarching agency model.

Ensuring our Customers Get the Best Value

IMCEN re-competed the current multivendor IT support services contract, which expired in September 2004. To better support our customers and ensure the best possible value for the organization, 11 contracts totaling \$18M were awarded in 5 lots; 9 contractors are small business owners. These contracts are for 5 years, performance-based, and have specific deliverables for the contractors to meet in order to succeed.

Providing Good Stewardship of Taxpayer Dollars

The members of OAA are committed to being good stewards of the taxpayer dollars entrusted to us during an era of increasing responsibilities and shrinking resources. Internal Review supports this commitment by providing OAA leadership with objective and professional consulting and advisory services that focus on reducing waste, improving processes, and strengthening our control environment. During 2004, we completed 37 engagements resulting in recommendations with potential savings of approximately \$4.2M. For example, during a review of the Pentagon's contract for network operations support our staff worked closely with managers from the Information Technology Agency, the Federal System Integration Management Center, and the Chief Attorney and Legal Services Directorate to identify opportunities to improve contract oversight and reduce costs. This team effort resulted in 12 recommendations to strengthen controls over contract management and reduce contract costs by more than \$1M annually.

Improving Customer Relations with a new Customer Care Center

DTS-W upgraded our phone system call center software to establish a new Customer Care Center staffed by technical, business, and process experts to give customers a single point of entry for telephone services and support. We linked our Financial and Asset Management System with the call management software tool giving the customer care managers the ability to leverage data from the financial application to answer customers' questions and update customer, vendor, and contact data in a real-time environment.

Saving Thousands of Dollars Annually

Early in the year, DTS-W negotiated a telephone line rate reduction for the Pentagon, dropping the rate from \$11.34 to \$10.12, a net savings of \$1.22 per line per month, which was effective on April 1, 2004. The total cost avoidance to the Government over the course of one year will be approximately \$650K.



Ms. Alice Santiago, an employee of the DTS-W Customer Care Center, accesses information using the call management software tool.

OAA attracts, develops, maintains, and values a high-quality and diverse workforce, which is empowered to accomplish organizational goals. We attract and maintain a diverse workforce with the required skills by capitalizing on incentives and recruitment/retention programs. Our workforce is continually trained to meet changing environments. We recognize workforce contributions both formally and informally. Expectations are clearly and specifically communicated with measurable performance objectives to allow an empowered workforce to meet organizational goals/objectives. OAA establishes and fosters an atmosphere of mutual trust by ensuring open communication throughout the organization. Here are some of the ways our people made a difference during fiscal year 2004.

Changing While the Engine's Running

The Army took on the fastest reorganization and most extensive restructuring in 50 years, "changing while the engine's running," as the global war on terrorism continued. The OAA led the way in support of the Army's initiative to transform, build, and sustain 10 new combat brigades by managing the HQDA military to civilian conversions. These conversions, along with conversions identified by the major Army command (MACOM), are a critical part of kick-starting the additional brigades needed for Army modularity. Modularity will afford us more flexible units, faster movement, and more high demand specialties with tailored, unit-based rotations to better meet the challenges of our modern wartime realities. Our Army will be more relevant and ready, with a more capable and stable force.

Supporting a Solemn Promise

At the onset of Operations Enduring Freedom and Iraqi Freedom, the Chief of Staff of the Army promised that every one of our fallen heroes would be formally and officially welcomed back onto U.S. soil by one of his representatives. Last year DOL-W and MDW's 12th Aviation Battalion made 25 trips to transport these General Officers and Senior Executives to Dover AFB in support of this solemn promise.

Honoring our VIPs

In December 2003, the Security and Safety Directorate hosted a Pentagon VIP Tour for combat-wounded Soldiers who are patients at the Walter Reed Army Medical Center and visiting family members. The initial Walter Reed VIP tour was not earmarked as a monthly event. However, at the Army Ball several Walter Reed Soldiers mentioned to the Director of the Army Staff and the Administrative Assistant that they would like a tour of the Pentagon. This resulted in the establishment of a monthly tour hosted by an HQDA principal who meets the guests upon their initial arrival at the Pentagon.



Mrs. Sandy Riley visits with patients from Walter Reed Army Medical Center.



SFC Sunisa Hinerman, of the Military Personnel Division, deployed to Iraq in July 2004.

OAA Soldiers Supporting the Global War on Terrorism

Five OAA employees were either deployed or called up to active duty during fiscal year 2004 in support of the global war on terrorism.

SFC Sunisa Hinerman, Military Personnel Division, deployed to Iraq in July and serves as J-1 NCOIC for Multi-National Security Transition Command – Iraq. Her duties in HRMD included enlisted and officer strength management for Headquarters, Department of the Army. This is not her first tour in Southwest Asia. She previously served in Desert Shield/Desert Storm. SFC Hinerman will serve in Iraq for one year and then return to her duties in OAA.

Ms. Amanda Smith, now SFC Smith, U.S. Army Reserve, was also called to active duty in May 2004 and deployed to Iraq. She has returned and is now serving with J-1, U.S. Central Command (CENTCOM), McDill AFB, Florida. Prior to her activation, SFC Smith worked in the Military Personnel Division managing enlisted strength for Headquarters, Department of the Army. Amanda is scheduled to return to OAA in January 2005.

LTC Cedric Carroll of the Special Security Office deployed to Qatar in 2004.

SSG Christine Griggs of the Army Navy Executive Dining Facility deployed to Kuwait in March 2004 for six months. She was assigned to the Combined Land Forces and returned home safely in September 2004.

Mr. William Whitman of the Military Personnel Service Center was called up to active duty to provide security at Aberdeen Proving Ground, Maryland from April 2003 - April 2004. He has returned to work as a civilian at OAA.



SFC Amanda Smith, of the Military Personnel Division, deployed to Iraq in May 2004.



SSG Christine Griggs, of the Army Navy Executive Dining Facility, accepts the Joint Service Medal citation for her time spent while deployed to Kuwait.

Improving Skills through Professional Development and Distance Learning

Many of our directorates have focused on maintaining and improving the skills of our workforce. The Network Infrastructure Support Operation has kept management focus on human capital by encouraging our workforce to stay on the cutting edge through professional development and distance learning. This concentration fosters the technical, managerial, and leadership skills needed to meet the challenges of the future. To ensure that we continue to provide a highly reliable and secure network to all our customers, we train technicians in the latest technologies, conduct self-assessments on standard and program management best practices, maintain IT certifications, and continue to align our processes with the Information Technology Service Management Standards.

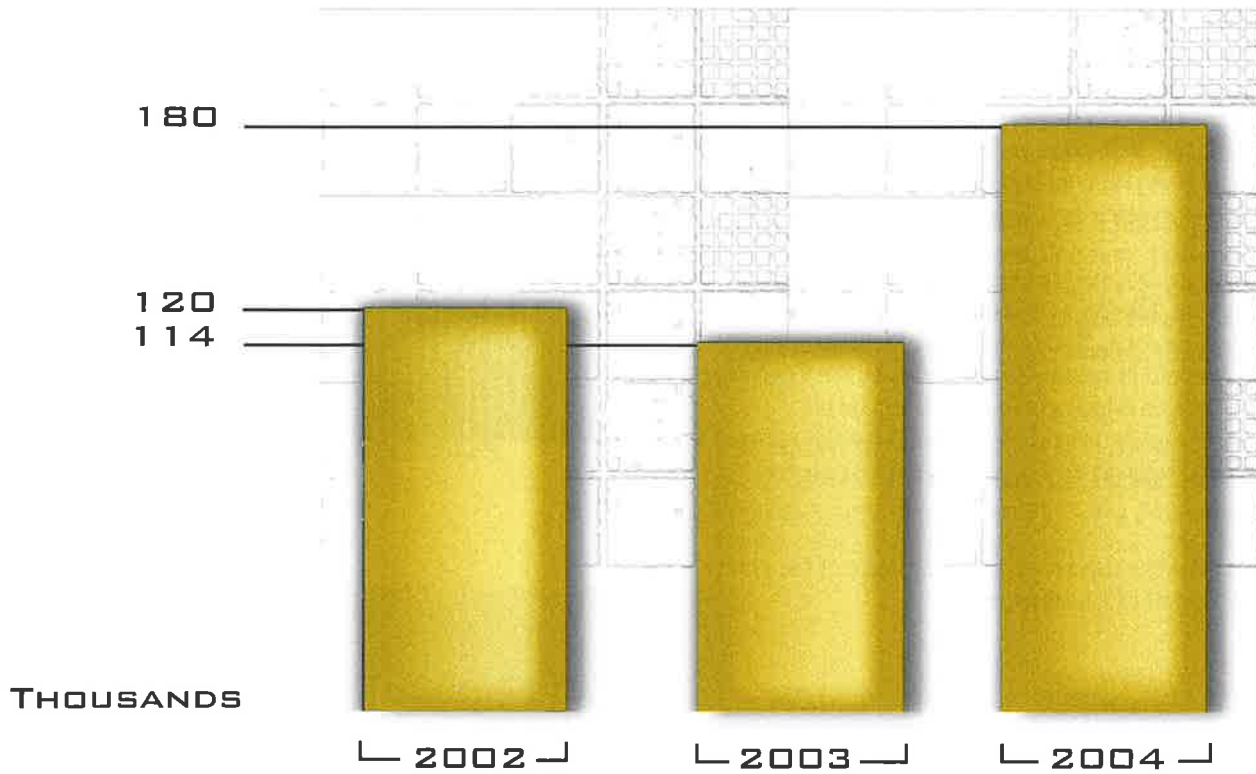
Reshaping the Workforce

During a continuous period of change throughout the Headquarters, Department of the Army (HQDA), the Human Resources Management Directorate oversaw the restructuring and downsizing of a number of HQDA positions and activities. Under the National Security Personnel System provisions allowing for permanent Voluntary Early Retirement Authority/Voluntary Separation Incentive Pay authority within DOD, HQDA activities utilized a total of 984 buyouts to: restructure and downsize, make mission-related decisions to reshape the workforce and correct skill imbalances, reduce the number of high grade and supervisory positions, and implement Base Realignment and Closure decisions. Using such incentives and other pre-Reduction-In-Force (RIF) programs to the fullest extent ensured minimal RIF impact on individual employees.

Supporting Soldiers through Army Emergency Relief

We also administered the 2004 Army Emergency Relief (AER) Campaign, which included all Headquarters, Department of the Army activities in the National Capital Region. AER is a private, nonprofit organization whose mission is to provide emergency financial assistance to Soldiers in the form of essential emergency needs for food, rent, or utilities, transportation and vehicle repair, funeral expenses, medical and dental expenses, and other personal needs when pay is delayed. AER also provides education scholarships. During the 2004 campaign, we collected \$180,271, a 58 percent increase over the amount collected in the 2003 campaign.

ARMY EMERGENCY RELIEF



OAA contributions for the 2004 Army Emergency Relief (AER) Campaign totaled \$180,271, a 58% increase over the amount collected during the 2003 campaign.

OAA has a solid core and robust mix of motivated, professional, and technically competent Soldiers, civilians, and contractors dedicated to the OAA mission. Throughout their day-to-day duties, they epitomize “Performing while Transforming” and many are recognized with awards for extraordinary performance during fiscal year 2004. Here are just a few examples:

Two of our employees, Mr. Wes Blaine and Mr. John Giancoli, received the GSA Achievement Award for Real Property Innovation in the category of the Adopted Best Practice Award. This category recognizes the goal of having best practices shared across the Federal Government to further improve asset management in the Federal sector. Mr. Blaine and Mr. Giancoli were recognized for the development and submission of the Department of the Army Strategic Master Space Plan for the National Capital Region. The Army Strategic Master Space Plan captures the assessment and recommendations of an extensive yearlong study. The recommendations allow Real Estate and Facilities-Army (formerly Space and Building Management- Washington) to build an effective real estate portfolio that complements DOD’s overall strategy to minimize the occupancy of leased space in the National Capital Region and raise the level of security protection for DOD personnel. The master space plan promotes consolidated operations and asset management best practices, while providing suggestions for a more secure workplace for Army employees.

In 2003, the Pentagon Force Protection Agency and the Navy recognized our Television and Cable Team for their extraordinary performance. Their superb engineering support and innovation resulted in messages generated by the Computer Emergency Notification System being displayed on all Pentagon CATV channels, providing a conduit for life saving, force protection information to the tenants of the Pentagon reservation.

In 2004, Internal Review received the Department of the Army Internal Review Award of Excellence.



Mr. Wes Blaine (left) and Mr. John Giancoli (right) are awarded the GSA Achievement Award for Real Property Innovation.

Leading the Way in the Combined Federal Campaign

HQDA has successfully exceeded its established goal for annual contributions to the Combined Federal Campaign for the 16th consecutive year. The Army was recognized by the Office of the Secretary of Defense with the CFC Summit Award for having contributed 3 percent more dollars than were contributed in the previous year. HQDA military and civilian personnel contributed over \$2.9M during the first quarter of fiscal year 2004. We are very enthusiastic about the CFC program because it provides vital support to local, national, and international charitable organizations.

Mr. Joel B. Hudson (left) and MG James Coggins (center) receive the 2003 CFC Summit Award from Ms. Mary Lou Bogdeam (right) of OSD CFC Office.



Military Award Competitions

The OAA Noncommissioned Officer (NCO) and Soldier award competition consists of a board appearance in front of seven senior NCOs asking questions concerning basic Soldier's survival skills, general military knowledge, and leadership skills. Points are also awarded for Army Physical Fitness Test scores and weapons qualification scores. Each of the winners received the Army Commendation Medal, the OAA coin of excellence, and a plaque.

OAA Noncommissioned Officer of the Year

Sergeant Phillip D. Ware, a native of Washington DC, enlisted in the Army on October 7, 1996. He is a Radio/Comsec Repairer (35F) and is best known for his drive and desire to train and lead Soldiers. He strives to be among the finest NCOs the Army has to offer. He is a mid-term Soldier who desires to become a drill sergeant, a special operations NCO, and a command sergeant major. His hobbies include piano playing, football, computer building, and running.



OAA Soldier of the Year

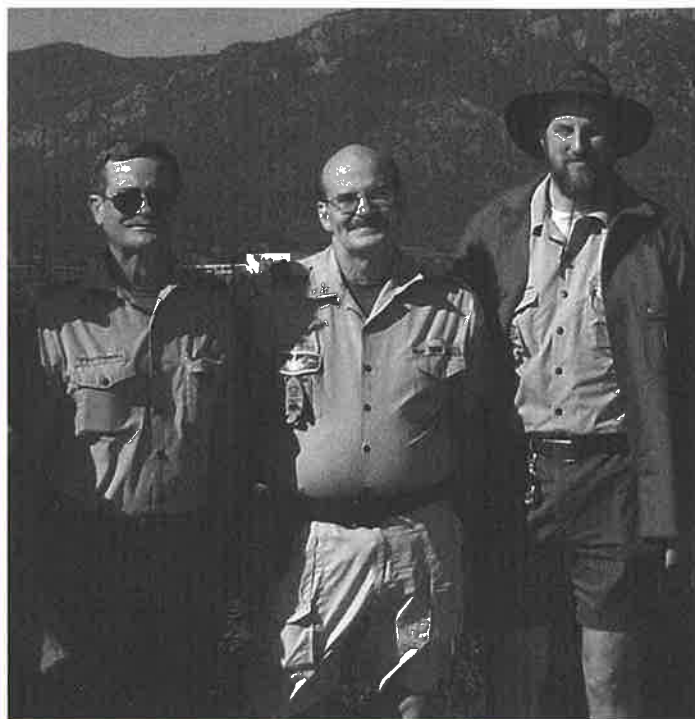
Specialist Sue Cruz was born into a military family and is a native of Barrigada, Guam. She is an Information System Operator Analyst (25B) whose career goals are to become an NCO and obtain a Bachelor's degree in computer studies. She enjoys working out at the gym, reading, traveling, and sight seeing.

The runners-up were Sergeant Carrie Fox-Gutierrez from the Army Multimedia and Visual Information Directorate and Specialist Bryan Byrd from the Army Navy Executive Dining Facility. We are extremely proud of our OAA Soldiers.

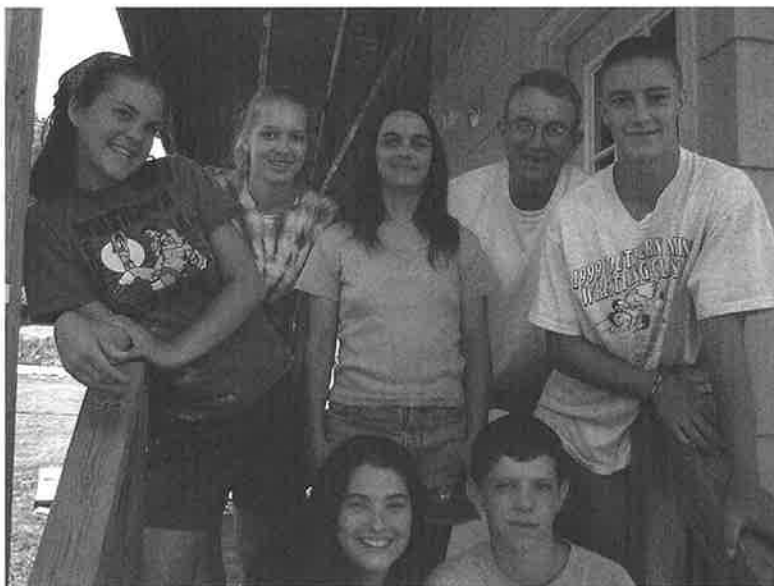
SGT Phillip Ware (left) is honored as the OAA Noncommissioned Officer of the Year. SPC Sue Cruz (right) is selected as the OAA Soldier of the Year.

Many of our employees are very active in their communities, working with youth and in outreach programs.

Mr. John Lyman, Chief of Engineering and Plans, has been a Scoutmaster in Bowie, Maryland for the past 15 years. He provides leadership and training to young men, including planning and organizing weeklong high-adventure trips. In the 15 years Mr. Lyman has been Scoutmaster, 34 young men have attained the rank of Eagle Scout.



Mr. John Lyman (center) enjoying the view of the Air Force Academy during a backpacking trip in the Rocky Mountains.



Mr. Bill Josey (second from right) and a youth crew pose with a Rumford, Maine resident who thanked them for laying a new kitchen floor and for painting the outside of the house.

Mr. Bill Josey spends a portion of his summers taking high school youth groups to summer work camps. At a typical camp, approximately 400 students and adults from across the country provide more than 12,000 hours of free service to a community—time worth more than \$65K. The focus is on meaningful service to others by performing hands-on help for needy families and individuals. Over the past six years, Bill has taken his group to Windsor, Vermont; Rumford, Maine; Smithers, West Virginia; Germantown, Maryland; Tracy, Minnesota; and Racine, Wisconsin.



Ms. Georgia Wise (front row right) is pictured with other members of her local church organization.

A member of the NISO family, Ms. Georgia Wise volunteers her time to help the elderly and homeless community. As a member of a local church missionary ministry, she and other members regularly visit nursing homes and prepare and serve meals to the residents of a homeless shelter in Woodbridge, Virginia. In addition, she collects and distributes “Share Food” baskets through the Nationwide Share Food Program, as well as distributes gifts, clothing, and food to the needy.



Ms. Veda Williams (2nd from right in front row), with her outstanding community choir, performed with Mr. Lyle Lovett at the Warner Theater in November 2003.

Ms. Veda A. Williams, OAA, ITA PSO, is a charter member of an outstanding community choir that has performed in a variety of venues including on national television, at the Kennedy Center, and at the White House. The choir has been nominated for 2004 Stellar Awards for Best Choir of the Year and Best Traditional Choir.

For the past five years DTS-W employees have combined their efforts in support of several deserving charities servicing the Washington Metropolitan area, including a local, nonprofit organization that assists homeless or low-income families and individuals. During November through December 2003, employees joined together and donated ‘slightly used’ or new clothing, accessories, books, and toiletries for ladies, men, and children. Donations are sorted, categorized, and delivered to the organization.



MR. JB HUDSON
ADMINISTRATIVE ASSISTANT



MRS. SANDRA RILEY
DEPUTY ADMINISTRATIVE ASSISTANT
& EXECUTIVE DIRECTOR FOR
U.S. ARMY RESOURCES AND
PROGRAMS AGENCY



MG ROBERT DIAMOND
SPECIAL ASSISTANT



MR. FRED BUDD
EXECUTIVE DIRECTOR FOR
U.S. ARMY INFORMATION
TECHNOLOGY AGENCY



MR. EMIL NAZZARO
ACTING EXECUTIVE DIRECTOR
FOR U.S. ARMY SERVICES
AND OPERATIONS AGENCY



COL LARRY STUBBLEFIELD
EXECUTIVE OFFICER



MR. TOM SCULLEN
EXECUTIVE SUPPORT
ORGANIZATIONAL
MANAGEMENT



SGM JOSE BURGOS
COMMAND SERGEANT MAJOR



MR. LEON ALEXANDER
STRATEGIC PLANNING OFFICE



MR. LEVON ANDERSON
NETWORK SECURITY
SERVICES



MS. VIRGINIA ARREGUIN
NETWORK
INFRASTRUCTURE &
OPERATIONS



MR. PAUL BEARDSLEY
INFORMATION
TECHNOLOGY
INTEGRATION -
PENTAGON



COL RALPH BENSON
CHAPLAIN



MR. WES BLAINE
SPACE & BUILDING
MANAGEMENT SERVICES



COL NATHANAEAL CAUSEY
CHIEF ATTORNEY &
LEGAL SERVICES



COL JOE CONLEY
DEFENSE CONTRACTING
COMMAND -
WASHINGTON



MS. MARY COSTA
ORGANIZATIONAL
MANAGEMENT



MR. JOHN CZEKNER JR.
ARMY PUBLISHING



MS. SUSAN FISHER
ARMY INFORMATION
MANAGEMENT
SUPPORT CENTER



MR. THOMAS KRUPP
DATA CENTER SERVICES



MR. ROBERT JAWORSKI
HQDA RESOURCE
MANAGEMENT



MR. EDWARD JONAS
MULTIMEDIA & VISUAL
INFORMATION



MR. FRITZ KIRKLIGHTER
ADMINISTRATIVE
SERVICES



COL WILLIAM LONG
SECURITY & SAFETY



MR. LARRY MILLER
DEFENSE
TELECOMMUNICATIONS
SERVICES -
WASHINGTON



MS. DEBRA MUSE
EQUAL EMPLOYMENT
OPPORTUNITY



MR. MARVIN OWENS
PENTAGON
TELECOMMUNICATIONS
CENTER



LTC LORENZO RIDDICK
PRIORITY AIR
TRANSPORT



MR. LACY SAUNDERS
SUPPORT
SERVICES - WASHINGTON



**COL CATHERINE
SCHOONOVER**
LOGISTICS - WASHINGTON



MR. GEORGE SULLIVAN
INTERNAL REVIEW



MR. ANTHONY TATUM
EXECUTIVE SUPPORT &
PLANNING OFFICE



MS. SHERRI WARD
HUMAN RESOURCES

VISION

To be recognized as the best support provider today and the only clear choice for tomorrow.

GOALS

To Maintain: A customer-focused organization.

Leaders who are decisive, customer focused, and strategic minded and committed to supporting and developing the workforce.

Processes that are standardized, efficient, and cost effective in the delivery of products and services to all customers.

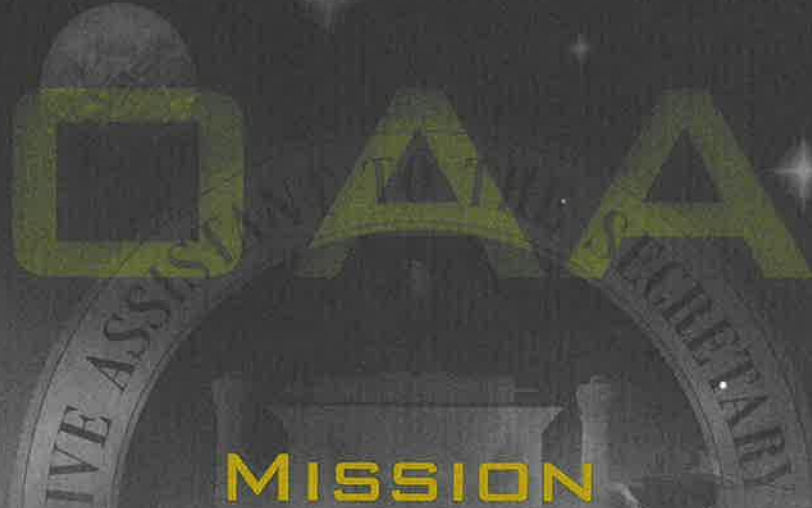
Effective communication that enables our customers, stakeholders, and workforce to successfully accomplish their mission.

A budget process that is linked to the strategic planning process and prioritization.

A personnel management system that attracts, develops, maintains, and values a high-quality and diverse workforce, empowered to accomplish organizational goals.

ARMY OF ONE

OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY



MISSION

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



ARMY OF ONE

OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY



LOYALTY

We are firm in our allegiance to each other, our organization, our mission, and our country.

DUTY

We fulfill our personal and professional obligations.

RESPECT

We treat others as we, ourselves, expect to be treated (and establish mutual trust).

SELFLESS SERVICE

We act for the "greater good" by putting our organization and customers ahead of our professional interests.

HONOR & INTEGRITY

We do what is right, legally and morally.

PERSONAL COURAGE

We demonstrate the courage of our convictions (and accept personal accountability).

AAA
Values

The OAA Fiscal Year 2004 Annual Report is dedicated to the many courageous employees of the past who built the foundation of OAA and to those who diligently provided superior quality services and products during the fiscal year 2004. We value the OAA Team's collaborative efforts and the high quality of service and responsiveness that was a result of contributions from all levels of the organization. We will continue to provide excellent customer service with performance in keeping with our vision:

"To be the best support provider today and the only clear choice for tomorrow."

Copies of this document are available from:
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Loyalty Duty Respect Selfless Service Honor & Integrity Personal Courage



FROM SOLDIER TO CIVILIAN...
AN ARMY OF ONE