



**DEFENSE LOGISTICS AGENCY  
OPERATIONS RESEARCH AND RESOURCE ANALYSIS  
DORRA  
c/o DEFENSE SUPPLY CENTER RICHMOND  
RICHMOND, VIRGINIA 23297-5082**

IN REPLY  
REFER TO

DORRA

JUN 0 2 2000

MEMORANDUM FOR CHAIR OF THE GEORGE B. DANZIG AWARD COMMITTEE

Subject: Letter of Recommendation for Randal J. Zimmerman, Ph.D.  
George B. Dantzig Dissertation Award

I would personally like to recognize the outstanding contribution of Dr. Randy Zimmerman to the Defense Logistics Agency (DLA). Through his research, which applied Data Envelopment Analysis to measure the efficiency of each warehouse in the DLA distribution system, we are able to empirically identify inefficiencies in the system and use that information to reduce inefficiencies, benchmark performance, and identify business practices that will make our warehouses operate more efficiently. His research has resulted in reduced warehousing costs and improved efficiencies in warehouse operations. The projected cost savings for DLA are estimated to be in excess of \$1 million dollars for the next fiscal year.

A handwritten signature in black ink, appearing to read "Charles F. Myers".

CHARLES F. MYERS  
Director  
DLA Office of Operations Research  
and Resource Analysis