“An Acquisition Concept for ‘Cradle to Grave’ Partnerships with Industry,”


D.C.: a joint publication of the Navy Laboratory/Center Coordinating Group and the Naval Historical Center, Department of the Navy, 1996.


———, Avoiding a Hollow Force: An Examination of Naval Readiness, Alexandria, Va.: CNA, CRM-95-238, April 1996.


Dardia, Michael, Defense Cutbacks: Effects on California’s Communities, Firms, and Workers—Executive Summary, Santa Monica, Calif.: RAND, MR-689-OSD, 1996.


Haney, Patrick, Ship Availability Planning and Engineering Center (SHAPEC) Review, briefing to the NAVSEA 04 SUPSHIP/Naval Shipyard Joint Board of Directors, October 5, 1999.


———, “Maintaining Adequate Army Capability in Science and Technology,” Santa Monica, Calif.: unpublished RAND research.


Naval Sea Systems Command/Naval Surface Warfare Center, “Battle Force Information Center Overview,” presentation by CAPT (Sel.) Barney J. Cramp, Port Hueneme, Calif., September 20, 1999e.


Naval Surface Warfare Center, NAVSEA, *NSWC Model for Identifying and Quantifying Core Technical Capabilities of the Naval Surface Warfare Center*, Arlington, Va., May 1998.


Naval Undersea Warfare Center, Program for the Visit of RAND to the NUWC Division Keyport and NUWC Division Newport, Newport, R.I., September 2 and 3, 1999 (2 volumes).


“Operating Agreement Between the Commander, Naval Sea Systems Command, and NAVSEA’s Affiliated Program Executive Officers (PEOs),” Arlington, Va., April 1997.


Schank, John, John Birkler, Michael Mattock, and Gordon Lee, “Modeling the Navy’s Ship Industrial Base: Where We Are, Where We Want to Be,” Santa Monica, Calif.: unpublished RAND research.


Sirmalis, John (Naval Surface Warfare Center [NSWC], Acting Commander and Technical Director), “We Are Undersea Warfare,” briefing, Newport, R.I., October 19, 1998.


Public Law 105-270, Federal Activities Inventory Reform Act of 1998, October 19, 1988. OMB, Circular A-76 (Revised), 2003. 5 U.S.C. 306, Agency Strategic Plans. One Navy expert suggested that the Navy counted and reported conversions to OSD based on gross changes in workforce mix without any matching on occupation or locality. Hence, a Navy-calculated conversion could involve exchanging military authorizations in one function for civilian authorizations in a completely different function and possibly different location.