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Administrative Assistant to the Secretary of the Army  
OAA Annual Report 2001

The background of the entire page is a stylized, monochromatic representation of the United States flag. It features a field of stars in the upper portion and wavy horizontal stripes below, all rendered in shades of gray and black.

**Office of the Administrative Assistant  
to the  
Secretary of the Army**

**This report provides a look into some of OAA's activities, programs, and initiatives during 2001. 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.**

## ***2001 Annual Report***

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## *Message from the Administrative Assistant*

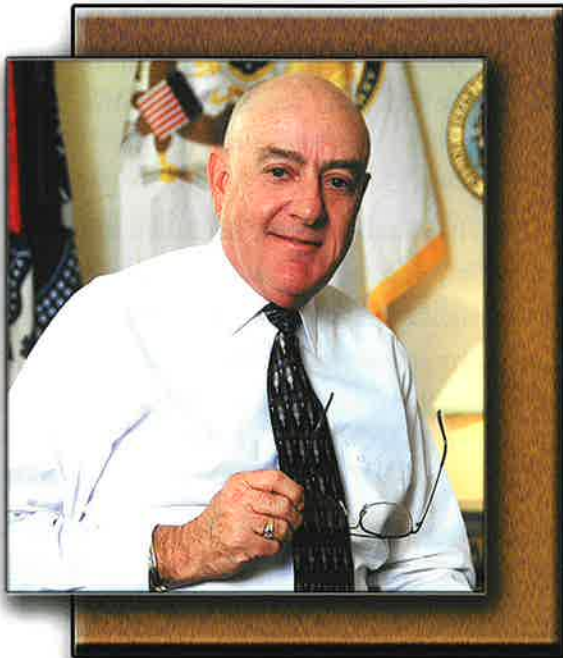
**W**e approached the second year of the millennium focused on improving our service and product delivery performance. Our transition to the New Year was flawless; we made great strides toward achieving realistic short-term plans, and our strategic planning teams developed concepts for creating a corporate OAA, functionally realigned to provide a user-friendly, seamless system for support.

Because we understand that quality, customer-focused administrative and base operation support is critical to maintaining readiness, especially during the Army's Transformation, we have placed significant emphasis on our leadership competencies and strategic use of our scarce resources. Our leadership emphasis was focused on maintaining quality human resource systems while we concentrated on how we could achieve our strategic goals as we worked within the constraints that challenged our performance. We understood, of course, that there would be the normal changes as a result of environmental factors and new customer demands, and during the first eight months of 2001, we enthusiastically looked toward the future and made great strides.

Then our strength was truly tested when we faced the trauma of the September 11th terrorist attack on the Pentagon. This horrifying and unexpected attack took the lives of 40 members of our team and injured many others but left us united in our resolve for justice and peace. As we mourned our fallen comrades, we stood together with the resolve to rebuild. Numerous military and civilian



heroes and heroines emerged. They selflessly rebuilt the Pentagon's infrastructure, restored communication systems, relocated personnel, and realigned processes while we struggled with our personal losses. We accomplished our support activities and tasks through teamwork created by our sustained relationships of trust, support, respect, collaboration, and interdependence, enabling us to deliver our products and services with energetic determination and excellence.



Our synergism was sustained! We are clear about our goals. We have become a stronger team, capable of providing excellent support because we value our work and each other. And, we remain focused on *being the best support provider today and the only clear choice for tomorrow!*

A handwritten signature in black ink that reads "Joel B. Hudson". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

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

# Who We Are

**I**n 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 assigned are steadfast. We address the most challenging management issues and provide innovative, customer-focused solutions to a wide variety of business initiatives, employing the most effective practices from both the public and private 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 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 distinct functional areas: Resource Management and Programs, Installations and Operations, and Information Technology and Communications. In this regard, the Administrative Assistant functions much like the commander of a major Army command (MACOM), representing the interests of 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 (the seat of government for the Department of Defense), MACOMs within the National Capital Region (NCR), 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 estimated \$450 million 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.

## **Our Guiding Principles**

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

# Year in Review

## *Executive Services*

The year 2001 was a busy and memorable one in the Executive Services arena. It saw the birth of our "corporate identity" with the first agency-wide Town Hall and Organizational Day. It also marked the completion of Presidential Transition activities with all incoming officials in place well before the end of the year. It was a year of prestigious and high visibility events with two Medal of Honor ceremonies, the National POW-MIA Recognition Day Ceremony, and the Department of Defense (DoD) Remembrance Ceremony for victims of the September 11th terrorist attack on the Pentagon. And, it was a year for solving tough administrative issues by crafting creative, defensible policies. 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.

## *Strategic Planning*

We began our 2001 strategic planning efforts with renewed energy. We continued to migrate to a seamless customer service delivery system by improving our business practices and functionally integrating our product lines. As we improve our business practices, our operational effectiveness has been enhanced as we proactively pursue reforms and build or leverage improved enterprise-wide systems and programs. By aligning our functions along service and product lines, we have been able to better focus on our customer needs, concentrate resources, and streamline executive agent missions into definable management responsibilities. Our focus has been to prepare our organization to become a seamless front to our customers, emphasizing effortless access to our myriad of products and services across different business units.

To meet these challenges, we established four teams composed of OAA

### **OAA Mission**

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

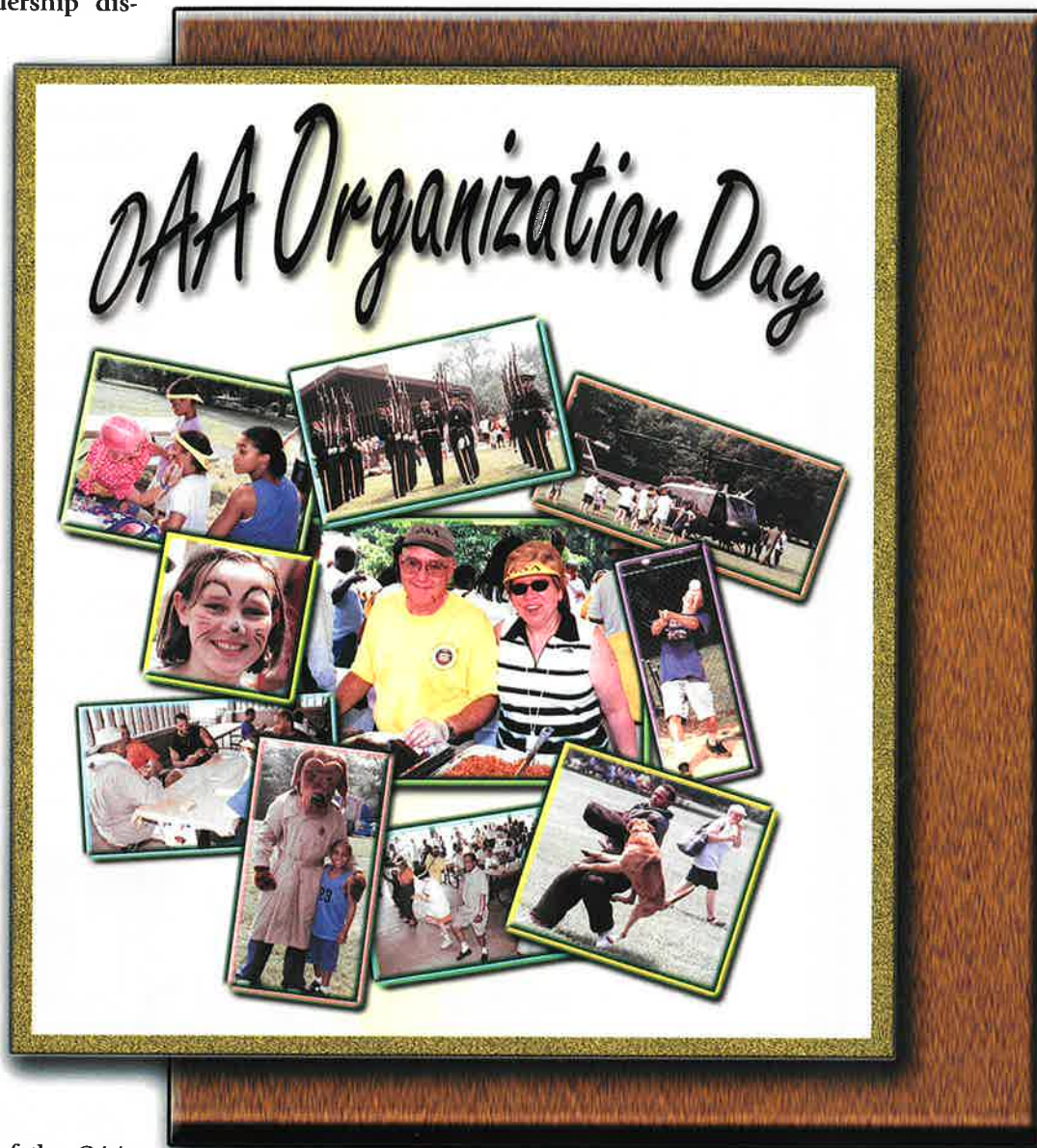


personnel chartered to consider improvements to the entire organization, as well as to develop core process maps for each directorate under the OAA. One of the chartered OAA teams addressed alternatives to communicate more effectively throughout the organization. A recommendation of the team was to conduct periodic Town Halls where the leadership discussed issues directly with the workforce. This recommendation led to a precedent-setting Town Hall that was held in the Pentagon Auditorium and simultaneously Web-cast to enable all OAA staff members to view the proceeding from their desktop computers. We used this gathering to recognize our workforce's many achievements and to discuss the future of the OAA as we began to implement a functionally integrated organizational structure focused on seamless customer service.

Another recommendation of the chartered teams led to the first annual OAA Organization Day, held on 9 August 2001. Planning for the event began early in the year with the selection of the OAA Organization Day Committee and 10 sub-committees. On what was the hottest day in 2001 with temperatures reaching near 100, more than 1,200 members of the OAA staff and their families attended OAA's first Organization Day. There was food and drink, clowns, static displays, and exhibitions by the Army Drill Team and the K-9 Working Dog Unit. The goal of

the OAA Organization Day was to improve morale and productivity through enhanced esprit de corps throughout the organization. Our goal was overwhelmingly achieved, as the event was a resounding success!

As we are continuously striving to improve our cus-



tomor service, the Customer Advocacy Team evaluated a number of tools through which to solicit feedback from the diverse OAA customer base. Moving forward with strategic goals and objectives, we decided to use the Interactive Customer Evaluation (ICE) system developed by the Department of Defense as our automated



response tool, and we are continuing to pursue customer feedback through a variety of methods. Our vision remains *"to be recognized as the best support provider today, and the only clear choice for tomorrow!"* To succeed, we realize that we must ensure that we produce and deliver the products and results our customers need, when they need them!

## ***Presidential Transition***

The year began with a Presidential Administration change. Throughout the ensuing months, our Transition Team focused on numerous activities essential for the successful transition of political appointees within DoD and Army. The transition of the Army's outgoing political appointees in January was accomplished smoothly, with the nomination and confirmation processes for Army's eight Presidential appointees proceeding flawlessly through the effective preparation of detailed briefings, information papers, and reference books tailored for each nominee. Typically, past administration changes have taken at least 18 months to complete; however, through the extensive use of information technologies and the dedication and expertise of our Transition Team, the process was completed in record time. By the end of the 2001, the Army's civilian leadership was in place, ensuring Army's capability to deal with new demands and a changing environment.

## ***Ceremonies and Events***

This year, we orchestrated the administrative and logistical requirements for several prestigious and highly publicized events involving the White House and Members of Congress. The ceremonies were seamlessly and flawlessly assembled, and the national media attention these ceremonies received projected a positive image for the Army.

### ***Medals of Honor***

Twice in 2001, the Secretary of the Army and the President of the United States hosted Medal of Honor recipients. In January, just days before the Presidential transition, the White House notified the Pentagon that President Clinton wished to award the Medal of Honor posthumously to a Civil War and a Spanish American War veteran. Working with White House representatives, we located and notified the heirs, made travel and accommodation arrangements, and developed an itinerary of events and activities independent of the White House. Again in July, the families of the two veterans who were awarded the Medal of



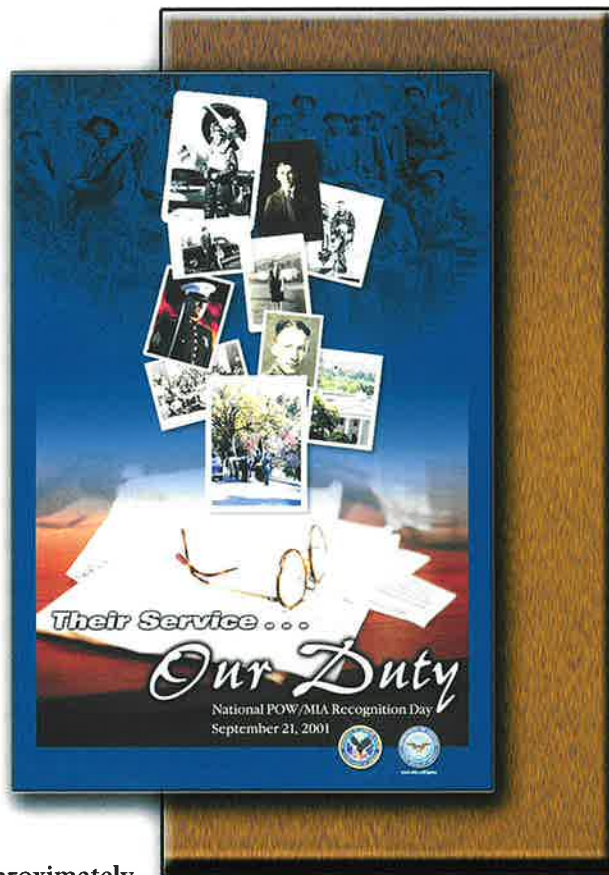
Honor in January returned to Washington to attend a series of ceremonies and receptions, including a White House ceremony for a Vietnam Conflict veteran receiving the Medal of Honor. Following the White House ceremony, the three Medal of Honor recipients and their families were honored at a Pentagon ceremony where the three veterans were inducted into the Pentagon's Hall of Heroes. We led the Pentagon ceremony, pulling key Army personnel together to ensure a flawless event.

### *The National POW/MIA Recognition Day*

This event is held annually on the third Friday of September. Each year on a rotational basis one of the Military Departments has the honor of serving as the DoD lead. Army was the sponsor this year, with OAA as the lead representative. Although this ceremony is historically held at the Pentagon, the September 11th terrorist attack necessitated the challenge of relocating the event just days before the ceremony. The Memorial Amphitheater located at Arlington National Cemetery was selected and our team overcame the seemingly insurmountable logistics of relocating the event and notifying the invitees, speakers, and the public of the change. Although some of the traditional events associated with the POW/MIA Recognition Day Ceremony, such as the Missing Man Formation, had to be cancelled and there were fewer attendees, this solemn ceremonial event went smoothly.

### *September 11th Memorial Ceremonies*

On 11 October 2001, President Bush was the keynote speaker during the memorial ceremony for the victims of the September 11th attack. On 10 October, members of the OAA coordinated the movement of



approximately 2,600 family members from area airports, as well as local train and bus stations, to five hotels in Crystal City. On 11 October, the OAA members executed the movement of these family members from their respective hotels to the Pentagon ceremony in less than 45 minutes; other members of the OAA family provided television coverage of the event, served as escort officers, coordinated security initiatives, and hosted family members.

Between September and December 2001, we turned our attention to a different set of memorial events. We monitored the recovery efforts following the September 11th attack and coordinated individual memorial services for the 40 OAA members lost during the attack. To keep our workforce informed, we posted informa-



tion about the memorial services and funerals for each deceased on the OAA Web page. To promote healing and bring closure to the tragic event, we organized and held an OAA Memorial Service on 7 December 2001 in the Pentagon Auditorium. Our team prepared and published an extensive program, developed a scroll of photos with the names of the deceased, scheduled speakers, organized an OAA Chorale, and coordinated a video presentation on the OAA Web page for viewing by all employees. OAA employees, principal officials of HQDA, and some family members attended this moving tribute to our fallen comrades.

## ***Published Policies***

### ***Army Publishing Program***

As the functional proponent for the Army Publishing Program (APP), we are proud of our successes during 2001 and our commitment to our customers. To that end, our goal is to meet their demands for a more responsive, flexible, and timely publication process. With the assistance of our business partners and by capitalizing on information technology capabilities, we reengineered the process of revising Army administrative publications. By migrating away from the paper paradigm to an electronic/Web-enabled paradigm, we are now able to accommodate revisions to Army policy documents much more quickly. As we examined the entire business process, we were able to identify redundancies that could be eliminated without degrading the integrity of the program. Staffing proposed revisions to a regulation can now be accomplished in 30 to 90 days, whereas staffing paper-based publications typically takes as much as 1 to 3 years to complete. Additionally, we empowered Army proponents to apply some common sense rules to revising regulations. By eliminating previous requirements for all revisions to be staffed with every agency and Army-wide prior to authentication and publication, we significantly reduced the time required to author, staff, and publish a revision to a regulation. By applying the reengineered business process now codified in Army Regulation 25-30, we have been able to accommodate urgent revisions to regulations in as little as 48 hours.

### ***DA Travel Program***

The need for additional Army policy covering transportation requirements became apparent in the aftermath of the September 11th attack on the Pentagon. Previous travel policy covered conventional war issues and small civilian casualty requirements. Working closely with Memorial and Casualty Affairs as well as experts in civilian and military entitlements, two policy changes were written, staffed, and issued within 72 hours. The first policy enables Army personnel to expeditiously move in and through a terrorist threat area and to gather the necessary ground and air resources for an immediate relocation to multiple local sites. The second new policy allows the movement of multiple survivors and family members to numerous locations for body identification, funerals, and memorial events.

## ***Base Operations Support***

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

*Resource Management and Programs*

*Installations and Operations*

*Information Technology and Communications*

During 2001, as the OAA moved to a functionally integrated organization, several organizational changes were implemented. The Defense Supply Services-Washington and the U.S. Army Service Center for the Armed Services were deactivated. Their resources were redistributed to four newly activated directorates: the Directorate of Logistics; Directorate for Administrative Services; Directorate for Morale, Welfare, and Recreation; and the Defense Contracting Command-Washington. We also created the Directorate for Security by moving the security resources from the Installation Services Directorate. All of the organizations were provisionally established in 2001, enabling each to focus on providing a seamless front to our customers.

Not surprisingly, the Year 2001 was an equally challenging and dynamic year in the Base Operations Support arena with achievements in all three functional areas. It was a year of firsts as evidence by the first Historically Black College and University/Minority Institution Seminar, which was designed to promote the Army's eArmyU online education initiative and to introduce attendees to grants and research funding opportunities. We also hosted the first Service-Disabled Veteran-Owned Small Business Program, and we were the first

element to distribute the black beret to all Army personnel in the NCR. It was a year of partnerships as evidenced by our partnership with the Training and Doctrine Command (TRADOC) to publish Army-wide doctrinal and training literature; our partnership with the U.S. Postal Service to decontaminate the U.S. mail delivered to the Pentagon; our partnership with the Office, Secretary of Defense to fund the new fitness and readiness facility; and our partnership with the General Services Administration to convert to the WITS 2001 administrative telephone contract. Each joint venture was filled with opportunities, and each made a significant contribution to improving readiness. It was a year of technological improvements with advances made in our messaging services, in our data storage capabilities, in our ability to detect network security intrusions, and in our streamlined information technology acquisition processes. Each step forward earned for us a reputation as a "best in class" organization. And, finally, it was a year that ended with trauma and sadness following the September 11th terrorist attack on the Pentagon. Yet, we met all these challenges with synergism, trust, and professional excellence.

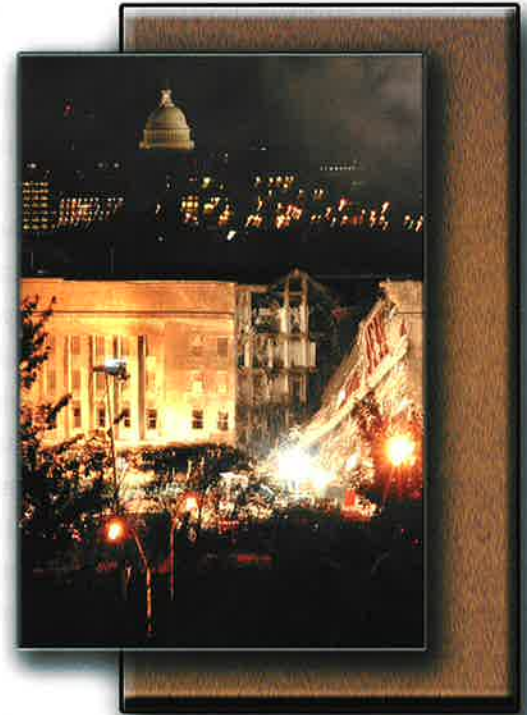
## ***Resource Management and Programs***

We attribute our 2001 successes to three factors: the discipline and responsiveness that underpin every service we provide; our ability to leverage technology to be competitive in not only today's contractual environment, but tomorrow's as well; and our people. While these factors are the most visible indicators of our success, they tell only part of the story. Our real success is measured in terms of customer satisfaction, providing quality and responsive service, lowering operating costs, and resolving our business challenges. The projects and initiatives described below are a testament that we are not only meeting the needs of our customers; we are setting the stage for even greater accomplishments in the future.

## *Resource Management*

As the fiscal manager of Operating Agency 22, the Army's third largest Operation and Maintenance-Army activity, with an estimated annual budget of \$3.5 billion, we resource a myriad of functions on behalf of America's Army. Unlike most commands, with resources that are executed in direct support of a mission, OA-22's resource responsibilities go well beyond the support of Headquarters, Department of the Army. In fact, we execute two-thirds of our resources outside the National Capital Region for programs that affect the Army's soldiers and civilian personnel worldwide. We are proud of our ability to proficiently manage OA-22's budget in support of the Army's three major priorities: People, Readiness, and Transformation of our forces.

The September 11th attack on the Pentagon had a devastating impact on our ability to manage OA-22's resources. Of the 73 resource management personnel assigned, 38 were wounded, missing, or killed. The Managerial Accounting and Program Budget Divisions were the hardest hit. In the Managerial Accounting Division, 10 of 15 personnel were missing or killed with 3 critically injured. The Program Budget Division had 24 of 27 missing or killed. Through the determined effort, leadership, coordination, teamwork, and sacrifice of the Army community as a whole, we overcame the impossible odds with the loss of funding documents and corporate memory to closeout fiscal year 2001 with overwhelming success. For the remaining months in 2001, we used Supplemental funding and Enduring Freedom funding and worked closely with the Army Budget Office to successfully fund a variety of highly visible efforts associated with the War on Terrorism, while maintaining readiness and day-to-day operation for the Department of the Army.



## *Contracting*

As the fifth largest contracting entity in the Army, we successfully closed another fiscal year, completing 2,798 contract actions and obligating an estimated \$1.5 billion. In addition, we awarded approximately \$38 million in cooperative agreements and another \$51 million in grants, primarily for educational services and construction to support education.

During 2001, our Small Business Office hosted a variety of highly successful conferences. The

theme of the annual small business conference, "How to Do Business," was amplified through six workshops conducted by notable presenters from congressional staffs, the Small Business Administration, the Defense Contract Management Agency, and from private sector presenters. We also hosted the first-ever Historically Black College and University/Minority Institution Seminar. The seminar introduced attendees to grants and research funding opportunities and to the new eArmyU online education initiative that provides soldiers with educational choices in pursuing online certificate, undergraduate, and graduate degrees. Another first was the Pentagon's first ever Service Disabled Veteran Owned Small Business Program, sponsored by our Small Business Office. And, in partnership with other Defense and civilian agency advisors, we provided one-on-one counseling to minority firms on "how to do business with the Federal Government." All events were an overwhelming success.

Following the September 11th attack on the Pentagon, our Contracting Directorate immediately relocated its staff and set up contracting operations at Crystal City. The ability to provide uninterrupted 24/7 contracting support was particularly critical because a significant number of high-dollar value, end-of-the-fiscal-year requirements had to be completed by 30 September. Our personnel adapted immediately to the changed circumstances—some even worked from their homes reviewing contractor proposals



and conducting all the necessary functions of contracting support. A "paper-based contingency contracting plan" was also developed to supplement the automated Standard Procurement System in the event the server remained offline for an extended period. Actions valued in the millions of dollars were processed from this remote site during the period of national crisis following the attack. Our staff's flexibility and dedication to the mission reflected great credit on the OAA and the Department of the Army.

### *Employee Programs*

The year 2001 marked the first full year that we provided a full-time sign language interpreter to assist our hearing impaired employees. Access to interpreting services has become more convenient, resulting in an increase in service requests and service provided. We responded to 176 requests for sign language interpreting services, providing over 500 hours of sign language interpretation. This represents a 61 percent increase in interpreting service requests and a 50 percent increase in hours of interpreting service over last year. Additionally, having a sign language interpreter on staff meant that while this increase in interpreting services was being provided, payments to outside interpreting contractors dropped from \$32,319 in 2000 to \$23,663 in 2001.



In addition to providing a sign language interpreter, we operate the Temporary Electric Scooter Mobility Program for HQDA-Pentagon employees recovering from surgery, a serious illness, an injury, or a broken foot/leg. The scooters can be borrowed for up to six weeks with extensions possible. In 2001, the program used six scoot-

ers to provide mobility assistance to 26 individuals for a total of 2,047 days at an average of 78 days per user. This program increases the productivity to the respective work centers and reduces the costs associated with sick or annual leave used during recovery periods.

### *Pentagon Mail Handling*

Perhaps one of the most significant challenges we faced in 2001 was the possibility that mail



contaminated with chemical or biological agents could have been received in the Pentagon. As operators of the Defense Post Office, we faced this challenge in early October 2001 when the news of mail contaminated with Anthrax spores, mailed to Tom Brokaw and Senator Daschle, dominated the headlines. The contaminated letter addressed to Senator Daschle was discovered within the Hart Senate Building. Consequently, operations

at the Hart Senate Building and the Brentwood U.S. Postal Service mail processing facility had to be shut down completely for decontamination.

Sustaining the security and safety of Pentagon personnel and maintaining continuity of operations was no doubt the ultimate challenge, considering that the Brentwood U.S. Postal Service processing facility processed all U.S. Postal Service mail to the Pentagon. Any mail going through the Brentwood facility at the time the contaminated letters were discovered was subject to cross-contamination. Although incoming official mail was x-rayed to detect possible explosives, we now faced the challenge of how to deal with the threat of chemical or biological agents being introduced into the Pentagon via the mail and yet maintain continuity of operations within the very nerve center of the Department of Defense.



Working with senior level policy, health, and defense protective representatives, we quick-



ly assessed the threat and developed courses of defense. Among these initiatives was the creation of a remote mail screening operation adjacent to the Pentagon Remote Delivery Facility, where all incoming U.S. Postal Service letters and flats undergo not only an x-ray screening but also a physical examining of the contents and DNA testing of air samples taken from the negative air-flow examination table. These precautions, as well as the modifications to policy and procedures put into place to safeguard the Pentagon, have served as a model for other agencies such as the State Department and the White House. Our efforts to meet the challenges of dealing with the threat of contaminated mail and devising safeguards against the threat of chemical and biological agents were successful largely due to the cooperative team spirit of all involved, and the fact that Army's leadership empowered the team to make the decisions necessary to deal with a compelling and urgent situation.

### ***Passport and Visa Processing***

As the DoD Executive Agent for processing official, no fee, and diplomatic passports and visas for all active duty military, civilian employees, and dependents, we coordinate input from over 940 DoD passport agents worldwide through the Department of State Special Issuance Agency. We are extremely proud of our support to the DoD, and we continue to look for ways to improve our service. During 2001, we maintained a 98 percent accuracy and timely delivery rate while processing more than 89,000 passports and 23,000 visas. In addition, we teamed with State Department personnel to provide training to newly designated DoD passport agents worldwide. This training effort was successful and greatly eased transition for the new passport agents.

### ***Installations and Operations***

Our ability to compete in the marketplace is dependent on our ability to enhance our competitive posture. We remained competitive by improving our product delivery

system and processes, aligning our human capital processes to meet the challenges of the new system, and becoming the most efficient organization capable of maintaining our position in tomorrow's marketplace. Driving our improvements was our ability to work in harmony and with informality. Harmony was realized as we kept everyone informed. Informality is the environment we created in which anyone can deliver a view or an idea to anyone else, knowing that it will be listened to and valued. Within OAA, harmony and informality are more than operating philosophies. They are key tenets in our culture that have enabled us to consistently deliver quality customer service.

### ***Publishing***

Army's senior leadership increased the pace for modernizing the Army, and we made a major contribution in that process! In a joint business venture with TRADOC, we assist in the preparation of manuscripts for publishing in the Army-wide Doctrinal and Training Literature Program. This business partnership accelerated the process of getting doctrinal and training materials in the hands of the users—the soldiers who will be tomorrow's leaders and war fighters.

In this partnership, the TRADOC schools shape the future of Army's major functional areas by providing instruction, guidance, philosophy, and doctrine to equip the soldier with knowledge and skills to enhance peacetime and war fighting capability to sustain the Army. We provide a complete array of editing and visual information services to all schools that prepare written products. During 2001, we received over 40 field manuals, soldier training publications, and training circulars, totaling close to 17,000 pages with over 700 illustrations, which we processed in record time. We are encouraged by our business partnership and this mutual exchange of support to aid the Army in its modernization efforts, and we value our support to the Army schools!

## *Installation Services*

As the managers of Army-occupied space in the National Capital Region, we faced a daunting challenge in 2001 as the Headquarters began its realignment, and the efforts continued on the 15-year Pentagon Renovation Program. For the first nine months, construction continued on Wedge 1 with multiple Army tenants being moved into the newly renovated space from May to September. But these plans were disrupted as we faced the horrific challenge of reconstituting the headquarters following the September 11th terrorist attack on the Pentagon. On 12 September 2001, we led the way in getting Army's headquarters back in operation. Working with other DoD activities, we reopened the spaces and started the effort to regain full use of the space. At the same time, we orchestrated the relocation of displaced employees to other NCR Army spaces in the area.

The early report indicated that over 2,500 HQDA employees lost their office space; most furniture, fixtures, and equipment were not salvageable; and immediate funding was unavailable. We enlisted the support of other Government agencies, e.g., the Department of Justice and the Social Security Administration, to procure enough replacement furniture for the initial recovery. Within one week, we identified available space to relocate personnel displaced by the attack and installed temporary communications to the building. While we directed the salvage of furniture and equipment and moved HQDA agencies into available space, we also willingly sacrificed our office space so that the "war fighters" had space in the Pentagon from which to manage the mobilization effort.

Other noteworthy efforts executed during 2001 included: moving the DoD Serum Repository maintained by the U.S. Army Medical Surveillance Activity from contractor space to leased space, saving \$250,000 per year; establishing an office for the Assistant Secretary of the Army (Civil Works) in the General Accounting Office Building with the U.S. Army Corps of Engineers, facilitating the ability to oversee engineering efforts in support of civil works; and relocating the U.S. Armed Forces Institute of Pathology's Legal Medicine Department from a commercial leased location to a federally owned building, providing the organization a better Force protection posture.

## *Visual Information Services*

With the addition of a new digital, state-of-the-art remote production van, no other local military production facility can compete with our uniquely trained staff to accomplish the television broadcast mission. Delivered in May 2001, the new 2000 Wolf Coach "Defiant-16"



television production van is a fully self-contained four camera digital television-broadcast truck, enabling the television staff to bring the studio to the customer. Over 25 major productions were successfully completed in 2001, ranging from large-scale productions to media events hosted by the Secretary of Defense. Among the large-scale productions was the Army's Annual Ball. This year the Army Ball was held on 14 June at the Washington Hilton in Washington, DC, with over 2,000 Army personnel and guests attending. Servicing this event represented the blending of our visual information talents as we executed complex theatrical support, photographed the celebration for historical documentation and eventual accessioning to the National Archives, and designed and produced all the elaborate stage backdrops and informational posters.

All of these talents were demonstrated again on 11 October, when President George W. Bush hosted a Memorial in remembrance of the September 11th attack on the Pentagon. During the ceremony, held at the Pentagon's River Parade entrance, our 40-member television production staff provided a worldwide broadcast feed while sending the signal to several large projection screens throughout the site. No matter where positioned, the audience of 15,000 was able to witness the event. Additionally, in the aftermath of the September 11th terrorist attack on the Pentagon, our photographers provided comprehensive photographic documentation of the recovery operations and also photographed personal items from the impact area, enabling the proper identification, accountability, and return of personal effects to Pentagon personnel and



the family members of deceased personnel. We are proud of our contributions and of our ability to provide quality support to our customers.

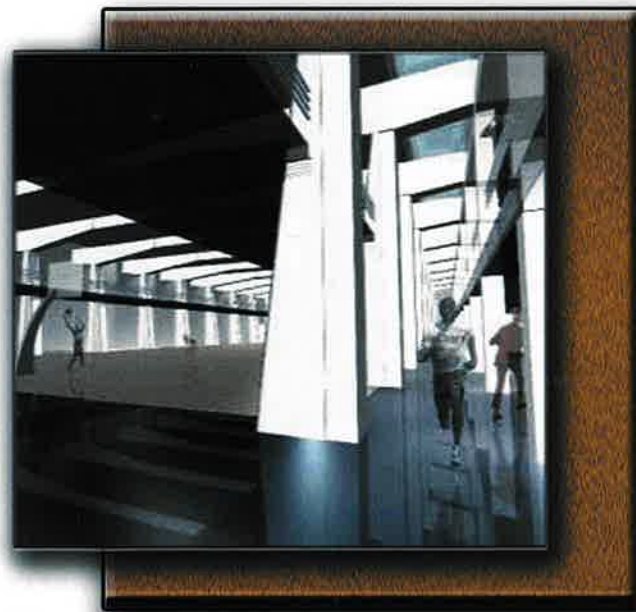
### ***Morale, Welfare, and Recreation Services***

Maintaining individual physical fitness and, therefore, readiness in a headquarters environment is a real challenge. Yet we met this challenge and take pride in our ability to apply innovative approaches for solving our patrons' fitness and readiness issues. In 2001, three major accomplishments were completed. First, we significantly increased our patronage at the Pentagon Fitness Center, providing service to over a half-million patrons passing through our gates. Part of the increase resulted from our decision to extend our no-fee membership program to all junior enlisted personnel in grades E1-E9, junior officers in grades O1-O3, and all warrant officers. We were able to offer this no-fee membership program by partnering with the Military Departments, which provided nonappropriated funding to cover the costs for their service members. This program has been a tremendous success and has greatly improved the morale and productivity of DoD's junior service members.

The second accomplishment relates to our three-year plan to build a new facility. After more than six months of debate, we were successful in gaining DoD's agreement to fund the \$19 million for the construction of the new facility. As a result, we were able to award the design-build contract in October 2001. We are excited about the coming facility, as it will be more than 50 percent larger, supporting up to 8,000 members per day. Located adjacent to the Pentagon's Mall entrance, the new 120,000 square foot facility will have several new areas, including two multi-purpose rooms, one for badminton and volleyball courts and one for aerobics and



stationary bikes. An indoor running track, eagerly anticipated, will be added to the new facility, as well as a 4,900 square foot cardiovascular room with treadmills, stationary bikes, step machines, and other state-of-the-art equipment. Equally impressive will be the state-of-the-art design, as many sustainable features will be realized. These include: a landscaped "green roof," which prevents rainwater runoff and extends the life of the roof; bamboo flooring in various parts of the facility; floor mats, partitions, and upholstery made from recycled materials; and special water purification systems to provide a healthier swimming environment and lower maintenance costs. The project will be completed in two phases: Phase 1 began in April 2002, and Phase 2 will be completed by December 2004.



Our third milestone was our support following the September 11th terrorist attack. As with every function in the Pentagon, the September 11th attack affected our fitness facility. As the recovery efforts moved forward and the volunteer food services departed the Pentagon grounds, we assisted the Army's war fighting capability by expanding meal services to support the Pentagon planners. For three months following the attack, food service was made available through midnight every night to ensure personnel working through the night had an opportunity to obtain a healthy meal.

### ***Spiritual Services***

Throughout the year, more than 40 study and prayer sessions and four breakfast gatherings for various faiths were held, as well as weekly Catholic and Protestant Sunday worship services for the Army Operations Center. The Pentagon observance of The National Day of Prayer was held on 3 May, and traditional Thanksgiving, Iftar, Christmas, and Hanukkah services closed out the year. As always, religious materials, support, and encouragement were made available to all personnel in the Pentagon.

Our chaplain serves as the Pentagon Chaplain, providing counseling and support to all Pentagon personnel on a daily basis. However, the September 11th terrorist attack manifestly changed the focus and operations of our services. Immediately after the tragedy, the staff was supplemented for 30 days by five National Guard and Army Reserve chaplains and two chaplain assistants, who ministered to personnel in the Pentagon as people struggled with the emotion-

al and spiritual impact the attack had on their individual lives.

Additionally, our chaplain was integrally involved in the planning and execution of memorial services and funerals for those heroes who lost their lives. The President's call for a special National Day of Prayer resulted in three Pentagon services on 14 September. We also provided support for the Department of Defense Memorial Service on 11 October and the OAA Memorial Service on 7 December. Further, in the aftermath of the attack, we sponsored nationally and internationally known speakers who came to offer support and inspiration.

### ***Logistics***

We provide an extensive array of logistical services not only to elements assigned to Headquarters, Department of the Army, but to a wide variety of DoD elements located throughout the NCR. These services include transportation, property accountability, the delivery of supplies, and reutilization of equipment. This year, we faced the challenges of a fluctuating customer base, improving business practices, assisting Army leadership with new supply initia-



tives, and meeting the logistical issues associated with the terrorist attack on the Pentagon. Yet, we met these challenges with professionalism, resourcefulness, and flexibility.

An example of our resourcefulness and flexibility occurred with the distribution of the black beret to all military personnel in the NCR. When the Chief of Staff, Army directed that all Army personnel be issued black berets for the Army's Birthday on 14 June, we jumped into action to make this a reality. Normally, a soldier's personal field clothing and equipment needs are supported by central issue facilities; however,

this is not true for soldiers in Joint service and Headquarters tables of distribution and allowances activities, such as those in the NCR. Recognizing this problem, we worked with representatives from the Army Materiel Command to distribute over 8,000 black berets in the NCR.

Although the distribution of 8,000 black berets appeared to be a simple task, it was not, as it was difficult to identify the 100 different units located in the NCR, to determine the correct sizes needed, to requisition them, and to provide instruction on the wearing of the beret. We stepped up to the challenge, enabling all Army personnel to proudly wear their berets in time for the Army's 226th Birthday.

Equally competent have been our transportation services during 2001. We successfully provided commercial ticketing



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service to transport thousands of personnel on business travel, efficiently orchestrated the household movements for several thousand DoD military and civilian families on permanent change of station orders, and proficiently supported 27 major award and commemorative ceremonies within the NCR. Most notable of these was the support we provided for two Medal of Honor ceremonies, where 400 attendees had to be transported from local airports and hotels to the presentation site and returned. Another Herculean task was providing the air and ground transport for 3,000 family members attending the Memorial ceremonies at the Pentagon on 11 October. The families were transported to and from local airports to hotels. Most significantly, the families were picked up from all over the NCR, escorted through security, and seated for the ceremony within a 45-minute period. Upon completion of the ceremony, they were returned to their destinations without a single miscue, creating a positive image for the Department for its ability to take care of its own!

### *Information Technology and Communications*

As we reflect on the accomplishments of the past year, there are still significant challenges and opportunities ahead of us. Our success throughout this year was measured against our vast improvements in the Pentagon community information technology and communications (IT&C) systems and networks and solidified by our ability on September 11th to meet the Pentagon's most significant hostile threat in recent history. The overall quality of our IT&C services improved dramatically as we continued down the road of organizational right-sizing, functional restructuring, operations outsourcing, and business process improvements. Our customer base continued to grow, and the fast-paced world of information technology continued to change. We met these challenges head on and succeeded in having one of our organization's best years.

### *Telecommunication Messaging Services*

The year 2001 was a showcase for the Defense Message System (DMS) within Army. Our success in maximizing DMS through the expansion of what was once a "Pentagon-centric" initiative took off to a point of deployment across unclassified, secret, and top-secret networks, with a worldwide customer base. Software enhancements were employed to virtually eliminate the installation and frequent updates of the cumbersome and administration-intensive encryption/decryption cards. Along with an add-on device to the desktop personal computer, customers can now be assured of certified, reliable multisecurity-level transmission and reception of telecommunications messages.

In addition to the continuing implementation and deployment of the DMS, we provided flawless Automatic Digital Network (AUTODIN) services by expanding our delivery directly to the customer's desktop computer system via the Nonsecure Internet Protocol Router Network (NIPRNet) and Secure Internet Protocol Router Network (SIPRNET). This capability saw our message-handling traffic increase from 100,000 messages a month in 1999-2000 to its 2001 level

of 1,200,000 messages a month. The Army's success in this area has provided other military departments and Federal agencies with dial-in service to the Army's worldwide DMS capability and earned recognition from defense leaders for our technical breakthroughs in telecommunication messaging.

### ***Voice Telecommunications Services***

In 2001, we achieved a number of initiatives designed to reduce telecommunication costs and improve customer services. We consolidated the management of Pentagon voice telecommunication services, over 23,000 telephone lines, to achieve efficiencies, and we continued to transfer our DoD telecommunication service requirements onto the Washington Interagency Telecommunications System 2001 (WITS 2001) Contract, consolidating services and reducing billing costs. Additionally, for our 35,000 cellular telephone customers, we established six cellular vendor contracts to meet specific e-business needs, thus, providing a vendor of choice and increased price competition, resulting in significantly lower costs. Finally, a long overdue enhancement to our switchboard directory services was installed and is now servicing the entire DoD community in the NCR. The enhancement allows customers to access an Interactive Voice Response System (IVRS) that provides a menu listing of the most frequently called telephone numbers in the NCR. The IVRS enhancement frees the DoD operators to handle the less frequently requested numbers, to better assist those customers whose requests are more complex.

### ***Data Center Services***

Significant changes occurred in our provision of data center services in 2001. We increased the functionality and processing speeds of our mainframe computers by nearly tenfold. In addition, our storage capacity nearly quadrupled, allowing the customer to write more data per tape, as well as allowing some customers to stack their own data when needed. We employed the Virtual

Storage Manager (VSM), a system that enables the customer to more efficiently utilize storage media without requiring changes to job processing. In effect, the customer can continue to create as many individual tapes as needed, while the VSM system manages the data, thus, eliminating wasted resources. Additionally, we installed the Tivoli Storage Manager (TSM) to enhance the customer's performance by allowing the customer to make backups of data, eliminating costly losses during processing errors or inadvertent failures.

### ***Network Infrastructure Services and Operations***

The past year posed new challenges and saw significant successes in developing and maintaining the network infrastructure. We designed and deployed a new optical integration point-to-point delivery system; developed and delivered a state-of-the-art training lab for the Pentagon Consolidation Technical Control Facility (PCTCF), creating the first storage area network and disaster recovery system for the Secretary of Defense; completed a facility accreditation to TS/SCI level; and increased customer classified connectivity by 50 percent.

Additionally, we performed a number of special initiatives for a variety of customers. For our Air Force customers, we completed a modernization program that included the replacement of old equipment and the improvement of network capability and availability twofold. To improve security, we upgraded the firewall system in the Office of the Secretary of Defense and participated in five preventive maintenance power outages affecting the Pentagon customers. These efforts were undertaken to prevent future unexpected network interruptions. We also consolidated the Army Operations Center with our messaging center, completing the move of communications circuits two years ahead of schedule. Finally, we instituted a Pentagon help desk forum that allowed us to receive feedback from all of our supported organizations, thereby improving customer service.

Following the terrorist attack on the Pentagon, we provided support for 2,500 personnel displaced as a result of the attack and maintained communication support at approximately 97 percent during and after the incident. We also began a major network modernization project that will eliminate aging technology, improve performance tenfold, and make Pentagon networks more secure. The project was scheduled for completion in October 2002.

### *Network Security Services*

Our Security Forum began in 2000 as brown bag lunch meetings of computer security personnel. In 2001 these sessions grew into a unique opportunity for the Pentagon computer security community to hear the views and theories of a diverse group of outside speakers. Guest speakers have ranged from Microsoft's head of security, to "hackers," to computer virus experts. The Security Forum attendees have been afforded a unique opportunity to hear the views of people "outside the box." The diverse opinions and outlooks presented by these speakers have been very important in expanding the horizons of the Pentagon security community. As a result, attendance at these forums has risen sharply.

In 2001, we saw an increase in the number of attacks that Pentagon security teams detected and dealt with throughout the year. Contributing to this increase was the appearance of a new family of computer worms that attacked using a combination of methods, some by mechanism previously unseen. These attacks were targeted at Web services that were running on many systems. Our Pentagon security team worked cooperatively to handle the attempts to compromise Pentagon systems. This close coordination has been instrumental in reducing the potential impact on our systems and has resulted in uninterrupted operations for all of our customers.

### *Command Communications Survivability Program*

On September 11th, the attack on the Pentagon rallied both the military and the private sector, motivating many Defense Department vendors to donate their products, time, and expertise.

Over 40 key information technology vendors were asked to assist in developing plans for restoring operations and making the Pentagon as survivable as possible in the event of future attacks. Utilizing these resources, we organized a number of working groups chartered to develop the most cost effective, innovative design possible for survivability of command and control operations in the Pentagon. The product of this one-of-a-kind collaboration was briefed to Pentagon senior leadership and accepted as the approved course of action. As a result, the plan was funded at over \$477 million and a new program established within the Pentagon Renovation





Program to implement the command communications survivability plan developed by these highly talented and dedicated working groups of military, civilian, and vendor experts.

### *Information Technology Acquisitions*

In 2001, we redoubled our efforts to streamline information technology acquisitions and emphasize life cycle management of information technology as a capital investment. In accordance with the Clinger-Cohen Act, we implemented a process to better manage the risks of information technology acquisitions and to integrate the information technology management process with the processes for making budget, financial, and program management decisions. This process established goals for improving the efficiency and effectiveness of agency information



technology investments. Additionally, we developed a Pentagon infrastructure plan as an input to this process. This plan required an assessment of the current environment and laid out a life-cycle replacement strategy for critical information technology systems within the Pentagon. Security requirements were also identified in the plan to ensure effective use and delivery of information technology capabilities in accordance with information security policies and procedures. We also developed performance measurements to determine how well information technology supports agency programs. As a

result, a recent independent customer satisfaction survey indicated that our desktop computer service and support are "best in class," and our infrastructure initiatives during the year have achieved improvements in those areas most important to our customers and stakeholders.

## OAA Employees in Community Service

OAA managed the 2001 HQDA Combined Federal Campaign. HQDA received the CFC Merit award for having a participation rate of more than 55 percent in 2001, the 14th consecutive year that HQDA has collected more than \$2 million. The Federal campaign brought in \$2.81 million from 13,575 HQDA military and civilian employees, October through January 31, 2001. OAA is very enthusiastic about the annual Combined Federal Campaign because it provides local and national charitable organizations with needed funding to improve communities.



*Patricia L. Cade* is a volunteer with the District of Columbia's Metropolitan Police Department in the Police Auxiliary Service (PAS) established in December 1995. The PAS uses nonuniformed civilian volunteers to perform various nonlaw enforcement activities that augment or support the responsibilities of the police department. PAS volunteers support the police department services and create community services not currently available under existing programs.

Pat Cade serves as an administrative assistant and works with investigative case management files and a facilitator of the Partnerships for Problem Solving (PPS) program. PPS is the Metropolitan Police Department's effort to train police officers, community volunteers, and agency representatives in the methods and tools for neighborhood problem solving. During 2001, Pat received the Metropolitan Police Department's appreciation and exemplary performance award for outstanding support.



In addition, Pat Cade is also a nonoperational volunteer and honorary member of the Prince George's County District Heights Volunteer Fire Department.

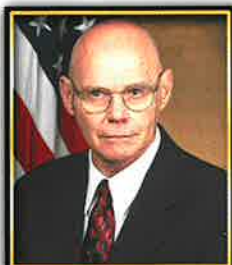
*John L. Ball* is a volunteer Cubmaster with the Mattaponi Cub Scout Pack #22 at Salem Baptist Church. He also serves as the chapter organizational representative with Boy Scout Troop #77 at the Church of the Messiah (Episcopal). Both Scout organizations are located in Spotsylvania County. For the Cub Scouts, John works with 30 boys and 45 adults that make up five dens. He has three den meetings and one pack meeting per month. For the Boy Scouts, he works with 14 boys and 20 parents. He meets with the Boy Scouts four times per month and conducts eight camp outs and one summer camp per year. John's responsibilities include preparing the Cub Scouts to be Boy Scouts. He leads boys toward accomplishment of the Boy Scouts of America's mission, to prepare young people to make ethical and moral choices over their lifetimes by instilling in them values of the Scout Oath and Law. Scouts have responsible fun and adventure aimed toward building ethical character, citizenship service, and leadership.



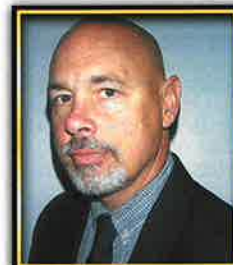
# Executive Team



Mr. Levon Anderson  
Network Security Services



Mr. Ralph Anderson  
Army Visual Information



Mr. Wes Blaine  
Space and Building Mgt. Svcs.



COL Brent Green  
Chief Attorney



Mr. Feltz Kirklighter  
Director of Logistics



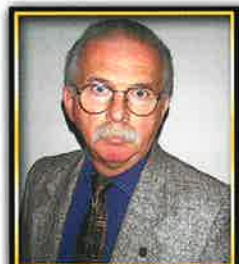
Mr. D. Frye  
Data Center Services



Mr. R. Jaworski  
HQDA Resource Mgt.



Mr. Mike Selves  
Director of Info. Management



Mr. Larry Miller  
Defense Telecommunications



Ms. Debra Muse  
Equal Employment Opportunity



Mr. M. Owens  
Pentagon Telecommunications



Mr. Lacy Saunders  
Support Services



COL Charles Vondra  
Defense Contracting Command



Ms. Sheryl Ward  
Human Resources



Mr. E. Nazzaro  
Army Publishing Agency



Mr. George Sullivan  
Internal Review

Not pictured: Colonel David Philips: Director of Security, and Mr. Thomas Kupiec: Director Network Infrastructure Services and Operations.

# LEADING THE WAY



**Mr. Joel B. Hudson**  
Administrative Assistant



**Mrs. Sandra Riley**  
Deputy Administrative Assistant



**MG Robert Diamond**  
Special Assistant



**Mr. Fred Budd**  
Deputy for Info. Technology



**COL Owen Powell**  
Executive Officer



**Mr. Leon Alexander**  
Strategic Planning Office



**Mr. Tom Scullen**  
Executive Support



**SGM Jose Burgos**  
Executive Office



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## Our Magnitude of Supporting Customers Year 2001

Pentagon Library Attendance	76,536
Library Customer Responses	11,576
Library Operating Cost	\$2,545,168
Passports/Visas Issued	124,525
Motor Pool Service Requests	104,335
Motor Pool Miles Driven	687,125
Official Travelers Supported	54,000
Cost of Official Travel	\$24,000,000
Administrative Publications & Forms Web Downloads	5,203,493
Publications & Forms Orders Shipped	2,258,976
Contract Awards Dollars Obligated	\$1,756,703,727
Contract Award Transactions	5,319
Purchase Card Dollars Obligated	\$105,632,117
Purchase Card Transactions	82,900
Self-Service Supply Center Sales	\$5,822,508
Property Disposal Pieces Processed	149,327
Property Disposal Pieces Reutilized	29,273
Military Population Serviced	3,199
Morale, Welfare, and Recreation Sales	\$4,496,319
Civilian Population Serviced	10,371
Square Feet Managed	4.5 Million
Parking Clearances	7,171
Security Clearances Granted	3,468
Building Pass Applications Processed	7,383
FOIA Requests Processed	365
\$ Fees Collected	\$3,115



**The OAA 2001 Annual Report is dedicated to the many courageous employees who diligently provided superior quality services and products during 2001. We know that they were vigilant contributors to the OAA effort to sustain credibility and achieve a banner production and support year in 2001 because OAA excelled. Our hearts are heavy over the loss of and injury to our coworkers on September 11, 2001. They have left an indelible performance mark of excellence for others to emulate. Our recognition and appreciation of our employees is only surpassed by our opportunity to have served our country together in 2001.**



# OAA Annual Report 2001

<http://hqdainet.army.mil/aasa>

