



2002
AAA
ANNUAL
REPORT



THIS REPORT PROVIDES A LOOK INTO SOME OF
OAA'S ACTIVITIES, PROGRAMS AND INITIATIVES
DURING 2002. IT IS NOT MEANT TO BE ALL-
INCLUSIVE, BUT RATHER TO OFFSET THE READER'S
INSIGHT INTO HOW WE WORK AND HOW WE APPLY
OUR EXPERTISE IN ADMINISTRATIVE AND BASE
OPERATIONS SUPPORT. IT ALSO DEMONSTRATES
OUR COMMITMENT TO BE RECOGNIZED AS THE BEST
SUPPORT PROVIDER TODAY AND THE ONLY CLEAR
CHOICE TOMORROW.

2002 ANNUAL REPORT

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MESSAGE FROM THE ADMINISTRATIVE ASSISTANT



We began 2002 with a myriad of challenges as we recovered from the September 11, 2001, terrorist attack on the Pentagon. Although our challenges were great, no one considered waiving excellence as the standard level of performance. And, leadership was the key to our success! Harry S. Truman was quoted to have said, *“Men make history, and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.”* Indeed, we were fortunate to have “leaders” at virtually every level within the organization, seizing the opportunity to change things for the better.

Because we understand that quality, customer-focused support is critical to maintaining readiness, we placed significant emphasis on our leadership competencies and the strategic use of our scarce resources. Throughout 2002, we were focused on improving our service and product delivery performance. Our goal was to become a seamless front to our customers, emphasizing immediate access to the myriad of products and services provided by our business units. Key to achieving this goal has been effective communication between our business units and our customers, empowered employees able to deliver decisions at the lowest practical level, and quality human resource systems capable of recruiting and retaining a talented, professional workforce.

We are clear about our goals and continue to improve our processes as we provide the excellent support our customers deserve and to which they have become accustomed. We remain focused on being *the best support provider today and the only clear choice for tomorrow!* Our customers can depend on us!

A handwritten signature in cursive script that reads "Joel B. Hudson".

Joel B. Hudson
Administrative Assistant to the
Secretary of the Army

WHO WE ARE

In 1789, Congress enacted legislation providing 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.

Our employees are extremely proud of this heritage and are fully dedicated to the central purpose of providing a broad spectrum of products, support, and services to a diverse customer base. The

professionalism and customer service rendered by our employees are steadfast as 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 his work in two distinct arenas: *Executive Services and Base Operations Support*.

The *Executive Services* function comprises special staff elements formed to assist the Administrative Assistant in carrying out his Title 10, U.S. Code, 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 transitions between Presidential 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 three functional areas: Resource Management and Programs, Services and Operations, and Information Technology. In this regard, the Administrative Assistant functions much like the commander of a major Army command (MACOM), 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, MACOMs within the National Capital Region (NCR), and field agencies worldwide.

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 the guardians of the public trust, accountable for our resources.

● QUALITY IN PRODUCTS & SERVICES:

Our competitive advantage is the continuous high quality of our products and services. We do it right the first time!

● ENCOURAGE & IMPLEMENT INNOVATION:

We foster an environment that promotes and rewards innovative thinking and risk-taking.

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 realize an overall management style that emphasizes an effective integration and collaboration throughout the OAA, both horizontally and vertically.

Our estimated \$550M 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 outputs, manage products, and provide an environment that enables and empowers our military and civilian workforce to put the customer first.

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...OUR COMMITMENT TO QUALITY
REMAINS UNWAVERING.

”

EXECUTIVE SUPPORT & ORGANIZATIONAL MANAGEMENT

The year 2002 was clearly a year of change, not only within Headquarters Department of the Army (HQDA), but within the OAA, as well. It was a year of significant strides in our strategic planning efforts as the agency's first 5-year plan was produced. It was a year of prestigious and high visibility events with two Medal of Honor ceremonies and the Pentagon "Two-Timers" Blood Collection Award Ceremony. It saw the completion of the HQDA Realignment, the most sweeping organizational realignment since 1947. And, it was a year for formalizing our own functional realignment. Each event, project, and decision had a significant effect on OAA's mission and our people. Yet we met these challenges with precision and professionalism, maintaining quality customer service throughout.



LEON ALEXANDER, DIRECTOR, STRATEGIC PLANNING, ADDRESSES THE OAA DIRECTORS DURING THE OCTOBER 2002 STRATEGIC PLANNING OFFSITE.



FRITZ KIRKLIGHTER, TOM SCULLEN, COLONEL CONLEY, COLONEL CAUSEY AND COLONEL BENSON PARTICIPATE IN THE OCTOBER 2002 STRATEGIC PLANNING SESSION.

STRATEGIC PLANNING

Because we continued to embrace strategic planning as our method to improve the organization, in 2002, we produced two major documents: a five-year strategic plan and its companion performance plan. The yearlong hard work and teambuilding efforts among customers, stakeholders, employees and leaders resulted in the development of these cornerstone documents.

In two major planning meetings devoted to developing these documents, we discussed plans for the organization and fashioned its future. In April, the OAA Directors met to develop the 2003-2008 strategic plan, which concluded several months of staff work. With input from customers, stakeholders and organizational members, as well as a business climate analysis, we developed the organization's Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and a straw man strategic plan. The result was an affirmed vision, mission, a statement of the Army Values, and six new organizational goals. We valued this process because it helped us find and target areas for improvement where it counts: *employee and customer satisfaction*.

In October, we developed our performance plan. During 2002, the Army fielded a new Strategic Readiness System (SRS) using the "Balanced Scorecard" to measure readiness of Army units. We adopted the SRS Balanced Scorecard as the OAA measurement and reporting methodology and were commended by the HQDA proponent for leading the Army in tying our 5-year strategic plan to the scorecard. Using the scorecard allowed us to build a robust performance plan around our strategic plan, through which to monitor our progress. The resulting document identifies measurable objectives focused on improving processes, products and services to our customers and employees, thereby improving our organization.

The strategic plan and the performance plan developed in 2002 are twin beachheads from which we can advance towards developing the most efficient organization and being recognized as *the clear support provider of choice by providing the right product or service to the right customer on time, every time!*

CEREMONIES AND EVENTS

Medal of Honor Ceremonies.

Providing administrative and logistical support for events involving the White House and Members of Congress is perhaps one of the most highly visible aspects of support that we provide; and we are especially fortunate to have talented professional staff members who continue to provide this support. One such event is the Congressional Medal of Honor Ceremony.

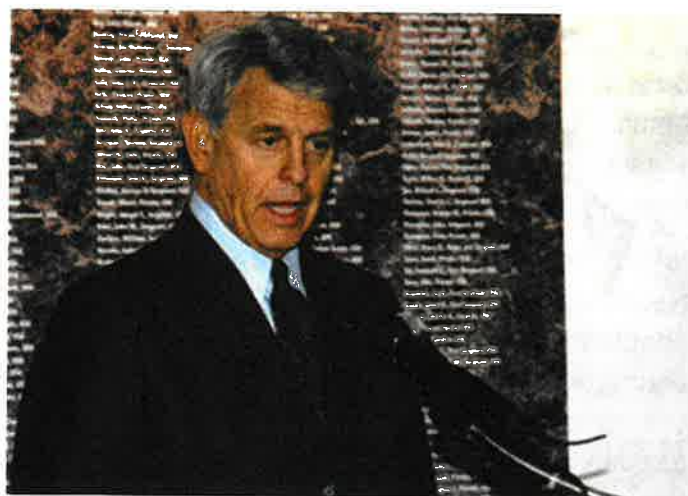
During 2002, the President of the United States and the Secretary of the Army hosted two Medal of Honor Ceremonies. The first was in May and honored two veterans, one from World War II and one from the Vietnam conflict. The second occurred in July when another Vietnam conflict veteran was honored posthumously. Working with White House representatives, our staff located and notified the respective families, made travel

and accommodation arrangements, and developed an itinerary of events and activities to include the White House Rose Garden Ceremony and the induction of the recipients into the Pentagon Hall of Heroes. Our staff members led the Pentagon ceremonies and events, pulling together key Army and OSD personnel, members of Congress and VIPs to ensure a flawless experience.

Two-Timers Award Ceremony. Another special interest program for which we provide support and administration is the Pentagon Blood Collection Council. In October, we held a recognition ceremony for blood donors who successfully donated blood twice during the Pentagon's annual summer blood drive. As a part of the ceremony, the American Red Cross presented its Good Neighbor Award to the Pentagon for its contributions to the American Red Cross following the September 11, 2001 attack. The Honorable Les Brownlee, the Under Secretary of the Army, accepted the award on behalf of the Secretary, who is the Executive Agent for the Pentagon Blood Program. The "Two-Timer" campaign provides a distinct boost to blood donations from Pentagon residents and benefits not only the military community in the National Capital Region, but also the local American Red Cross, as well. We were honored to have Lieutenant Colonel Brian Birdwell, a survivor of the September 11, 2001 attack on the Pentagon, as the testimonial speaker.



GENERAL ERIC K. SHINSEKI, DR. STEVE VERSACE AND CONGRESSMAN JIM MORAN AT THE MEDAL OF HONOR CEREMONY. DR. VERSACE ACCEPTED THE AWARD FOR HIS BROTHER ROQUE VERSACE.



UNDERSECRETARY OF THE ARMY, HON. LES BROWNLEE, ADDRESSES THE TWO-TIMER SUMMER BLOOD DRIVE CEREMONY.

HQDA REALIGNMENT

In December 2001, Secretary of the Army Thomas E. White announced his decision to realign Headquarters, Department of the Army. To issue his decision as a Department of the Army (DA) General Order, we served as the conduit for staffing General Order 3, "Assignment of Functions and Responsibilities within Headquarters, Department of the Army," and securing its publication on the Web at www.usapa.army.mil.

Throughout Headquarters, Department of the Army, functions and responsibilities were realigned to achieve a more judicious assignment of responsibility and authority within functional areas, eliminating unnecessary duplication of effort.

Although there were numerous realignments, the most significant changes relate to the creation of Executive Office of Headquarters, Department of the Army and the Army-wide consolidation of three

functional areas: installation services, network management, and acquisition. The consolidations resulted in the creation of three Field Operating Agencies: the Installation Management Agency, the U.S. Army Network Enterprise Technology Command, and the U. S. Army Contracting Agency. Additionally, General Order 3 also documented the use of traditional General Staff "G" designations, which were originally introduced in 1921 by General John J. Pershing. The designations clarify relationships and improve coordination and communication with subordinate Army staffs and with the Joint Staff.

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*DEPARTMENT OF THE ARMY
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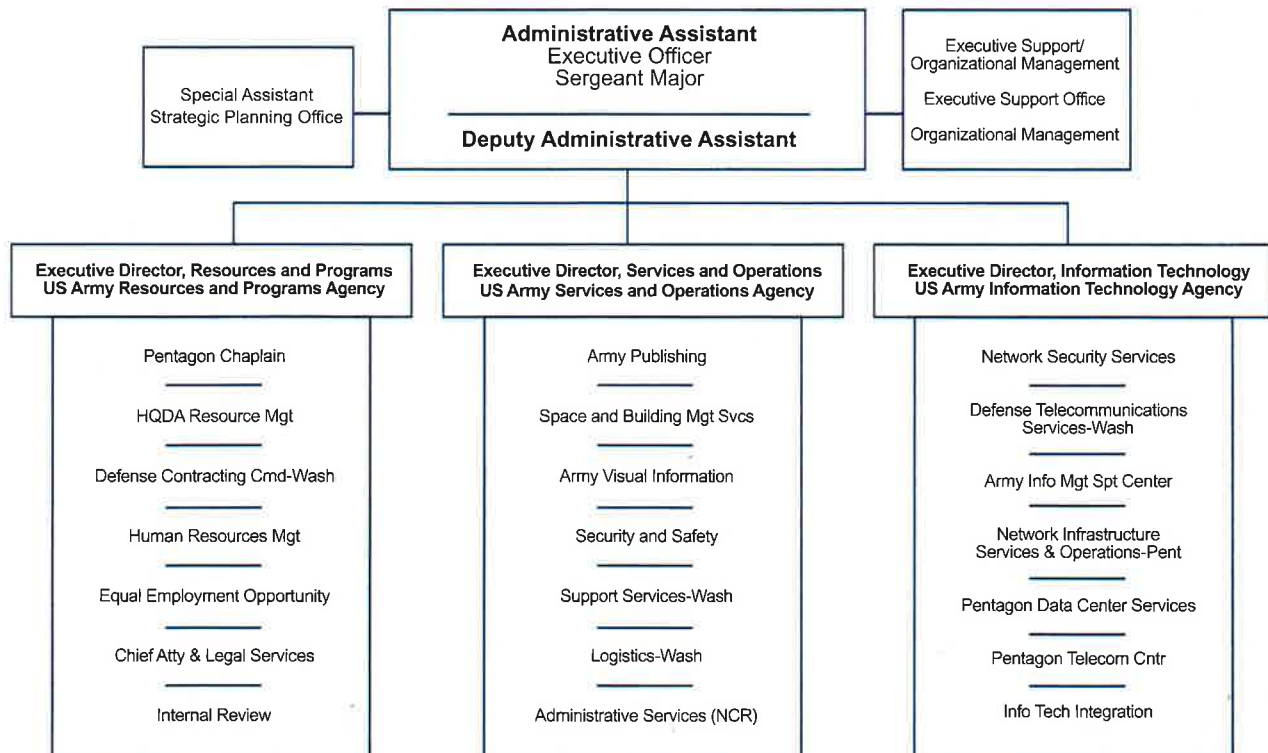
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OAA'S REALIGNMENT

As part of implementing our strategic planning efforts, we published Department of the Army General Order 10 on November 26, 2002, documenting the restructuring of the OAA with the establishment of the Executive Support and Organizational Management (ESOM) function and the Strategic Planning Office; and by creating the U.S. Army Resources and Programs Agency, the U.S. Army Services and Operations Agency and the U.S. Army Information Technology Agency as field operating agencies under the OAA.

The realignment transferred responsibilities that were operational in nature to the field operating agencies and centralized policy formulation and strategic direction to the respective Executive Directors and Strategic Planning Office. This realignment created a corporate leadership team and improved the decision-making process. As we analyzed our organizational requirements, reducing the number of Field Operating Agencies from nine to three. We simultaneously eliminated duplication of overhead and administrative functions through the establishment of Program Support Offices for each of the field operating agencies. The Program Support Offices serve as a central conduit within their respective agency for managing civilian and military personnel issues and executing management analysis and resource management programs. The realigned organization enhances communications and the flow of information while enabling us to provide more emphasis on meeting our customer's mission requirements. The OAA realigned organizational structure is shown below:

OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY



We attribute our success to three factors: the discipline and resourcefulness that underpins every service we provide, our ability to craft innovative solutions to the most challenging issues, and our people! Our employees are among the finest in Government, and their hard work, professionalism, and talents have helped to make the OAA what it is today and will help determine its place in the future. The projects and initiatives accomplished during the past year are a testament that we have not only met the needs of our customers, but are setting the stage for even greater accomplishments in the future.

HUMAN RESOURCE MANAGEMENT INITIATIVES

As the functional proponent for Human Resource Management programs and the servicing Civilian Personnel Advisory Center for Headquarters, Department of the Army (HQDA) and other activities, we were actively involved in numerous civilian workforce initiatives in 2002.

HQDA Realignment Efforts. Throughout the year, we worked closely with the Secretary of the Army on the realignment of HQDA, the most massive realignment of the headquarters since its creation in 1947. To implement the realignment decisions, we developed two major workforce initiatives. First, we restructured the competitive area for the majority of HQDA's employees in the National Capital Region to provide additional flexibility and placement opportunities for those employees possibly affected by a Reduction-in-Force at the headquarters. Second, to support the Secretary's intent to minimize any potential adverse impact on the civilian workforce while streamlining the headquarters, several actions were taken, which included: 1) initiating a civilian hiring freeze for several months and allowing only mission essential fills, while maintaining positions for those employees possibly displaced by the realignment; 2) using Voluntary Separation Incentive Pay, making it possible to grant separations with incentive pay and place identified surplus employees in continuing positions; and 3) using Voluntary Early Retirement Authority for targeted series and grades, avoiding the possibility of involuntary separations.

Training & Development Efforts. Recognizing that employee training and development is key to retaining a quality workforce, we worked closely with the Army Training and Leadership Development Panel (ATLDP) to make recommendations for training and leader development of our 21st Century leaders. To assist the panel, we coordinated interviews with 27 focus groups from our serviced population to gather information for the civilian portion of the DA study to review, assess and provide recommendations for training and leader development of future leaders. These groups were overwhelmingly successful, providing volumes of data that were helpful in shaping the final study recommendations.

Military Personnel Support Efforts. Equally successful were our military personnel initiatives. Among the 43 Army-wide personnel processing activities for which the Army maintains quality standards, we consistently exceeded those standards in transaction timeliness and frequently ranked best in the Army for transaction time, fewest actions over 30 days past due and fewest deviations. Additionally, our percentage of "No-Show Reassignments" averaged 5 percent, which is well below the Army's standard of 10 percent. This achievement highlights a great team effort in support of timely reassignment procedures, significantly minimizing the negative impacts to gaining commands and Army readiness.

CONTRACTING INITIATIVES

Major accomplishments in 2002 in our contracting mission included growth in our customer base and in overall business, an expansion of the outreach program of the Small and Disadvantaged Business Utilization Office, and a transformed customer-focus that enabled customers to successfully accomplish their missions.

Our growth is measured in total dollars obligated and total number of contracting actions processed. For the third consecutive year, more dollars were obligated and more actions completed than ever before. In 2002, we obligated \$1.9 billion through the completion of 4,738 contracting actions (contracts, cooperative agreements, and grants) for professional support services; advertising services; telecommunication equipment and services; and information technology hardware, software, and support services. *We are truly the Headquarters, Department of the Army business partner!*

Outreach Programs. Our Small and Disadvantaged Business Utilization Office held its first ever Regional Business Conference at the Fort Belvoir Officers' Club,

bringing together many Army Commands and a large number of small businesses from across the nation. The theme of the conference, "Leveraging Capabilities and Synergies to be Competitive in the New Millennium," provided an opportunity for emerging firms to hear from Army leadership, Small Business Administration, industry leaders, and several congressional staff members over a three-day period. The guest speakers' messages emphasized the many Army opportunities in professional services and the need for smaller firms to stay ahead of the technology learning curve in order to remain competitive now and in the future. Comments from the participants indicated that *the conference was a resounding success!* Another first-time event, a showcase of African American businesses, was held on the main concourse of the Pentagon. More than 100 small businesses had an opportunity to display and demonstrate their capabilities to the National Capital Region defense activities, meet other business leaders, network, and learn how to market and conduct business with the Department of Defense.

Transformed Customer-Focus.

Following the Secretary of the Army's lead in forming a quality, customer-focused organization, we deployed a major transformation of our organizational structure and business practices to focus exclusively on fulfilling the acquisition needs of our customers. We organized Contracting Business Units around our customers, targeted and expanded our customer base, built a robust and responsive information technology support structure, and established an efficient and effective flow process that permits customers and supporting staff to exchange information freely and accurately in a timely manner. The results have been outstanding, as evidenced by our growth in obligations and number of contracting actions.

EQUAL EMPLOYMENT OPPORTUNITY INITIATIVES

"BUFFALO SOLDIERS OF THE NINTH AND TENTH CAVALRY" WAS THE THEME OF THE 2002 OBSERVANCE OF AFRICAN AMERICAN HISTORY MONTH.



IN COMMEMORATION OF DR. MARTIN LUTHER KING, JR.'S BIRTHDAY, REENACTMENT OF "THE MEETING" BETWEEN DR. KING AND MALCOLM X WAS PRESENTED JANUARY 16, 2002 IN THE PENTAGON AUDITORIUM.

Special Emphasis Programs. In response to the President's annual call to public and private sectors across the United States and abroad to celebrate various ethnic and cultural observances, we had another successful year in sponsoring a variety of Special Emphasis Programs. Each year, we ensure that quality programs are planned to increase cultural awareness, promote the concepts of respect and dignity for others, and aptly illustrate the organizational advantage gained through workforce diversity.

In January and February 2002, we took a step in a new direction, using the Pentagon auditorium. In a theater-like setting, actors presented relevant stage plays to audience personnel. To commemorate the birthday of Dr. Martin Luther King Jr., we presented "The Meeting," a powerful dramatization of the lives, philosophies, and times of Dr. Martin Luther King, Jr. and Malcolm X, illustrating the opposing views of two leaders who shared a goal of equality. The play was thought-provoking and delved into what could have happened had these men actually met to exchange views and discuss ideas before their lives were cut short just three years apart. To celebrate African American History Month, we presented a dramatic musical play, "Buffalo Soldier," based on the true story of our nation's longest-surviving Buffalo Soldier and veteran of the Spanish-American War. The play told the story of the soldiers of the Ninth and Tenth Cavalry, who served this country well but won little of the recognition they deserved. Both theater productions played to standing room only audiences and presented the Pentagon workforce with a fresh celebration of diversity and heritage.

In remembrance of the victims of the Holocaust, during April, we offered our employees a tour of the United States Holocaust Memorial Museum in Washington, DC. The experience was a somber and powerful reminder that the moral conscience of the individual is one of the greatest weapons against indifference, hatred, and discrimination.

Sign Language Interpreting. OAA customers continue to take advantage of our full-time sign language interpretation services. During 2002, requests for interpreting services increased by 26 percent and our customer base extended to 32 Headquarters, Department of the Army agencies. This increase represents our continuing commitment to employee well-being and emphasis on improved communication for hearing impaired employees who perform valuable functions throughout the Department of the Army. Providing this service maximizes employee potential, ensures effective communication, enhances employee satisfaction and ultimately enhances customer service.

Temporary Electric Scooter Mobility Program. Our Temporary Electric Scooter Mobility Program (TEMP), another employee well-being service, continues to pay big dividends for Headquarters, Department of the Army employees who are recovering from temporary impairments that limit their mobility. The program increases overall productivity by allowing employees, at their discretion, to return to work and save their sick or annual leave. In 2002, 21 employees saved an average of 7.5 weeks of annual or sick leave, equating to approximately 2 months of productivity for each participant.

CHAPLAINCY SERVICE INITIATIVES

Throughout the year, we provided expanded pastoral care for all faith groups and extended pastoral counseling support to the Pentagon workforce at large. By adding eight new worship services, we doubled the number of services and increased worship participation by more than 30 percent. We increased the number of worship services to enable those members of the workforce who work nights and weekends to have an opportunity for practice their faith. We also expanded our weekly prayer breakfast ministry from 3 to 5 times a week to ensure availability to a wider group of leaders to include senior woman and political appointees. We expanded our religious education services to include six additional weekly faith studies that enable us to more aggressively meet the unique needs of our enlisted and more junior members of the workforce. And, to increase the workforce's ability to communicate more directly through the Web, we updated our Web site to include expanded faith choices, interactive devotionals and Bible studies.



MR. HUDSON
PRESENTS
ANNE
GRAHAM-LOTZ
A TOKEN OF
APPRECIATION.



LTC BRIAN
BIRDWELL, A
DECORATED
PENTAGON
SURVIVOR OF
THE 9/11
ATTACK, SPEAKS
AT THE
NATIONAL
PRAYER
BREAKFAST.

RESPECT

Throughout 2002, we continued our annual religious support programs, providing inspirational speakers for each event. Notable speakers included:

DR. RAVI ZACHARIAS, NATIONALLY KNOWN EDUCATOR AND CONFERENCE SPEAKER, PROVIDED LEADERSHIP FOR THE ANNUAL NATIONAL DAY OF PRAYER SERVICES.



- LTC Brian Birdwell, a decorated Pentagon survivor of the 9/11 attack, spoke at the National Prayer Breakfast.
- Franklin Graham, the son of the Reverend Billy Graham, provided our Good Friday services.
- Dr. Ravi Zacharias, nationally known educator and conference speaker, provided leadership for the annual National Day of Prayer Services.
- The Honorable C. Stewart Verdery, Interim Deputy Secretary of the Department of Homeland Security, was the featured speaker for the Islamic Iftra services.
- Dr. Lloyd Ogilvie, the Chaplain of the Senate, conducted our Thanksgiving service.
- Rabbi Marvin Bash provided Hanukkah services for our Jewish community.
- Anne Graham Lotz, popular conference speaker and daughter of the Reverend Billy Graham, provided our Christmas service.

Lastly, one of the most significant events of the year occurred in November when we opened a new worship and mediation facility. A chapel was constructed adjacent to the Pentagon Memorial near the impact area of the 9/11 attack and was completed by the October 11th ceremony. This facility will provide worship support for all faith groups, for the first time in the Pentagon's long history. This new facility now offers the workforce an opportunity for worship and pastoral care, all in one location, thus *increasing the efficiency of the Pentagon Chaplain's Office to provide a broad spectrum of pastoral support.*

LEGAL SERVICES INITIATIVES

The growth of technology over the past decade has spawned a host of new and diverse legal issues. Often referred to under the generic name "cyber-law," these new issues involve everything from individual rights-to-privacy to the appropriate use of software licenses. The global war on terrorism (GWOT) has also served to increase the demand for legal expertise in these and other areas. To meet these novel challenges, we hired our first "General Law" attorney in 2002 and greatly improved our ability to respond promptly,

moving us one step closer to becoming a full service legal organization. Lastly, in the aftermath of the September 11th terrorist attack on the Pentagon, we played a pivotal role ensuring that victims and their families received all available compensation. Because contractor personnel are vital partners in the OAA family, we worked to secure an agreement with the Federal Employees Education and Assistance Fund to designate contractor employee victims and their families as beneficiaries of the fund. This

fund provides both emergency financial assistance and college scholarships to victims' family members.

To summarize the year for the Resource and Programs Agency, as you can see, we are proud of our initiatives and employees and excited about our ability to help OAA be the most efficient organization it can be, and *be recognized as the best support provider today and the only clear choice for tomorrow!*

U.S. ARMY SERVICES AND OPERATIONS AGENCY

Where would we be today without the tremendous determination and dedication of our employees? In 2002, our employees were ready. Just one year after the September 11th attack, we saw a reconstructed Pentagon. Our employees rose to the challenge and provided the products and services needed to accomplish that enormous task; whether coordinating the delivery of supplies, equipment and furniture through our logistics activity; providing security; providing audio-visual support; coordinating office space; or providing publication support and travel documentation to our personnel as they deployed. Our employees' strength and creativity enabled our customers to face new the challenges confidently. We provided reliable guidance, state-of-the-art equipment, fully functional space, and speedy logistical support even while we restructured to improve the way we do business. We remain confident in the ability of our people to meet the challenges of the future.

PUBLISHING INITIATIVES

Reengineered Publication Policy. During 2002, we took yet another step further into the business process improvement initiative journey of modifying the policy and procedures of the Army Publishing Program, with a focus on further reducing the time frame typically required to publish a revision to a regulation. The Office of The Judge Advocate General (OTJAG), the Executive Support Office, and the Army Publishing Directorate teamed together, reengineering the publishing process to expedite revisions to regulations. Under the previous set of business rules, it was not uncommon for an emergency or priority revision to take up to 90 days. The reengineered business rules enable emergency revisions to be authenticated and incorporated into the existing regulation on the Army Publications web page within 24 to 48 hours.

The new business rules have been especially productive for the Personnel (G-1) community since many of the personnel regulations involve frequent changes related to military personnel policies. Previously, the G-1 community would issue electronic messages to promulgate interim urgent changes to policy. In many cases, the electronic message did not necessarily reach the same target audience as the initial regulation did, which created some confusion with respect to which version of policy should be followed. The new business process for issuing Rapid Action Revisions (RAR) to a regulation ensures that soldiers are able to access the most current issuances of policy via the central publications web site in a matter of hours after the change has been issued. Because some G-1 regulations are updated frequently to keep pace with the continuous policy revisions being implemented by DoD, as well as changes in Public Law, this new process provides a better system by which soldiers can stay abreast of these changes.

Publications Processing Improvements. Our Publications Activity manages the process by which information developed by the Army leaders and functional proponents is authenticated, published and distributed as official, multi-media, Departmental publications and forms. While typically not time-sensitive, these official publications and forms provide our 20,000 customers (account holders) with trusted information by which to train personnel, operate and maintain weapons systems and tactical equipment in peace and times of conflict, and conduct the day-to-day business of the institutional Army. During 2002, we significantly enhanced our official publications website making it more user-friendly with drop-down menus that enable users to make fewer “clicks” to access areas of interest and adding a “point-and-click” ordering capability which reduced order rejects by nearly 10 percent. Our website continues to receive about 30,000 “hits” per day. As a result of a partnership with the Army Knowledge Office, our publications database can now be accessed through the Army On-Line portal, as well as the Army Home Page.

We continued to make progress to streamline the publishing system by implementing a variety of re-engineered processes to include rapid action revisions, priority revisions, and proponent “templates.” These system changes significantly reduced production times. We were also instrumental in reducing the requirement for multiple legal reviews of content matter. Although we are increasing the speed with which we move to electronic publishing, there remains a need for “hard copy” publications, and our distribution facility is extremely proud of their banner year performance. Our employees shipped nearly 45 million items in 2002; with an average “thru-put” time of three days from the time we received the order until the order left the facility. Many of these items were shipped to deploying warfighters.

TRAVEL INITIATIVES

Throughout 2002, our travel experts were engaged in numerous initiatives to improve transportation policy and services. First, we opened a dialogue with officials at United States Army, Europe and United States Army, Pacific to discuss revising current Department of Defense (DoD) and Department of the Army (DA) policies. This dialogue ensured that the unique needs of the field installations outside the continental United States were appropriately addressed in both DoD's and the Secretary of the Army's travel policy and resulted in an increased reliance on our professionals by the OCONUS officials for policy interpretation, significantly expanding our advisor role beyond the Headquarters, Department of the Army and major Army command matters.

Next, we established a solid travel business relationship with the Staff Judge Advocates at the installation level. This relationship and increased dialogue with the Staff Judge Advocates solidified our commitment to maintaining a solid partnership in authoring travel policies that local commanders can easily support and enforce.

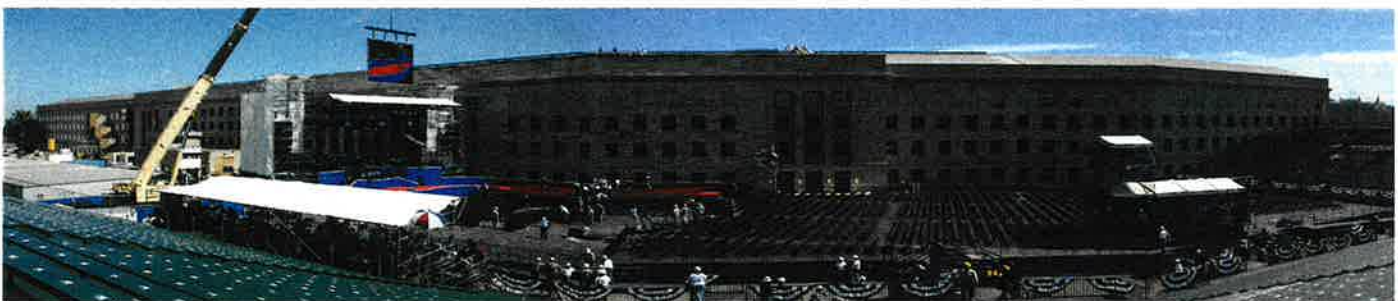
Finally, the year 2002 also marked the start of production of a new Gulfstream V aircraft that, upon completion and delivery to the Army, expands the capability of the Army's Executive Jet Detachment to support worldwide service in a timely and cost-effective manner.

SPACE AND BUILDING MANAGEMENT SERVICES

Our major effort in 2002 focused on overcoming the effects of the September 11, 2001 attack and restoring normalcy in our National Capital Region facilities as quickly as possible. Many offices moved to emergency locations outside the Pentagon while renovation and reconstruction efforts proceeded under the Phoenix Program. Our employees worked diligently with our customers to ensure that Headquarters, Department of the Army space was fully functional, enabling them to meet their mission requirements. By the end of calendar year 2002, we

had completely reoccupied the area destroyed by the attack.

Although the attack created an enormous workload above our daily routine, one of the major accomplishments of 2002 for our employees was the groundbreaking for the new Pentagon Athletic Facility. The approved construction plans nearly double the size of the existing facility and the anticipated opening and ribbon cutting is scheduled for December 2003.



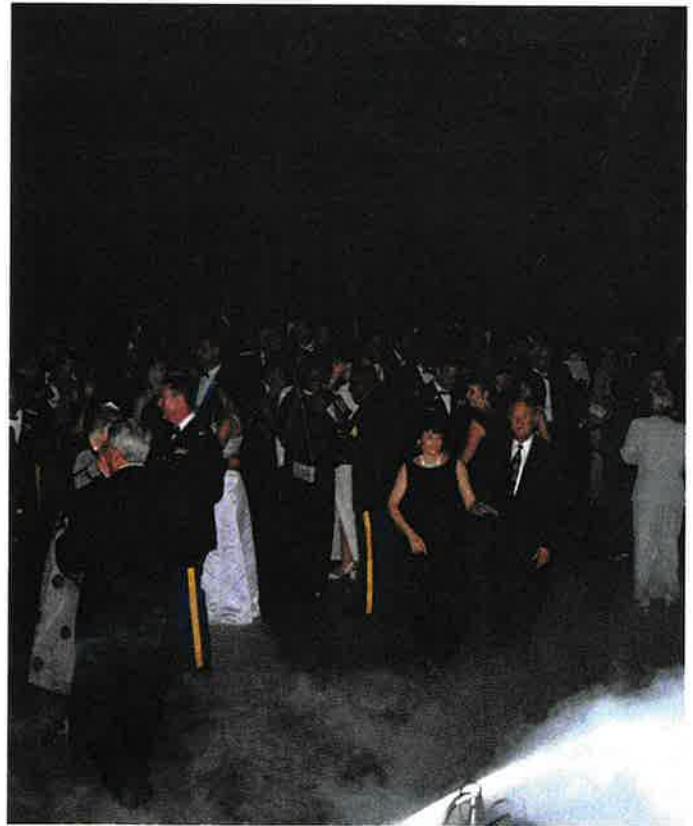
REBUILDING THE SECTION OF THE PENTAGON THAT WAS MOST SEVERELY DAMAGED IN THE SEPTEMBER 11TH ATTACK WAS COMPLETED BEFORE THE CEREMONY ON THE ANNIVERSARY OF THE ATTACK.

AUDIOVISUAL INFORMATION SERVICES

We are extremely proud of our professional television producers and directors, assignment photographers, and graphic artists delivering an array of state-of-the-art one-stop audiovisual products and services to Department of Defense customers. In addition to our Department of the Army mission, our services encompass worldwide mission support for the Office of the Secretary of Defense, the Joint Chiefs of Staff, the Joint Services, and other Government agencies, as well as on-request support to the White House and Congress.

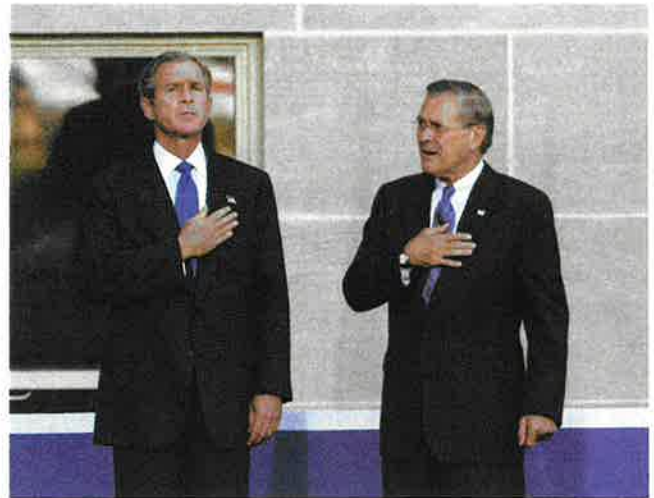
As an important part of our mission, we provide video and still photography coverage of National Capital Region events such as Presidential inaugurations, visits of foreign dignitaries, and important ceremonial occasions. We also process real world combat camera imagery for the Pentagon's top decision-makers, provide graphics support to enhance vital messages concerning the nation's defense, and contract for video productions and their distribution worldwide. Two major photographic and audiovisual events, of which we are especially proud, highlighted 2002, as well as being recognized for achievement in audiovisual excellence by winning three commercial awards.

The 227th Army Birthday Ball. For the Army's 227th Birthday Ball at the Washington Hilton, we began planning in February, providing consultation on stage design and contract services for stage building and for entertainment, sound, and lighting management. Our expert videographers documented all parts of the event for historical access. We provided early photo support in preparation for the event by providing images for use in the design of the 2002 commemorative coin. We also provided publicity photos from the 2001 ball and furnished two photographers for still photo coverage of the 2002 event. We produced graphics for the ball. In March 2002, we began providing graphic support for the ball with preliminary designs for the Army Birthday Coin. Our artists designed the event's unique printed program to feature an enclosed actual Army Birthday Coin. And, the 2002 event was the first time that we were asked to design and produce large stage backdrop graphics for the event.



PARTICIPANTS DANCE THE NIGHT AWAY AT THE ARMY'S 227TH BIRTHDAY BALL.

ATTENDING THE PENTAGON
OBSERVANCE CEREMONY,
PRESIDENT GEORGE W. BUSH
AND SECRETARY OF DEFENSE
DONALD RUMSFELD SAY THE
PLEDGE OF ALLEGIANCE
BEFORE SPEAKING.



The September 11th Observance. We successfully carried out all theatrical and television planning and support needed to execute coverage of the 2002 September 11th Pentagon Observance. The event, held at the Pentagon Phoenix site, was our largest production during of the year and was attended by President Bush, members of Congress, and other distinguished persons, as well as family members of those lost during the 2001 terrorist attack. A public audience of approximately 13,000 attended, and commercial television and radio networks carried the event worldwide.

Visual Information Awards. In addition to providing audiovisual support to our customer, we execute a Joint Service mission for contracting out productions for the Army, Department of Defense, multiple Services, and other Government agencies. Our producer-directors operate from a satellite shop in Alexandria, Virginia, and are augmented by the Marine Corps in supporting our customers. Traveling, sometimes to remote corners of the world, we coordinate and supervise the video and motion picture production of commercial contractors. In 2002, we accepted 19 new production projects, completed 9 of the productions, and produced some of our finest work ever, earning a number of awards:

The Vision Award and the Communicator Award of Distinction. We received awards in January 2002 for our production of the Korean War 50th Anniversary public service announcement. This broadcast television program, which featured Minnesota Governor Jesse Ventura, was designed to educate Americans about the Korean War to foster an understanding and appreciation of its lessons, history, and legacy and an awareness of the contributions made to world peace and freedom by Korean War veterans and their families.

The Crystal Award for Excellence. We received this award, DoD's highest award, in March 2002 for our production entitled "Assembly and Disassembly of the M240G Machinegun." This production provided a detailed description of the procedures and techniques for assembly and disassembly of the M240 Golf machinegun. Our videotape production was cleared and released for use by North Atlantic Treaty Organization forces.

The Seven Seals Award. We received this award in May 2002 for our production entitled "A Preemptive Strike for Good Employer Relations." This production provided training for volunteers and soldiers in the field performing ombudsman duties. We are extremely proud that we received the Seven Seals Award, given for our support of the men and women in the Army National Guard and U.S. Army Reserve.

RESEARCH SERVICES

As the provider of library reference services for the Pentagon, our abilities were sorely challenged during the aftermath of the terrorist attack on the Pentagon. Soon after the terrorist attack on September 11, 2001, the Pentagon Library was evacuated due to smoke and water damage. We were faced with placing the collection in temporary storage space while we looked for an alternative location. Initially, our library staff initiated a process to make the collection available to the Pentagon customers by establishing an information site on the Pentagon Concourse. Since the library collection was not accessible to our customers, our librarians provided onsite information and brochures, highlighting their location and willingness to provide our resources as needed. We began to serve our customers and increase our circulation, because our dedicated librarians would shuttle the collection between the Pentagon and its temporary location.

In March 2002, space on the main concourse of the Pentagon was allocated for a Pentagon Library Reference Center (PLCR), equipped with bookshelves, desks, carrels, terminals, newspapers, magazines, photocopy machines, and microfilm/ microfiche readers. This footprint in the Pentagon brought our library back to its primary customer base and gave emphasis specifically to interlibrary loans and circulation of resources. During the next eight months, our librarians and support staff reached out to their customers and accomplished their mission by circulating in excess of 8,600 items. More than 3,700 of those items were couriered to the Pentagon, and more than 100 interlibrary loan items were accomplished. Once again, our employees fulfilled the *desire to serve our customers and accomplish our mission of "customer service."*

PENTAGON
LIBRARY
STAFF
CELEBRATES
THE OPENING
OF THE
REFERENCE
CENTER.



PASSPORT AND VISA PROCESSING INITIATIVE

As the DoD Executive Agent for processing official, no fee and diplomatic passports and visas for all DoD personnel and dependants, we processed input from more than 1,100 DoD passport agents worldwide through the Department of State Special Issuance Agency. During 2002, we made significant improvements in processing passports and visas, which were reflected in our achieving a 98 percent accuracy and timeliness of delivery rate for the year while realizing more than a 5 percent increase in workload. We are extremely proud of our support to the DoD and our employees as they continue seeking to improve our service.

DEFENSE POST OFFICE RECEIVES AWARD

Another critical challenge we faced in 2002 was the protection of DoD Pentagon personnel from mail contaminated with chemical or biological agents. As operators of the Department of Defense Post Office (DPO), our employees continue to face the challenge forced upon us in early October 2001 when the news of mail contaminated with anthrax spores dominated the headlines. Although incoming official mail was already x-rayed to detect possible explosives, we now had to deal with the threat of chemical or biological agents being introduced into the Pentagon via the mail. Yet, we successfully met this challenge by establishing a chemical/biological screening process to safeguard an average of 1.5 million pieces of mail received in DPO per month.

In June of 2002, the DPO was awarded the General Services Administration's "Spirit of Service" award in recognition of the DPO's efforts to restore service crucial to the mission of the Department of Defense and maintaining our national security following the September 11, 2001 attack and October 2001 anthrax crisis. *We are extremely proud of our dedicated employees as they strive to ensure that the mail is delivered throughout the Pentagon on time everyday.*

MAIL
PROCESSING IN
PROTECTIVE
SUITS.



U.S. ARMY INFORMATION TECHNOLOGY AGENCY

Our success in 2002 reflects our commitment to continuous improvement to the Pentagon information technology and communications systems and networks. As we progress with our organizational rightsizing, functional restructuring, operations outsourcing, and business process improvements, the overall quality of our services has continued to improve. Our customer base continued to grow and the fast-paced world of information technology continued to change. And, not surprisingly, the year 2002 was one of our organization's finest years as we continued to focus on our customers, ensuring that all of our systems deliver the quality services our customers expect and need to accomplish their missions.

TELECOMMUNICATIONS MESSAGING SERVICES

In 2002 we made further progress in the implementation of the Army's Defense Message System (DMS) to provide DoD's leadership with quick and reliable information.

We sponsored the development, fielding approval, and deployment of a highly advanced information system to serve the Pentagon Enterprise - Decision Agent, which includes key features such as WEB Message Access, WEB Message Preparation, and WEB DMS Directory Browsing. The system contains comprehensive message profiling capabilities that enable rapid dissemination of messages to those who need to take action or need to be kept informed. Key message management services for command and control provide customers with the ability to receive messages even when the addressee's desktop is off-line and the capability to re-deliver messages to a customer or entire mail server. The Decision Agent can interface with present and future messaging systems and provide essential support for communications among DoD, Federal Departments and Agencies, Allies, and Foreign Embassies.

DESKTOP COMPUTER SYSTEM SERVICES

Fundamental changes in the delivery of desktop services to Headquarters, Department of the Army began in 2001 and reached their greatest impact in 2002. Based on our ability to deliver high quality desktop computer services, our customer population has grown exponentially since we began providing these services in 1995 through our Information Management Support Center. With the decision by the Secretary of the Army and the Chief of Staff in 2001 to consolidate IT operations throughout HQDA, we became responsible for the operation, technical control and delivery of desktop computer services for all elements of HQDA. We were chosen for this mission based on our history of quality service delivery, as evidenced by our being recognized in 2002 with the "Best in Breed" customer satisfaction rating by an IT industry recognized benchmarking consultant.

VOICE TELECOMMUNICATIONS SWITCHING SYSTEMS AND SERVICES

Continuing the transformation of our telecommunications service, we began implementing a new financial system in 2002 and successfully deployed it before the 1st of October. The new system improves the entire business cycle to include funding, accounting, inventory, invoicing, billing, vouchering, account management report generation and reduces billing maintenance costs.

To enhance customer relations, we implemented a Customer Care Center, which provides a single point of entry for the receipt of customers' requests

and provides our customers a response or closure to their ticket within 24 hours.

Our continuing efforts to streamline our processes have resulted in a significant savings to our customer base that includes approximately 160,000 local telephone lines, cellular phones and pagers, as well as a host of other telecommunications products and services. Because we are a "fee for service" activity, reimbursed by our customers, any savings generated is reflected in our customers' budgets through reduced costs of services. Specifically, from FY00-

FY02, our customers realized a savings of \$101M in line rate charges, with an anticipated FY03 savings of an additional \$48M.



PENTAGON TELEPHONE OPERATORS WORK THE SWITCHBOARD.

DATA CENTER SERVICES

Two significant changes occurred as we continued to respond to growing customer demands for data center service. Early in the year, the largest of our mainframe servers that supports two large applications critical to maintaining the readiness of the soldier for the Army, the Army Training Requirements and Reporting System and the Medical Operations Data System, began to exhibit signs of overload. High volume usage prevented new users from gaining access to the server and existing users reported poor response times. We determined that an upgrade to the processor was required and completed the entire upgrade around the first of October. The resulting server performance saw a 33 percent improvement in the level of support expected by its 25,000 registered users.

Our second major initiative was the implementation of our new Distributed Storage Management service, which provides server administrators the ability to automate backup of their data storage to a centrally managed server and the ability to restore all or a part of their data from the centralized backup using on-line commands.

NETWORK INFRASTRUCTURE SERVICES

As we engage more in President Bush's Management Agenda focused on e-Government, our networks play critical roles in improving communications and IT services in the Pentagon and around the National Capital Region. Our significant technology investments in IT infrastructure ensure our customers receive the best and most current technology available in the industry. Not only have improvements supported customers inside the Pentagon, but also have significantly improved communications for the Department of Defense and other agencies.

We reorganized our network infrastructure services to better align ourselves around our customers and their needs by developing dedicated integrated process teams; which dramatically improved responsiveness to the customer and reduced outage times. Additionally, the major network modernization program initiated in 2001 and completed in 2002 significantly improved security and increased the availability and reliability of our networks, now at 99.994%. As a result of our efforts, even with an increase of 15% in our customer base, the Pentagon Cable TV system retained an availability rate of 100% for the entire year.

In concert with the Defense Information Services Agency, we implemented projects that supported networking requirements for Allied Forces that drastically improved bandwidth of the Department of Defense networks and the reliability of the telecommunications infrastructure within the Pentagon, as well as for all DoD users.

“OUR SIGNIFICANT TECHNOLOGY INVESTMENTS IN IT INFRASTRUCTURE ENSURE OUR CUSTOMERS RECEIVE THE BEST AND MOST CURRENT TECHNOLOGY AVAILABLE IN THE INDUSTRY.”

OAA EMPLOYEES IN COMMUNITY SERVICE

Each year OAA administers the Combined Federal Campaign for all Army activities in the entire National Capital Region. This year, HQDA was, again, recognized with the CFC Merit Award for having a participation rate of more than 55%, raising over \$2.82 million from 12,895 HQDA military and civilian personnel from October through January 31, 2002. The 2002 campaign marks the 15th consecutive year we have exceeded the \$2 million mark! We are very enthusiastic about the CFC and take pride in administering the program, since it provides vital support to local and national charitable organizations with the necessary donations required to help those in need throughout our communities.

Another program for which we take pride in administering is the annual Army Emergency Relief (AER) Campaign. AER is a private nonprofit organization whose mission is to provide emergency financial assistance to soldiers providing essential emergency needs for food, rent or utilities, transportation and vehicle repair, funeral expenses, medical and dental expenses, and personnel needs when pay is delayed. AER also provides assistance towards

undergraduate education scholarships. During the 2002 AER Campaign, we collected donations in excess of \$121,000.

In addition to annual campaigns like the CFC and AER, our many subordinate organizations are actively involved volunteering time and services supporting a variety of community service programs and projects relating to Army outreach initiatives. Our volunteers help develop and strengthen relationships between the Army and the private sector, nonprofit organizations, and other similar groups that garner support for the Army.

Our Telecommunications Service employees routinely select a charity within the National Capital Region each year and lend their support. This year their support went to Suited for Change, Incorporated. Suited for Change, Inc. seeks new and barely used donations of clothing, shoes, boots, coats and briefcases in their efforts to professionally outfit low-income recipients as they return to the workforce. Suited for Change, Inc. also provides counseling and job interviewing classes, as well as coaching and personal grooming classes. The organization sponsors three charity drives each year. Our employees donated many professional

outfits, shoes and coats, with each donated outfit sealed in a plastic garment bag complete with jewelry accessories. They also establish food drives and support nonprofit mentoring and tutoring programs where adult and student volunteers, including the government, military, and private sector, contribute their skills in assisting elementary and middle school students in Washington metropolitan area.

Our Army Publishing employees participate with the University of Virginia (UVA) in their electronic publishing programs, to include the UVA-Library of Congress Spring seminar and the UVA Summer Electronic Publishing Institute. The forums present the newest technology and innovative applications across a broad spectrum of government and private industry organizations. The Publications Distribution Facility employees, located in St. Louis, Missouri, also provide valuable services within their community. Each year, employees select a children's home during the holiday season and provide gifts on Christmas Day. They also participate as an active member of the greater St. Louis Postal Customer Council that includes participation in Council meetings, conferences and sponsored outings.

OAA EXECUTIVE STAFF



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ADMINISTRATIVE ASSISTANT



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DEPUTY ADMINISTRATIVE
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MR. WES BLAINE
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MANAGEMENT
SERVICES



LTC NATHANAEL CAUSEY
CHIEF ATTORNEY &
LEGAL SERVICES



COL JOE CONLEY
DEFENSE
CONTRACTING
COMMAND-WSH



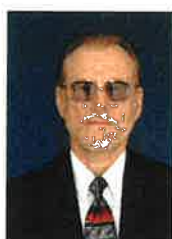
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SAFETY



MR. LARRY MILLER
DEFENSE
TELECOMMUNICATIONS
SERVICES-WSH



MS. DEBRA MUSE
EQUAL EMPLOYMENT
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MR. LACY SAUNDERS
SUPPORT SERVICES-WSH



COL CATHERINE
SCHOONOVER
LOGISTICS-WSH



MR. GEORGE SULLIVAN
INTERNAL REVIEW



MS. SHERRI WARD
HUMAN RESOURCES

MAGNITUDE OF SUPPORTING CUSTOMERS YEAR 2001-2002

	<u>2001</u>	<u>2002</u>
PENTAGON LIBRARY ATTENDANCE	76,536	21,275
LIBRARY CUSTOMER RESPONSES	11,756	3,733
LIBRARY OPERATING COST	\$2,545,168	\$2,190,030
LIBRARY CIRCULATION	35,153	8,604
PASSPORT APPLICATIONS PROCESSED	89,744	99,615
VISA APPLICATIONS PROCESSED	23,825	19,740
MOTOR POOL SERVICE REQUESTS	104,335	94,105
MOTOR POOL MILES DRIVEN	687,125	676,800
OFFICIAL TRAVELERS SUPPORTED	54,000	59,831
COST OF OFFICIAL TRAVEL	\$24,000,000	\$39,820,627
ADMIN PUBLICATIONS & FORMS WEB DOWNLOAD	5,203,493	4,461,102
PUBLISHED ITEMS DISTRIBUTED	2,258,976	1,603,000
CONTRACT AWARD DOLLARS OBLIGATED	\$1,756,703,727	\$1,913,733,318
CONTRACT AWARD TRANSACTIONS	5,319	10,101
PURCHASE CARD DOLLARS OBLIGATED	\$1,05,632,117	\$106,200,000
PURCHASE CARD TRANSACTIONS	82,900	91,000
SELF-SERVICE SUPPLY CENTER SALES	\$5,822,508	\$4,110,227
PROPERTY DISPOSAL PIECES PROCESSED	149,327	204,535
PROPERTY DISPOSAL PIECES REUTILIZED	29,273	12,374
MILITARY POPULATION SERVICED	3,199	3,367
MORALE, WELFARE AND RECREATION SALES	\$4,496,319	\$4,653,754
CIVILIAN POPULATION SERVICED	10,371	10,432
SQUARE FEET MANAGED	4.5 M	3.8 M
PARKING CLEARANCES	7,171	7,000
SECURITY CLEARANCES GRANTED	3,468	5,155
BUILDING PASS APPLICATIONS PROCESSED	7,383	9,864
FOIA REQUESTS PROCESSED	365	348
FEES COLLECTED	\$3,115	\$3,115
LEGAL REVIEWS PERFORMED	395	745
POAC ATTENDANCE	505,128	534,125

OAA MISSION STATEMENT

“ *TO PROVIDE A BROAD SPECTRUM OF PRODUCTS, SUPPORT AND SERVICES THAT ENABLES A DIVERSE CUSTOMER BASE TO SUCCESSFULLY ACCOMPLISH THEIR MISSION.* **”**

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's right, legally and morally.

PERSONAL COURAGE

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

ARMY OF ONE

THE OAA 2002 ANNUAL REPORT IS DEDICATED TO
THE MANY COURAGEOUS EMPLOYEES WHO DILIGENTLY
PROVIDED SUPERIOR QUALITY SERVICES AND
PRODUCTS DURING 2002. WE KNOW THAT THEY
WERE VIGILANT CONTRIBUTORS TO THE OAA EFFORT
TO SUSTAIN CREDIBILITY AND ACHIEVE A BANNER
PRODUCTION AND SUPPORT YEAR IN 2002 BECAUSE
OAA EXCELLED.



U.S.ARMY



ADMINISTRATIVE ASSISTANT
TO THE
SECRETARY OF THE ARMY

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