



DEPARTMENT OF THE NAVY  
THE ASSISTANT SECRETARY OF THE NAVY  
(INSTALLATIONS AND ENVIRONMENT)  
1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

12 January 1998

The Honorable Newt Gingrich  
Speaker of the House of  
Representatives  
Washington, DC 20515-6501

Dear Mr. Speaker:

The purpose of this letter is to notify you of our decision to study certain functions performed by military and civilian personnel in the Department of the Navy (DON) for possible performance by private contractors.

The DON faces an extraordinary challenge to use its limited resources more effectively and efficiently to support recapitalization and modernization imperatives. Privatization and outsourcing competitions are initiatives we must fully explore to reduce overall cost of operations and improving our business processes. In accordance with sub-paragraphs (a)(1) and (d) of Section 2461, Title 10, United States Code (USC), the Secretary of Defense must notify Congress of any decision to study commercial or industrial type functions performed by 20 or more civilian employees for possible outsourcing and provide an estimate of the costs and length of each study. To provide you with a more comprehensive overview of all our DON-wide initiatives, we have enclosed a brief strategic overview of the Navy's commercial activity studies planning [Enclosure(1)] and a list detailing functions falling above and below 10 USC 2461's reporting threshold [Enclosure (2)].

Where required, studies will be performed under the procedures in Office of Management and Budget (OMB) Circular A-76 using comparisons between the costs of the most efficient and cost-effective organization for in-house performance and the costs of contracting for these same products or services. The A-76 commercial activities cost comparison process uses competition to drive in-house organizations to streamline operations in order to improve quality, increase efficiency, and focus better on customer needs. The estimated cost to study each full-time equivalent position is \$2,000. The estimated study time for single functions is 12-24 months and 24-36 months for multiple functions. For the Navy, competition is expected to reduce costs and lead to more rapid delivery of better products and services to the warfighter, thereby increasing readiness.

Conversion to commercial contracts would occur if the cost comparison process reveals that contracting is the most cost-effective method of performing the function. We will notify you per Section 2461, if the competition results in a decision to convert to contract performance. Historically, about half of the Navy competitions result in our implementing a new and more efficient in-house organization and half convert to contract performance. Any career employees affected by conversions to commercial contracts will be given maximum assistance in continuing their Federal careers through reassignment to other positions in the Department of Defense or other agencies. Affected employees will also be given the right of first refusal for employment openings with the contractors in positions for which they are qualified. In addition, in cooperation with the Department of Labor and state and local employment services, affected employees will be assisted in locating positions in private industry or afforded opportunities to undertake retraining programs to qualify them for jobs available in nearby labor markets.

A similar letter has been sent to the President of the Senate. As always, if I can be of further assistance, please let me know.

Sincerely,



ROBERT B. PIRIE, JR.

Enclosure

- (1) Strategic Overview of the Navy's Commercial Activity Studies
- (2) Navy Commercial Activity Studies

Copy to:

The Honorable Floyd Spence  
Chairman, Committee on National Security

The Honorable Ronald V. Dellums  
Ranking Minority Member, Committee on National Security

The Honorable C. W. Bill Young  
Chairman, Subcommittee on National Security, Committee on Appropriations

The Honorable John P. Murtha  
Ranking Minority Member, Subcommittee on National Security, Committee on Appropriations

## STRATEGIC OVERVIEW OF THE NAVY'S COMMERCIAL ACTIVITY STUDIES

The Department of the Navy (DON) faces an extraordinary challenge to use its limited resources more effectively and efficiently to support its recapitalization and modernization imperatives. As we seek ways to improve the efficiency and effectiveness of the Navy, reduce the overall cost of operations and improve our business process, privatization and outsourcing competitions are options that we must fully utilize. The Secretary of Defense (SECDEF) is clearly supportive of this effort as evidenced by his direction to the Services to draw on the commercial sector and make outsourcing and privatization a priority in order to take advantage of the potentially significant savings resulting from outsourcing competitions. In support of our recapitalization and modernization imperative and consistent with SECDEF guidance, the DON has adopted an ambitious outsourcing competition strategy in its Future Years Defense Plan (FYDP). The competitions associated with this effort will eventually involve review of functions performed by approximately 70,500 civilian employees and 10,000 military personnel. The Navy's FY 1997 announcement listed approximately 8,400 civilians and 2,300 military personnel positions. The Navy's first major FY 1998 announcement lists 6,669 civilians and 558 military personnel positions, and will be followed by a series of announcements to meet our plan to study a total of 15,000 positions in FY 1998.

The studies identified represent for the most part, functions where the DON had a history of successful outsourcing competitions in the 1980s. They reflect a cross section of Navy activities and geographic locations and are the first part of an ongoing effort to garner experience for use in follow-on studies. Most announcements focus on base operations support functions, such as public works, supply, berthing, and motor vehicle maintenance. They also include administrative support, data processing, and child care, among others. These functions represent areas in which a commercial market already exists, thereby ensuring the maximum benefits from competition. Generally, where it is feasible, related functions will be combined in either a single-site, multi-function effort or in a multi-site, single function effort to obtain efficiencies and economies of scale.

This list focuses more on civilian functions to limit the problems associated with negative impacts on sea-shore rotation of military personnel. To limit negative impacts on homebasing of fleet-based personnel, the list focuses on functions located away from fleet concentration areas when the function includes military personnel.

The DON is conscious of the potential adverse impacts outsourcing competitions may have on its dedicated civilian work force and is committed to doing everything possible to minimize the disruption associated with the competition process. We are committed to ensuring fair and open competition between the in-house work force and the private sector and to expediting the competition process to ensure a final decision as soon as possible in order to limit the uncertainty our employees might face. The functions undergoing competition will in almost all cases continue to be performed in the same geographic region, either as a new most efficient government organization or under contract. This not only limits the competition's impact upon the local economy, but also provides displaced employees the right of first refusal for openings with the contractor if the decision favors conversion.

Navy Commercial Activity Studies

<u>ACTIVITY</u>	<u>ST</u>	<u>FUNCTION</u>	<u>CIV</u>	<u>MIL</u>
FHOTC SAN DIEGO	CA	INFO TECHNOLOGY	1	0
FISC SAN DIEGO	CA	HAZMAT OPS	40	0
FISC SAN DIEGO	CA	HOUSEHOLD GOODS OPS	36	0
NAS LEMOORE	CA	A/E SERVICES	9	0
NAS LEMOORE	CA	ADMIN SUPPORT SVC	13	0
NAS LEMOORE	CA	ADMIN TELEPHONE SVC	11	0
NAS LEMOORE	CA	ADP EQUIP MAINT	3	0
NAS LEMOORE	CA	ADP SERVICES	10	0
NAS LEMOORE	CA	ADV/PUBIC RELATIONS	4	0
NAS LEMOORE	CA	AIR COND PLANTS	4	0
NAS LEMOORE	CA	BASE SUPPLY OPS	79	0
NAS LEMOORE	CA	BERTHING BOQ	0	10
NAS LEMOORE	CA	BUILD/STRUC-NONFAM	75	0
NAS LEMOORE	CA	BULK LIQUID STORAGE OPS	18	0
NAS LEMOORE	CA	BUS SERVICES	11	0
NAS LEMOORE	CA	ELECTRICAL PLANTS & SVC	4	0
NAS LEMOORE	CA	FAMILY SERVICES	41	0
NAS LEMOORE	CA	FINANCE & PAYROLL SVC	16	0
NAS LEMOORE	CA	FOUNDATIONS MAINT	4	0
NAS LEMOORE	CA	HEATING PLANTS	5	0
NAS LEMOORE	CA	MAINT OF OTHER EQUIP	9	0
NAS LEMOORE	CA	MOTOR VEHICLE MAINT	19	0
NAS LEMOORE	CA	MOTOR VEHICLE OPS	3	0
NAS LEMOORE	CA	OCCUPATIONAL HEALTH	2	0
NAS LEMOORE	CA	OTHER MAINT/ REAL PROP	3	0
NAS LEMOORE	CA	OTHER MWR SERVICES	53	2
NAS LEMOORE	CA	PEST MANAGEMENT	2	0
NAS LEMOORE	CA	REC LIBRARY SERVICES	2	0
NAS LEMOORE	CA	REFUSE COLLECTION	3	0
NAS LEMOORE	CA	SEWAGE/WASTE PLANTS	4	0
NAS LEMOORE	CA	SYS DESIGN & PROG SVC	1	0
NAS LEMOORE	CA	TRAINING SIMULATOR	5	0
NAS LEMOORE	CA	TRANSPORT OFFICE	18	0
NAS LEMOORE	CA	WATER PLANTS	13	0
NAS LEMOORE	CA	CHILD DEVELOPMENT CTR	21	0
NAF EL CENTRO	CA	CHILD DEVELOPMENT CTR	10	0
NAVAIRWARCENWPNDIV CHINA LAKE	CA	ADMIN SUPPORT SVCS	11	0
NAVAIRWARCENWPNDIV CHINA LAKE	CA	ADP SVCS	17	0
NAVAIRWARCENWPNDIV CHINA LAKE	CA	BASE SUPPLY OPS	1	0
NAVAIRWARCENWPNDIV CHINA LAKE	CA	SYS ENG & INSTALL COM	2	0
NAVAIRWARCENWPNDIV CHINA LAKE	CA	TELECOMMUNICATIONS	12	0
NAVAIRWARCENWPNDIV POINT MUGU	CA	ADMIN SUPPORT SVCS	7	0
NAVAIRWARCENWPNDIV POINT MUGU	CA	ADP SVCS	8	0
NAVAIRWARCENWPNDIV POINT MUGU	CA	BASE SUPPLY OPS	2	0
NAVAIRWARCENWPNDIV POINT MUGU	CA	SYS ENG & INSTALL COM	2	0
NAVAIRWARCENWPNDIV POINT MUGU	CA	TELECOMMUNICATIONS	22	0
NAVAIRWEPSTA POINT MUGU	CA	CHILD DEVELOPMENT CTR	29	0
NAVAL MEDIA CENTER SACRAMENTO	CA	WAREHOUSING	2	2

Navy Commercial Activity Studies

<u>ACTIVITY</u>	<u>ST</u>	<u>FUNCTION</u>	<u>CIV</u>	<u>MIL</u>
NAVAVNDEPOT NORTH ISLAND	CA	AV INFO	2	0
NAVAVNDEPOT NORTH ISLAND	CA	ADMIN SUPPORT SVCS	18	0
NAVAVNDEPOT NORTH ISLAND	CA	ADP SVCS	4	0
NAVAVNDEPOT NORTH ISLAND	CA	TELECOMMUNICATIONS	3	0
NAVORDCENPACDIV (FALLBROOK)	CA	OCEAN TERM OPS	36	0
NAVSUBTRACENPAC SAN DIEGO	CA	ADP FUNCTIONS	5	0
NCCOSC RDT&E SAN DIEGO	CA	BASE SUPPLY OPS	40	0
NCTC PT HUENEME	CA	ADP FUNCTIONS	2	0
NCTS SAN DIEGO	CA	ADMIN PHONE SVCS	83	0
NDC CAMP PENDLETON	CA	INFO TECHNOLOGY	1	0
NDC SAN DIEGO	CA	INFO TECHNOLOGY	2	0
NEPMU 5, SAN DIEGO	CA	INFO TECHNOLOGY	1	0
NSA MONTEREY BAY	CA	FAMILY HOUSING MAINT	29	0
NSDAT CAMP PENDLETON	CA	INFO TECHNOLOGY	1	0
NSWC PT HUENEME	CA	ADMIN TELEPHONE SVC	1	0
NSWC PT HUENEME	CA	ARCHITECT ENG	1	0
NSWC PT HUENEME	CA	AV/PUBLIC RELATIONS	5	0
NSWC PT HUENEME	CA	COMPLIANCE AUDITING	4	0
NSWC PT HUENEME	CA	COST BENEFIT ANALYSES	4	0
NSWC PT HUENEME	CA	EMERGENCY/SERVICE	4	0
NSWC PT HUENEME	CA	EXTERIOR PAINTING	1	0
NSWC PT HUENEME	CA	FLOORING	1	0
NSWC PT HUENEME	CA	HEATING MAINT	1	0
NSWC PT HUENEME	CA	INTERIOR PAINTING	1	0
NSWC PT HUENEME	CA	LEGAL STUDIES	1	0
NSWC PT HUENEME	CA	MANAGEMENT STUDIES	6	0
NSWC PT HUENEME	CA	OCC HEALTH	7	0
NSWC PT HUENEME	CA	OTHER MAINT REAL PROP	3	0
NSWC PT HUENEME	CA	OTHER VEHICLES	4	0
NSWC PT HUENEME	CA	OTHER WORK	1	0
NSWC PT HUENEME	CA	PACKAGING	2	0
NSWC PT HUENEME	CA	RECIEPT CONTROL	4	0
NSWC PT HUENEME	CA	REGULATOR STUDIES	5	0
NSWC PT HUENEME	CA	REHAB TENANT CHANGE	5	0
NSWC PT HUENEME	CA	REWAREHOUSING	8	0
NSWC PT HUENEME	CA	ROOFING	1	0
NSWC PT HUENEME	CA	SCIENTIFIC DATA STUDIES	1	0
NSWC PT HUENEME	CA	SHIPPING	4	0
NSWC PT HUENEME	CA	SPEC PROC MATL	3	0
NSWC PT HUENEME	CA	SPEC STUDIE & ANALYSES	5	0
NSWC PT HUENEME	CA	STATISTICAL ANALYSES	7	0
NSWC PT HUENEME	CA	TRANSPORT OFFICE	1	0
NCBC PT HUENEME	CA	CHILD DEVELOPMENT CTR	32	0
NTCC MONTEREY	CA	ADMIN PHONE SVCS	3	2
PWC SAN DIEGO	CA	PEST CONTROL	10	0
PWC SAN DIEGO	CA	TRANSPORTATION	53	0
TRICARE SAN DIEGO	CA	INFO TECHNOLOGY	1	0
WPNSTA CONCORD	CA	OCEAN TERM OPS	33	0

Navy Commercial Activity Studies

<u>ACTIVITY</u>	<u>ST</u>	<u>FUNCTION</u>	<u>CIV</u>	<u>MIL</u>
WPNSTA SEAL BEACH	CA	OCEAN TERM OPS	91	0
FCTCPAC SAN DIEGO	CA	ADP FUNCTIONS	7	0
FCTCPAC SAN DIEGO	CA	ADMIN FUNCTIONS	11	0
FTC SAN DIEGO	CA	ADP FUNCTIONS	5	0
FTC SAN DIEGO	CA	ADMIN FUNCTIONS	10	0
FTC SAN DIEGO	CA	AUDIOVISUAL FUNCTIONS	1	0
NAVSUBTRACENPAC SAN DIEGO	CA	ADMIN FUNCTIONS	8	0
FLTASWTCPAC SAN DIEGO	CA	ADP FUNCTIONS	4	0
FLTASWTCPAC SAN DIEGO	CA	AUDIOVISUAL FUNCTIONS	1	0
FLTASWTCPAC SAN DIEGO	CA	ADMIN FUNCTIONS	18	0
NCTC PT HUENEME	CA	ADMIN FUNCTIONS	2	0
NCTC PT HUENEME	CA	AUDIOVISUAL FUNCTIONS	1	0
SUBASE NEW LONDON	CT	CHILD DEVELOPMENT CTR	24	0
SUBASE NEW LONDON	CT	FAMILY SERVICES CTR	10	2
SUBASE NEW LONDON	CT	MWR	20	0
SUBASE NEW LONDON	CT	TUG OPS	0	21
SUBSCOL NEW LONDON	CT	ADP FUNCTIONS	1	0
SUBSCOL NEW LONDON	CT	ADMIN FUNCTIONS	4	0
ARMED FORCES STAFF COLLEGE	DC	CHILDCARE	8	0
NAVAL CENTER FOR COST ANALYSIS	DC	ADP	2	0
NAVAL CRIMINAL INVESTIGATIVE SVC	DC	FRAUD INVESTIGATIONS	8	0
NAVAL CRIMINAL INVESTIGATIVE SVCS	DC	DONCAF	97	0
NAVAL DISTRICT WASHINGTON	DC	MOTOR VEHICLE OPS	50	0
PWC WASHINGTON	DC	SPECIAL EQUIP	19	0
PWC WASHINGTON	DC	VEHICLE OPS	34	0
NAT'L MUSEUM NAVAVIA PENSACOLA	FL	ADP FUNCTIONS	1	0
CNET PENSACOLA	FL	ADP FUNCTIONS	1	0
FISC JACKSONVILLE	FL	HAZMAT OPS	8	0
FISC JACKSONVILLE	FL	HOUSEHOLD GOODS OPS	35	0
FTC MAYPORT	FL	ADMIN FUNCTIONS	3	0
HRO PENSACOLA	FL	ADMIN FUNCTIONS	22	0
HRO PENSACOLA	FL	ADP FUNCTIONS	3	0
NAMTRAGRU PENSACOLA	FL	ADMIN FUNCTIONS	3	0
NAMTRAGRU PENSACOLA	FL	ADP FUNCTIONS	9	0
NAMTRAGRU PENSACOLA	FL	AUDIOVISUAL FUNCTIONS	1	0
NAMTRAGRU PENSACOLA	FL	SUPPLY OPERATIONS	7	0
NAMTRAGRU PENSACOLA	FL	TRNG AID/DEVICE/SIM SUB	1	0
NAS JACKSONVILLE	FL	CHILD DEVELOPMENT CTR	28	0
NAS JACKSONVILLE	FL	FAMILY SERVICES CTR	31	6
NAS JACKSONVILLE	FL	MWR	11	0
NAS KEY WEST	FL	CHILD DEVELOPMENT CTR	25	0
NAS KEY WEST	FL	FAMILY SERVICES CTR	6	0
NAS KEY WEST	FL	MWR	12	0
NAS PENSACOLA	FL	AUDIOVISUAL FUNCTIONS	1	0
NAS PENSACOLA	FL	ADMIN FUNCTIONS	77	0
NAS PENSACOLA	FL	ADP FUNCTIONS	18	0
NAS WHITING FLD	FL	ADMIN FUNCTIONS	16	0
NAS WHITING FLD	FL	ADP FUNCTIONS	1	0

Navy Commercial Activity Studies

<u>ACTIVITY</u>	<u>ST</u>	<u>FUNCTION</u>	<u>CIV</u>	<u>MIL</u>
NASAVSCOLSCOM PENSACOLA	FL	ADP FUNCTIONS	3	0
NATTC PENSACOLA	FL	ADMIN FUNCTIONS	11	0
NATTC PENSACOLA	FL	ADP FUNCTIONS	2	0
NATTC PENSACOLA	FL	BASE SUPPLY OPERATIONS	5	0
NATTC PENSACOLA	FL	PRINTING & REPRODUCTION	2	0
NATTC PENSACOLA	FL	TRAINING SIMULATOR	11	0
NAVAIRWARCENTRASYS DIV ORLANDO	FL	ADMIN SUPPORT SVCS	1	0
NAVAIRWARCENTRASYS DIV ORLANDO	FL	ADP SVCS	4	0
NAVAIRWARCENTRASYS DIV ORLANDO	FL	SYS ENG & INSTALL COM	2	0
NAVAIRWARCENTRASYS DIV ORLANDO	FL	TELECOMMUNICATIONS	7	0
NAVAVNDEPOT JACKSONVILLE	FL	AV INFO	10	0
NAVAVNDEPOT JACKSONVILLE	FL	ADMIN SUPPORT SVCS	12	0
NAVAVNDEPOT JACKSONVILLE	FL	ADP SVCS	12	0
NAVAVNDEPOT JACKSONVILLE	FL	SYS ENG & INSTALL COM	5	0
NAVAVNDEPOT JACKSONVILLE	FL	TELECOMMUNICATIONS	4	0
NAVDIVSALV PANAMA CITY	FL	ADMIN FUNCTIONS	3	0
NAVSEA CSS PANAMA CITY	FL	A/C PLANTS	6	0
NAVSEA CSS PANAMA CITY	FL	BUILD/STRUC	5	0
NAVSEA CSS PANAMA CITY	FL	BULK LIQUID STORAGE OPS	2	0
NAVSEA CSS PANAMA CITY	FL	CRANE OPS & RIGGING	4	0
NAVSEA CSS PANAMA CITY	FL	ELECTRICAL PLANTS	4	0
NAVSEA CSS PANAMA CITY	FL	FAMILY SERVICES	3	0
NAVSEA CSS PANAMA CITY	FL	GENERAL MAINT	3	0
NAVSEA CSS PANAMA CITY	FL	HEAVY TRUCK OPS	1	0
NAVSEA CSS PANAMA CITY	FL	MOTOR POOL OPS	1	0
NAVSEA CSS PANAMA CITY	FL	OTHER MWR SVCS	13	0
NAVSEA CSS PANAMA CITY	FL	OTHER UTILITIES	1	0
NAVSEA CSS PANAMA CITY	FL	OTHER VEHICLE OPS	2	0
NAVSEA CSS PANAMA CITY	FL	SEWAGE PLANTS & SYST	2	0
NAVSEA CSS PANAMA CITY	FL	SURPLUS PROPERTY	2	0
NAVSTA MAYPORT	FL	MWR	16	0
NAVSTA MAYPORT	FL	CHILD DEVELOPMENT CTR	38	0
NAVSTA MAYPORT	FL	FAMILY SERVICES CTR	17	4
NCTS PENSACOLA	FL	ADMIN PHONE SVCS	14	1
NDC JACKSONVILLE	FL	INFO TECHNOLOGY	3	0
NDVECC JACKSONVILLE	FL	INFO TECHNOLOGY	1	0
NETPDTC PENSACOLA	FL	ADMIN FUNCTIONS	6	0
NETPDTC PENSACOLA	FL	ADP FUNCTIONS	79	0
NETPDTC PENSACOLA	FL	AUDIOVISUAL FUNCTIONS	71	0
NETSAFA PENSACOLA	FL	ADP FUNCTIONS	7	0
NTC ORLANDO	FL	ADMIN FUNCTIONS	6	0
NTC ORLANDO	FL	ADP FUNCTIONS	3	0
NTC ORLANDO	FL	AUDIOVISUAL FUNCTIONS	1	0
NTTC CORRY STA PENSACOLA	FL	ADMIN FUNCTIONS	20	0
NTTC CORRY STA PENSACOLA	FL	ADP FUNCTIONS	9	0
NTTC CORRY STA PENSACOLA	FL	AUDIOVISUAL FUNCTIONS	1	0
NAVEOD DET EGLIN AFB	FL	ADP FUNCTIONS	2	0
NSCW CSS	FL	FOOD SERVICES	0	16

Navy Commercial Activity Studies

<u>ACTIVITY</u>	<u>ST</u>	<u>FUNCTION</u>	<u>CIV</u>	<u>MIL</u>
NSCW CSS	FL	REC SERVICES	0	9
NAVSCSCOL ATHENS	GA	ADMIN FUNCTIONS	17	0
NAVSCSCOL ATHENS	GA	ADP FUNCTIONS	1	0
NAVSCSCOL ATHENS	GA	AIR COND/REFR PLANTS	2	0
NAVSCSCOL ATHENS	GA	AUDIOVISUAL FUNCTIONS	1	0
NAVSCSCOL ATHENS	GA	BERTHING BOQ/BEQ	2	0
NAVSCSCOL ATHENS	GA	BUILD/STRUCT-NONFAM HSG	9	0
NAVSCSCOL ATHENS	GA	FAMILY SERVICES	5	0
NAVSCSCOL ATHENS	GA	FINANCIAL & PAYROLL SVCS	4	0
NAVSCSCOL ATHENS	GA	HEATING PLANTS & SYSTEMS	3	0
NAVSCSCOL ATHENS	GA	MUSEUM OPERATION	1	0
NAVSCSCOL ATHENS	GA	OTHER MWR	4	0
NAVSCSCOL ATHENS	GA	RECREATIONAL LIBRARY	1	0
SUBASE KINGS BAY	GA	CHILD DEVELOPMENT CTR	29	0
SUBASE KINGS BAY	GA	FAMILY SERVICES CTR	13	4
SUBASE KINGS BAY	GA	MWR	65	0
TTF KINGS BAY	GA	ADMIN FUNCTIONS	3	0
TTF KINGS BAY	GA	ADP FUNCTIONS	2	0
TTF KINGS BAY	GA	AUDIOVISUAL FUNCTIONS	1	0
NCTAMS WESTPAC	GU	ADMIN PHONE SVCS	81	0
NCTAMS WESTPAC SATCOM	GU	OTHER COMMS	0	36
FISC PEARL HARBOR	HI	HAZMAT OPS	6	0
FISC PEARL HARBOR	HI	HOUSEHOLD GOODS OPS	43	0
NCTAMS EASTPAC	HI	OTHER COMMS	18	3
NEPMU 6, PEARL HARBOR	HI	INFO TECHNOLOGY	1	0
PWC PEARL HARBOR	HI	AIR CONDITIONING	57	0
PWC PEARL HARBOR	HI	EMERGENCY/SERVICE	71	0
PWC PEARL HARBOR	HI	M&R SPECIFIC	145	0
PWC PEARL HARBOR	HI	MINOR M&R	138	0
PWC PEARL HARBOR	HI	RECURRING M&R	94	0
PWC PEARL HARBOR	HI	WATERFRONT	16	0
NDC GREAT LAKES	IL	INFO TECHNOLOGY	2	0
NTC GREAT LAKES	IL	ADMIN FUNCTIONS	10	0
NTC GREAT LAKES	IL	ADP FUNCTIONS	26	0
NTC GREAT LAKES	IL	AUDIOVISUAL FUNCTIONS	14	0
SSC GREAT LAKES	IL	ADP FUNCTIONS	1	0
NSWC CRANE	IN	A/C AND REF PLANTS	10	0
NSWC CRANE	IN	A/E SERVICES	6	0
NSWC CRANE	IN	ADMIN TELEPHONES	2	0
NSWC CRANE	IN	ADV/PUBLIC RELATIONS	4	0
NSWC CRANE	IN	AMBULANCE SERVICES	6	0
NSWC CRANE	IN	ARMAMENT	13	0
NSWC CRANE	IN	BUILD/STRUC	3	0
NSWC CRANE	IN	BUILD/STRUCT	53	0
NSWC CRANE	IN	BULK LUID STORAGE OPS	1	0
NSWC CRANE	IN	CLINICS & DISPENSARIES	6	0
NSWC CRANE	IN	ELECTRICAL PLANTS	4	0
NSWC CRANE	IN	HEATING PLANTS	23	0

Navy Commercial Activity Studies

<u>ACTIVITY</u>	<u>ST</u>	<u>FUNCTION</u>	<u>CIV</u>	<u>MIL</u>
NSWC CRANE	IN	MANAGEMENT STUDIES	7	0
NSWC CRANE	IN	MATERIAL MOVEMENTS	15	0
NSWC CRANE	IN	MISSILES	12	0
NSWC CRANE	IN	NAT RESOURCE SVC	3	0
NSWC CRANE	IN	OCC HEALTH	13	0
NSWC CRANE	IN	OTHER COMMS	5	0
NSWC CRANE	IN	OTHER MAINT/REAL PROP	1	0
NSWC CRANE	IN	OTHER MWR	3	0
NSWC CRANE	IN	OTHER SERVICES	32	0
NSWC CRANE	IN	OTHER UTILITIES	13	0
NSWC CRANE	IN	PACKAGING	4	0
NSWC CRANE	IN	PACKING AND CRATING	14	0
NSWC CRANE	IN	PAYROLL SERVICES	4	0
NSWC CRANE	IN	PERSONAL PROPERTY	5	0
NSWC CRANE	IN	RAILROAD FACILITES	5	0
NSWC CRANE	IN	RAILROAD FACILITIES	3	0
NSWC CRANE	IN	REWAREHOUSING	58	0
NSWC CRANE	IN	SEWAGE PLANTS	7	0
NSWC CRANE	IN	SOFTWARE APPLICATIONS	45	0
NSWC CRANE	IN	SPECIAL EQUIPMENT	12	0
NSWC CRANE	IN	SPECIAL PROCESSING	2	0
NSWC CRANE	IN	STORAGE & WAREHOUSE	12	0
NSWC CRANE	IN	WATER PLANTS	14	0
NAVAL RESERVE PERS CENTER	LA	ADMIN SUPPORT	29	0
NCTAMS LANT DET NEW ORLEANS	LA	ADMIN PHONE SVCS	3	0
NAVAIRWARCENACDIV PAX RIVER	MD	A/V INFO	14	0
NAVAIRWARCENACDIV PAX RIVER	MD	ADMIN SUPPORT SVCS	51	0
NAVAIRWARCENACDIV PAX RIVER	MD	ADP SVCS	71	0
NAVAIRWARCENACDIV PAX RIVER	MD	SYS ENG & INSTALL COM	9	0
NAVAIRWARCENACDIV PAX RIVER	MD	TELECOMMUNICATIONS	5	0
NAVSCOLEOD INDIAN HEAD	MD	BERTHING BOQ/BEQ	2	0
NAVSEALOGCENDET ATLANTIC	MD	CUSTOMER SERVICE	6	0
NAVSEALOGCENDET ATLANTIC	MD	NAVAL MESSAGING	2	0
NAVSEALOGCENDET ATLANTIC	MD	OTHER COMMS	5	0
NAVSEALOGCENDET ATLANTIC	MD	SURPLUS PROP	3	0
NAVSEALOGCENDET ATLANTIC	MD	TELEPROC EQUIP SVC	10	0
NDC BETHESDA	MD	INFO TECHNOLOGY	1	0
NSHS BETHESDA	MD	INFO TECHNOLOGY	2	0
US NAVAL ACADEMY	MD	FOOD SERVICES	101	0
NAWC PAX RIVER	MD	ADP FUNCTIONS	2	0
NAVSCOLEOD INDIAN HEAD	MD	ADMIN FUNCTIONS	3	0
NAVSCOLEOD INDIAN HEAD	MD	AUDIOVISUAL FUNCTIONS	1	0
BCO WINTER HARBOR	ME	ADMIN PHONE SVCS	1	0
NAS BRUNSWICK	ME	CHILD DEVELOPMENT CTR	19	0
NAS BRUNSWICK	ME	FAMILY SERVICES CTR	15	3
NAS BRUNSWICK	ME	MWR	14	6
NAVCOMTELDET BRUNSWICK	ME	COMMS	7	42
NCTS CUTLER	ME	COMMS	11	71

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<u>ACTIVITY</u>	<u>ST</u>	<u>FUNCTION</u>	<u>CIV</u>	<u>MIL</u>
NCTS CUTLER	ME	FOOD SERVICES	0	23
NCTS CUTLER	ME	BASE SUPPORT	62	15
NAS MERIDIAN	MS	ADMIN FUNCTIONS	17	0
NAS MERIDIAN	MS	ADP FUNCTIONS	1	0
NAS MERIDIAN	MS	AUDIOVISUAL FUNCTIONS	3	0
NAS MERIDIAN	MS	BASE SUPPLY OPS	13	0
NAS MERIDIAN	MS	BUILD-NONFAM HOUSING	48	0
NAS MERIDIAN	MS	FAMILY SERVICES	22	0
NAS MERIDIAN	MS	FUELING SERVICE (AIRCRAFT)	1	0
NAS MERIDIAN	MS	GROUND AND SURFACES	2	0
NAS MERIDIAN	MS	INSTALLATION TRANS OFFICE	8	0
NAS MERIDIAN	MS	OTHER MWR SVCS	8	0
NAS MERIDIAN	MS	PEST MANAGEMENT	2	0
NAS MERIDIAN	MS	PRINTING REPRODUCTION	1	0
NAS MERIDIAN	MS	REC LIBRARY SERVICES	1	0
NAS MERIDIAN	MS	SEWAGE PLANTS & SYS	3	0
NAS MERIDIAN	MS	STORAGE & WAREHOUSE	1	0
NAS MERIDIAN	MS	WATER PLANTS / SYSTEMS	7	0
NAVSTA PASCAGOULA	MS	FAMILY SERVICES CTR	2	0
NAVSTA PASCAGOULA	MS	MWR	9	0
NCTC GULFPORT	MS	ADMIN FUNCTIONS	1	0
NCTC GULFPORT	MS	ADP FUNCTIONS	2	0
NCTC GULFPORT	MS	AUDIOVISUAL FUNCTIONS	1	0
NTTC MERIDAN	MS	ADMIN FUNCTIONS	1	0
NTTC MERIDAN	MS	ADP FUNCTIONS	1	0
NAS MERIDIAN	MS	NATURAL RESOURCES SVCS	2	0
NAS MERIDIAN	MS	MOTOR VEHICLE MAINT	12	0
NAS MERIDIAN	MS	MOTOR VEHICLE OPERATION	5	0
NAVAVNDEPOT CHERRY POINT	NC	ADMIN SUPPORT SVCS	10	0
NAVAVNDEPOT CHERRY POINT	NC	ADP SVCS	19	0
NAVAVNDEPOT CHERRY POINT	NC	SYS ENG & INSTALL COM	1	0
NAVAVNDEPOT CHERRY POINT	NC	TELECOMMUNICATIONS	4	0
NDC CAMP LEJUENE	NC	INFO TECHNOLOGY	2	0
NAVSHIPYD PORTSMOUTH	NH	BUILD/STRUCT	28	0
NAVSHIPYD PORTSMOUTH	NH	CONSTRUCTION EQUIP	1	0
NAVSHIPYD PORTSMOUTH	NH	CONSTRUCTION EQUIP OPS	2	0
NAVSHIPYD PORTSMOUTH	NH	ELECTRICAL PLANTS	18	0
NAVSHIPYD PORTSMOUTH	NH	FAMILY SERVICES	9	0
NAVSHIPYD PORTSMOUTH	NH	HEATING PLANTS	38	0
NAVSHIPYD PORTSMOUTH	NH	HEAVY TRUCK OPS	8	0
NAVSHIPYD PORTSMOUTH	NH	OTHER MWR SERVICES	9	0
NAVSHIPYD PORTSMOUTH	NH	OTHER OPS	9	0
NAVSHIPYD PORTSMOUTH	NH	OTHER VEHICLE OPS	2	0
NAVSHIPYD PORTSMOUTH	NH	REC LIBRARY SERVICES	1	0
NAVSHIPYD PORTSMOUTH	NH	WATERFRONT FACILITY	18	0
NAVAIRWARCENACDIV LAKEHURST	NJ	AV INFO	10	0
NAVAIRWARCENACDIV LAKEHURST	NJ	ADMIN SUPPORT SVCS	24	0
NAVAIRWARCENACDIV LAKEHURST	NJ	ADP SVCS	37	0

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<u>ACTIVITY</u>	<u>ST</u>	<u>FUNCTION</u>	<u>CIV</u>	<u>MIL</u>
NAVAIRWARCENACDIV LAKEHURST	NJ	SYS ENG & INSTALL COM	4	0
NAVAIRWARCENACDIV LAKEHURST	NJ	TELECOMMUNICATIONS	6	0
NAWPNSTA EARLE	NJ	OCEAN TERM OPS	66	0
NAVADMINU SCOTIA	NY	ADMIN FUNCTIONS	5	0
NAVADMINU SCOTIA	NY	OTHER NONMANUFACT OPS	20	0
NAS FALLON	NV	CHILD DEVELOPMENT CTR	33	0
NACMC MECHANICBURG	PA	ADP FUNCTIONS	4	0
NAVSEA PHILA	PA	A/E SERVICES	24	0
NAVSEA PHILA	PA	AV/PUBLIC RELATIONS	4	0
NAVSEA PHILA	PA	BUILD/STRUC NON-FAM	10	0
NAVSEA PHILA	PA	OCC HEALTH	6	0
NAVSEA PHILA	PA	SPEC STUDIES	3	0
ASCOMMDDET PUERTO RICO	PR	ADMIN TELEPHONE SVC	0	3
NAVSTA ROOSEVELT ROADS	PR	CHILD DEVELOPMENT CTR	19	0
NAVSTA ROOSEVELT ROADS	PR	FAMILY SERVICES CTR	13	4
NAVSTA ROOSEVELT ROADS	PR	MWR	12	28
NAVSTA ROOSEVELT ROADS	PR	TUG OPS	0	18
NCTS PUERTO RICO	PR	ADMIN TELEPHONE SVC	0	4
NAVUNSEAWARCENDIVNPT	RI	CLINICS & DISPENSARIES	2	0
NAVUNSEAWARCENDIVNPT	RI	BUILD/STRUC-NONFAM HSG	29	0
NACUNSEAWARCENDIVNPT	RI	OTHER ADMIN SUPPORT	7	0
NAVUNSEAWARCENDIVNPT	RI	REF & TECH LIBRARIES	4	0
NCTAMS LANT DET NEWPORT	RI	COMM CENTERS	13	25
NDC NEWPORT	RI	INFO TECHNOLOGY	2	0
NETC NEWPORT	RI	ADMIN FUNCTIONS	47	0
NETC NEWPORT	RI	ADP FUNCTIONS	3	0
NETC NEWPORT	RI	AUDIOVISUAL FUNCTIONS	4	0
NETC NEWPORT	RI	BASE SUPPLY OPERATIONS	18	0
NETC NEWPORT	RI	BERTHING BOQ/BEQ	8	0
NETC NEWPORT	RI	FAMILY SERVICES	19	0
NETC NEWPORT	RI	FOOD SERVICES	23	0
NETC NEWPORT	RI	OTHER MWR SVCS	12	0
NETC NEWPORT	RI	REC LIBRARY SERVICES	2	0
SWOSCOLCOM NEWPORT	RI	ADMIN FUNCTIONS	9	0
SWOSCOLCOM NEWPORT	RI	ADP FUNCTIONS	2	0
NAWPNSTA CHARLESTON	SC	OCEAN TERM OPS	31	0
NDC PARRIS ISLAND	SC	INFO TECHNOLOGY	1	0
NSA MEMPHIS	TN	ADP FUNCTIONS	3	0
NSA MEMPHIS	TN	AUDIOVISUAL FUNCTIONS	2	0
CNATRA NAS CORPUS CHRISTI	TX	ADP FUNCTIONS	1	0
MINEWARTRACEN ING	TX	ADMIN FUNCTIONS	3	0
NAS CORPUS CHRISTI	TX	ADMIN FUNCTIONS	40	0
NAS CORPUS CHRISTI	TX	ADP FUNCTIONS	2	0
NAS CORPUS CHRISTI	TX	AIR TRANSP SERVICES	22	0
NAS CORPUS CHRISTI	TX	AUDIOVISUAL FUNCTIONS	1	0
NAS CORPUS CHRISTI	TX	BASE SUPPLY OPERATIONS	127	0
NAS CORPUS CHRISTI	TX	BERTHING BOQ/BEQ	7	0
NAS CORPUS CHRISTI	TX	BUILD-NONFAM HOUSING	97	0

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<u>ACTIVITY</u>	<u>ST</u>	<u>FUNCTION</u>	<u>CIV</u>	<u>MIL</u>
NAS CORPUS CHRISTI	TX	FAMILY SERVICES	17	0
NAS CORPUS CHRISTI	TX	HEATING PLANTS	8	0
NAS CORPUS CHRISTI	TX	INSTALLATION TRANSPORT	14	0
NAS CORPUS CHRISTI	TX	MOTOR VECHICLE MAINT	14	0
NAS CORPUS CHRISTI	TX	MOTOR VECHICLE OPS	6	0
NAS CORPUS CHRISTI	TX	OTHER MWR SVCS	30	0
NAS CORPUS CHRISTI	TX	REC LIBRARY SERVICES	1	0
NAS CORPUS CHRISTI	TX	SEWAGE PLANTS & SYS	6	0
NAS KINGSVILLE	TX	ADMIN SUPPORT	22	0
NAS KINGSVILLE	TX	ADP FUNCTIONS	3	0
NAS KINGSVILLE	TX	BASE SUPPLY OPERATION	23	0
NAS KINGSVILLE	TX	BERTHING BOQ/BEQ	3	0
NAS KINGSVILLE	TX	BUILD-NONFAM HOUSING	24	0
NAS KINGSVILLE	TX	FAMILY SERVICES	14	0
NAS KINGSVILLE	TX	GROUNDS (IMPROVED)	6	0
NAS KINGSVILLE	TX	GROUNDS (NOT IMPROVED)	2	0
NAS KINGSVILLE	TX	MOTOR VEHICLE MAINT	10	0
NAS KINGSVILLE	TX	MOTOR VEHICLE OPERATION	5	0
NAS KINGSVILLE	TX	OTHER MWR SVCS	16	0
NAS KINGSVILLE	TX	PERSONAL PROPERTY	2	0
NAS KINGSVILLE	TX	PEST MANAGEMENT	2	0
NAS KINGSVILLE	TX	REC LIBRARY SERVICES	1	0
NAS KINGSVILLE	TX	REFUSE COLLECTION & DISP	1	0
NAS KINGSVILLE	TX	SEWAGE PLANTS & SYS	2	0
NAS KINGSVILLE	TX	SURFACED AREAS	8	0
NAS KINGSVILLE	TX	WATER PLANTS	2	0
NAVSTA INGLESIDE	TX	FAMILY SERVICES CTR	5	0
NAVSTA INGLESIDE	TX	MWR	8	0
NTTC DET LACKLAND AFB	TX	ADP FUNCTIONS	1	0
RAWING 4 NAS CORPUS CHRISTI	TX	ADP FUNCTIONS	3	0
FCTCLANT NORFOLK	VA	ADMIN FUNCTIONS	15	0
FCTCLANT NORFOLK	VA	ADP FUNCTIONS	12	0
FISC NORFOLK	VA	HAZMAT OPS	38	0
FISC NORFOLK	VA	HOUSEHOLD GOODS OPS	48	0
FTC NORFOLK	VA	ADMIN FUNCTIONS	4	0
FTC NORFOLK	VA	ADP FUNCTIONS	2	0
LANTFLT HQ SUPPORT ACT, NORFOLK	VA	MWR	8	0
NAB LITTLE CREEK	VA	CHILD DEVELOPMENT CTR	16	0
NAB LITTLE CREEK	VA	FAMILY SERVICES CTR	4	0
NAB LITTLE CREEK	VA	MWR	28	0
NAB LITTLE CREEK	VA	TUG OPS	0	30
NAS OCEANA	VA	CHILD DEVELOPMENT CTR	15	0
NAS OCEANA	VA	FAMILY SERVICES CTR	2	0
NAS OCEANA	VA	MWR	15	0
NAVSTA NORFLK	VA	MWR	45	0
NAVSTA NORFOLK	VA	CHILD DEVELOPMENT CTR	40	0
NAVSTA NORFOLK	VA	FAMILY SERVICES CTR	7	0
NAVSTA NORFOLK	VA	TUG OPS	8	171

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<u>ACTIVITY</u>	<u>ST</u>	<u>FUNCTION</u>	<u>CIV</u>	<u>MIL</u>
NAVWPNSTA YORKTOWN	VA	OCEAN TERM OPS	128	0
NEPMU 2, NAVSTA NORFOLK	VA	INFO TECHNOLOGY	1	0
NMITC DAM NECK	VA	ADMIN FUNCTIONS	5	0
NMITC DAM NECK	VA	ADP FUNCTIONS	5	0
NMITC DAM NECK	VA	AUDIOVISUAL FUNCTIONS	1	0
NSHS PORTSMOUTH	VA	INFO TECHNOLOGY	1	0
PWC NORFOLK	VA	BARGE/WATERFRONT	47	0
PWC NORFOLK	VA	ENVIRONMENTAL	154	0
PWC NORFOLK	VA	HEAVY EQUIP	132	0
PWC NORFOLK	VA	MOTOR VEHICLE OPS	185	0
PWC NORFOLK	VA	SPECIFICS	62	0
PWC NORFOLK	VA	VANS	43	0
TRICARE TIDEWATER	VA	INFO TECHNOLOGY	1	0
FISC PUGET SOUND	WA	HAZMAT OPS	8	0
FISC PUGET SOUND	WA	HOUSEHOLD GOODS OPS	16	0
NAVORDCENPACDIV (PORT HADLOCK)	WA	PIER OPERATIONS	36	0
NDC BREMERTON	WA	INFO TECHNOLOGY	1	0
TTF BANGOR	WA	ADMIN FUNCTIONS	11	0
TTF BANGOR	WA	ADP FUNCTIONS	2	0
TTF BANGOR	WA	AUDIOVISUAL FUNCTIONS	5	0
TOTAL			6669	558