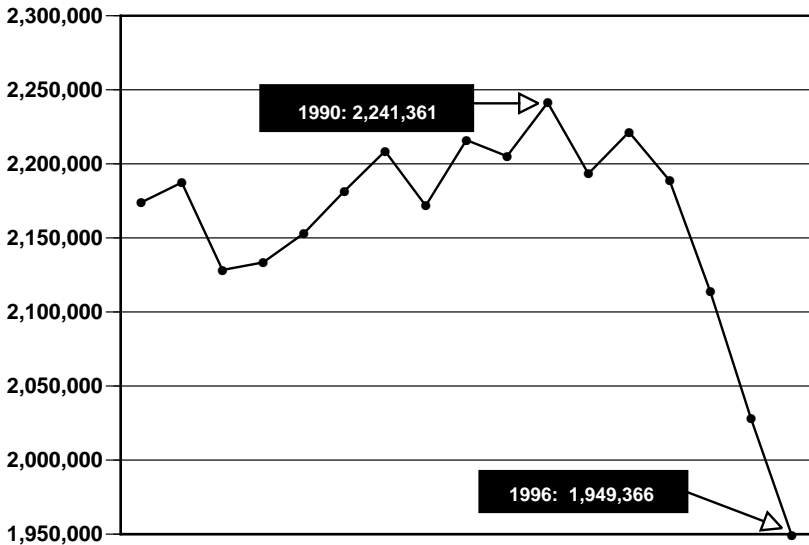


# APPENDIX F: PROGRESS IN DOWNSIZING THE FEDERAL GOVERNMENT

In January 1996, the Clinton Administration reported that the count in the number of civilian executive branch federal employees—excluding employees of the independent Postal Service—had been reduced by almost 240,000 since the Administration took office in January 1993.<sup>1</sup> This is the smallest federal workforce in 30 years (see Table F-1). A variety of mechanisms

**Table F-1. Trend in Federal Employment, January 1980—January 1996**



<sup>1</sup>This appendix is based on the monthly head count of federal employees compiled by the Office of Personnel Management. This measure counts part-time, full-time, and seasonal employees employed on the last day of each month. An alternative count of the federal employment is also used, called “full-time equivalent” (FTE). An FTE is equal to one work year, or 2,080 non-overtime hours. This number is normally calculated at the end of each fiscal year. A special estimate was calculated in January 1993 that serves as a baseline used by the Clinton Administration to measure its progress in reducing the size of the federal workforce. Between this baseline and September 30, 1995, about 185,000 FTEs have been cut from the executive branch agencies. In the President’s fiscal year 1997 budget, the Office of Management and Budget estimates that the number of FTEs will have been cut by 214,400 by September 30, 1996.

have been used to accomplish this, thereby keeping the use of involuntary terminations to a minimum. In fact, of the 239,286 person reduction, only 20,702 have been involuntarily separated. Most of the reductions were in three categories: administrative staff (44 percent); blue collar staff (33 percent); and engineers, scientists, or medical personnel (22 percent).

## Major Trends in Staff Reductions

Thirteen of the 14 executive branch departments have reduced their employee count since President Clinton took office in January 1993. The exception is the Department of Justice, which is hiring additional law enforcement employees. Six cabinet agencies have had reductions of 10 percent or more. Other major agencies have experienced relatively large cuts in percentage terms; for example, the Office of Personnel Management had reduced its staff by 38 percent, as of January 1996 (see Table F-2).

Defense civilians comprised 154,000, or 64 percent, of the reductions. To put this figure in context, note that Defense civilians accounted for 43.2 percent of the executive branch workforce in January 1993 and 41.7 percent in January 1996. Note too that the scale of the Defense Department is enormous compared to civilian agencies. For example:

- The Defense Logistics Agency has four times the number of employees as the entire Department of Housing and Urban Development.
- The staff at the Defense Contract Audit Agency is larger than that of the Department of Education; the Defense Department's civilian school system has three times the number of employees as does the Department of Education.
- The Defense Finance and Accounting Service has as many employees as the State Department.
- The Defense Commissary Agency has a larger staff than the Environmental Protection Agency.

Defense employment is decreasing primarily because of the end of the Cold War; however, a large number of positions are also being eliminated through reinvention initiatives. The civilian Defense cuts are being driven by budgetary necessity, but the proposed reengineering efforts of the National Performance Review (NPR) have enabled the Defense Department to downsize without impairing readiness or service delivery. Of the 110,100 positions that Defense eliminated in fiscal years 1994 and 1995, over 12,000 were in occupational areas targeted specifically by NPR for reduction:

- Nearly 5,800 Defense procurement positions have been eliminated.
- Over 2,500 personnel specialist positions and nearly 3,700 financial management positions have been eliminated.
- Another 5,000 positions in these occupational areas are expected to be eliminated in the next two years.

# Staff Reductions Based on Doing Things Better With Less

Thousands of positions on the civilian side of the government have been eliminated because of reinvention's new ways of doing things better with less:

- Overall, agencies have reduced the number of supervisors by 20 percent—54,000.
- The Department of Agriculture has eliminated 14,954 positions by reducing its agencies from 43 to 30 and consolidating or eliminating 1,200 obsolete county-level field offices.
- The Department of the Interior has decreased its staff by 9,400 positions by reducing its support staff and eliminating entire organizations such as the Office of Territorial and International Affairs and the Bureau of Mines.
- The Department of Health and Human Services, including the Social Security Administration, has reduced its staff by 7,259 positions by eliminating an entire layer of management, by consolidating personnel and support functions, and through other streamlining measures.
- The General Services Administration has eliminated 4,839 positions by streamlining its real estate and procurement functions.
- The National Aeronautics and Space Administration has reduced its staff by 3,795 positions.
- The Office of Personnel Management reduced its staff by nearly 45 percent—2,616 employees—in part by privatizing its training and investigations functions.

# Federal Employment

**Table F-1. Executive Branch Employment  
January 1965—January 1996  
(excludes U.S. Postal Service)**

	Employment		
	Total	Defense	Non-Defense
1965	1,857,958	1,016,967	840,991
1966	1,917,888	1,063,005	854,883
1967	2,137,148	1,246,345	890,803
1968	2,190,618	1,267,152	923,466
1969	2,227,583	1,315,260	912,323
1970	2,165,642	1,251,982	913,660
1971	2,095,532	1,149,802	945,730
1972	2,105,708	1,126,301	979,407
1973	2,087,984	1,080,747	1,007,237
1974	2,052,268	1,034,180	1,018,088
1975	2,103,387	1,038,071	1,065,316
1976	2,128,006	1,023,255	1,104,751
1977	2,119,037	993,516	1,125,521
1978	2,138,374	982,198	1,156,176
1979	2,150,696	971,968	1,178,728
1980	2,173,917	963,598	1,210,319
1981	2,187,373	972,990	1,214,383
1982	2,128,336	1,008,366	1,119,970
1983	2,133,432	1,023,776	1,109,656
1984	2,153,005	1,041,586	1,111,419
1985	2,181,624	1,065,119	1,116,505
1986	2,208,577	1,094,743	1,113,834
1987	2,171,716	1,070,435	1,101,281
1988	2,216,059	1,081,659	1,134,400
1989	2,205,165	1,058,198	1,146,967
1990	2,241,361	1,070,529	1,170,832
1991	2,193,358	1,014,212	1,179,146
1992	2,221,483	1,006,003	1,215,480
1993	2,188,647	966,087	1,222,560
1994	2,113,645	905,167	1,208,478
1995	2,028,022	859,598	1,168,424
1996	1,949,366	812,323	1,137,043

Source: Office of Personnel Management, Monthly Report of Federal Civilian Employment (SF 113-A).

**Table F-2. Changes in Federal Civilian Employment, by Major Agency, January 1993–January 1996**

Department or Agency	Civilian Employees			Percent Change
	Jan 93	Jan 96	Change	
Agriculture	113,687	98,733	-14,954	-13.2%
Commerce	37,608	35,497	-2,111	-5.6
Defense (civilian)	966,087	812,923	-153,164	-15.9
Education	4,995	4,795	-200	-4.0
Energy	20,706	18,983	-1,723	-8.3
Environmental Protection Agency	18,351	17,476	-875	-4.8
Federal Emergency Management Agency	4,554	3,853	-701	-15.4
General Services Administration	20,690	15,851	-4,839	-23.4
Health and Human Services	131,066	123,807	-7,259	-5.5
Housing and Urban Development	13,292	11,575	-1,717	-12.9
Interior	77,313	67,913	-9,400	-12.2
Justice	97,652	104,244	6,592	6.8
Labor	17,719	15,722	-1,997	-11.3
National Aeronautics and Space Administration	25,191	21,396	-3,795	-15.1
National Science Foundation	1,270	1,269	1	0.1
Office of Personnel Management	6,861	4,245	-2,616	-38.1
Small Business Administration	5,768	4,827	-941	-16.3
State	25,982	24,538	-1,444	-5.6
Transportation	70,086	62,782	-7,304	-10.4
Treasury	165,904	154,920	-10,984	-6.6
United States Agency for International Development	4,218	3,484	738	-17.4
U.S. Information Agency	8,283	7,280	-1,003	-12.1
Veterans Affairs	260,349	258,275	-2,074	-0.8
Subtotal	2,097,631	1,874,389	-223,242	-10.6%
All Other Agencies	91,216	74,945	-16,241	-17.8%
Total	2,188,847	1,949,364	-239,483	-10.9%

Source: Office of Personnel Management, Monthly Report of Federal Civilian Employment (Form SF 113-A).

# APPENDIX G: CONTRACTORS ARE NOT REPLACING DEPARTING FEDERAL WORKERS

Some observers of the Administration's downsizing initiative have concluded that because the federal workforce is decreasing, agencies must be replacing lost employees with contract workers. Careful assessment of trends in federal service contracting shows that this is not generally the case. Governmentwide, there has been no statistically significant increase in real dollars spent on service contracts over the past three years. Moreover, between fiscal years (FYs) 1993 and 1995, the majority of large agencies with significant service contract spending decreased both their number of employees and dollars spent on service contracts.

Several federal policies affect the use of contractors in providing services to the government:

- Public Law 103-226, the Federal Workforce Restructuring Act of 1994, states in sec. 5(g): "The President shall take appropriate action to ensure that there is no increase in the procurement of service contracts by reason of the enactment of this Act, except in cases in which a cost comparison demonstrates such contracts would be to the financial advantage of the Federal Government."
- Office of Management and Budget (OMB) Policy Letter 92-1, dated September 23, 1992, prohibits federal agencies from contracting out "inherently governmental functions."
- OMB Circular A-76 defines various service functions and encourages contracting out these functions, but only if they can be done more cost effectively than inside the government.

To determine if contractors were replacing departing federal workers, we compared the trends in personnel reductions and federal spending on service contracts. We measured the change in staffing in terms of full-time equivalent (FTE) employees at each major agency between FYs 1993 and 1995. We measured the change in spending on service contracts by comparing the dollars spent on these contracts by each major federal agency between FYs 1993 and 1995. We deflated the service contract dollars to account for inflation.

The overall dollars spent on federal service contracts, when adjusted for inflation, have been basically flat for the past three years. In FY 1993, the federal government spent \$106.1 billion on service contracts; in FY 1995, it spent \$106.5 billion—a change of less than one-tenth of a percent. However, not all service contracts are for services that federal employees might perform. For example, the federal government rarely performs its own architectural or engineering services. Therefore, we identified those functions that might be performed by either a federal employee or a contractor. These commercial-type services we refer to as "A-76-type" services (see the technical note for details). The federal government's spending for A-76-type services through service contracts totaled \$29.4 billion in FY 1993 and decreased to \$28.9 billion in FY 1995—a drop of 1.6 percent in inflation-adjusted terms.

We then broke down the overall trends by agency to see the agency-by-agency patterns. We found that 13 of the 21 largest agencies with significant service contract spending decreased both the number of employees and the dollars spent on A-76-type service contracts between FYs 1993 and 1995 (see Table G-1). At the remaining eight agencies, service contracting increased, but the number of employees was decreased. The service contracting increases at seven of the eight agencies were unrelated to agency personnel cuts; the eighth agency's increase reflected a decision to contract out certain service functions.

- The Agency for International Development shifted funds away from direct grants to foreign governments into contracts that provide the same assistance. This was unrelated to staffing reductions.
- The Army Corps of Engineers' increase in service contracts reflects new assigned responsibilities—logistics pre-positions and base closures—and the decision to use contracts rather than hire new federal employees to perform these functions.
- The Department of Commerce increased contract spending on modernization efforts at the National Weather Service.
- The Department of Energy increased contracts as a result of policy decisions to expand its hazardous waste cleanup efforts.
- The Department of Justice contracting increase is proportional with its general budget increase.
- Increases in the Office of Personnel Management's service contracting represent training funds passed through from other agencies; the department now contracts for training on behalf of these agencies and no longer delivers training directly.
- The Tennessee Valley Authority increased contract spending because of one-time costs related to the start-up of the Watts Bar Nuclear Plant.

The one agency that increased contracting to substitute for former federal employees is the Department of Veterans Affairs (VA), which made a policy decision to outsource some service functions, such as janitorial services. It also closed some supply depots and shifted to the use of prime vendor contracts (these deliver supplies directly to VA hospitals instead of to centrally located warehouses).

**Table G-1: Comparison of Personnel Reduction and Service Contract Level**

	Jan. 1993–Sept. 1995 FTE Employees		FYs 1993-95 A-76-Type Services Contract Levels	
	Numeric Change	Percentage Change	Dollar Change (in thousands)	Percentage Change
<b>Reductions in FTEs and Contract Dollars</b>				
Agriculture	-11,800	-10.2	-38,912	-13.6
Defense	-109,600	-11.8	-1,009,787	-5.6
Education	-200	-4.0	-29,496	-15.6
Environmental Protection Agency	-100	-5.9	-34,951	-5.3
General Services Administration	-3,600	-17.5	-39,515	-9.0
Health & Human Services/Social Security Administration	-6,500	-5.0	-856	-0.1
Housing & Urban Development	-1,500	-11.0	-20,011	-24.1
Interior	-7,300	-9.2	-8,032	-4.1
Labor	-1,500	-8.2	-8,525	-6.6
National Aeronautics and Space Administration	-3,300	-12.8	-55,066	-2.0
State	-2,100	-8.1	-328	-0.1
Transportation	-7,100	-10.1	-175,683	-15.7
Treasury	-8,600	-5.2	-2,533	-0.8
<b>Reductions in FTEs and Increases in Contract Dollars</b>				
Agency for International Development	-800	-18.2	164,616	17.5
Army Corps of Engineers	-1,500	-5.1	216,514	36.0
Commerce	-1,400	-3.8	36,966	31.2
Energy	-900	-4.4	128,845	12.0
Justice	-1,500	-1.5	176,460	58.5
Office Of Personnel Management	-2,000	-32.3	3,841	8.7
Tennessee Valley Authority	-2,400	-12.6	55,337	19.7
Veterans Affairs	-3,900	-1.7	94,644	25.2
All Other Agencies	-6,400	-7.4	74,948	33.1
<b>Total</b>	<b>-185,000*</b>	<b>-8.6</b>	<b>-471,578</b>	<b>-1.6</b>

\*Total not exact due to rounding.

Technical Note:

In calculating its figures, the National Performance Review identified certain categories of service contracts as including commercial or industrial functions that might be performed by either federal employees or contractor employees. We refer to these as commercial-type or "A-76-type" services; these include such activities as maintenance; repair and rebuilding of equipment; technical representation services; medical services; professional, administrative, and management support services; training services; and housekeeping services. They do not include such activities as construction or architect and engineering services, which the government almost always contracts out.

The personnel data in Table G-1 are from Executive Office of the President, "Analytical Perspectives," *Budget of the United States, Fiscal Year 1997* (Washington, DC: Government Printing Office), p. 180. The procurement data are from the General Services Administration's Federal Procurement Data System, Form SF-279, for FYs 1993 and 1995.



# APPENDIX H:

## PROGRESS IN STREAMLINING MANAGEMENT CONTROL POSITIONS

One of the key recommendations in the 1993 report of the National Performance Review (NPR) was to pare down the systems of overcontrol and micromanagement—oversized headquarters; multiple layers of supervisors and; offices specializing in budgeting, personnel, audit, procurement, and finance.

NPR found that nearly one in three federal workers worked in these systems and that their salaries consumed about \$35 billion a year. NPR recommended reducing these costs in half by eliminating 252,000 positions (which was later raised to 272,900 positions by law) over a six-year period ending in 1999. NPR also recommended reducing the number of management positions by setting a challenging governmentwide goal of roughly doubling the span of control. The governmentwide ratio of supervisors to employees in 1993 was 1:7, and NPR recommended halving the ratio to 1:15.

These goals are important because employees cannot be empowered to serve their customers unless the red tape that binds them is removed. So the goal of reduction in the workforce—especially the reduction of management control positions—is not only to save money but to improve the working conditions for frontline federal workers—particularly those who serve the public—and expedite the flow of information between top administrators and frontline workers by reducing decisionmaking bottlenecks.

Within days of the release of the 1993 report, President Clinton issued a memorandum to department and agency heads directing the downsizing and asking that the existing ratio of employees to supervisors be doubled. In late 1994, the Office of Management and Budget (OMB) followed up this memorandum with additional guidance directing agencies to develop streamlining plans and submit them to OMB for approval.

The downsizing initiative is now at its halfway point, and progress is being made. Some agencies have met many of the goals already—even though they have six years to do so. Most agencies, however, do not plan to meet the goal of cutting management control positions in half. Many believe the goal is not appropriate for their agency and maintain that meeting it would disrupt existing operations.

Table H-1 shows the progress of departments and major agencies in meeting the NPR goals over the 1993-96 period. Table H-2 shows planned efforts in meeting the goals over the full six-year period 1993-99. Finally, Table H-3 shows agency efforts to increase the ratio of employees to supervisors. Overall agency progress toward NPR's management control streamlining goals is summarized below:

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<sup>1</sup>Presidential Memorandum to Department and Agency Heads, "Streamlining the Bureaucracy," September 11, 1993.

<sup>2</sup>Director, Office of Management and Budget, Memorandum to Department and Agency Heads, "Streamlining Plans," August 19, 1994.

- **Reducing the Number of Supervisors by Half.** Halfway through the six-year streamlining initiative, 11 of the 27 largest departments and agencies have reduced their number of supervisors by 25 percent or better, thereby indicating they are making visible progress in reducing the number of supervisors by half. By 1999, 20 plan either nearly to meet or to exceed this goal. As a result, on a governmentwide basis, the number of supervisors should be reduced by nearly 50 percent.

- **Reducing the Number of Headquarters Staff by Half.** Eight of 27 agencies are making progress in reducing headquarters staff at the halfway point. In addition, eight plan to come close to or exceed the goal by 1999. As a result, on a governmentwide basis, the number of headquarters staff should be reduced by about 25 percent.

- **Reducing the Number of Management Control Positions by Half.** Three of 27 agencies are making progress in reducing the number of management control positions. In all, only two plan to come close to that goal by 1999. As a result, on a governmentwide basis, the number of management control positions should be reduced by about 21 percent.

- **Doubling the Ratio of Employees to Supervisors.** Three of 27 agencies say they have already met the goal of doubling the ratio of employees to supervisors. Eight additional agencies plan to do so by 1999.

**Table H-1. Streamlining Changes to Date:  
FYs 1993–1996 (in percentages)**

Agency	Percentage Change in the Number of:		
	Supervisors	Headquarters Staff	Management Control Positions
Agency for International Development	-3	-14	+5
Agriculture	-21	-15	-11
Commerce	-18	-20	-16
Defense (total)	-16	-10	-8
Air Force	-13	-8	-8
Army	-14	-17	-8
Navy	-19	-7	-8
Defense Agencies	-19	-3	-8
Education	-24	-12	-11
Energy	-53	-27	-16
Environmental Protection Agency	-38	-10	+4
Federal Emergency Management Agency	-20	-22	+17
General Services Administration	-28	-21	-18
Health and Human Services	-29	-15	-11
Housing and Urban Development	-37	-36	-17
Interior	-29	-27	-32
Justice	+4	-5	+9
Labor	-19	-25	-17
National Aeronautics and Space Administration	-40	-34	-16
National Science Foundation	-24	-18	+8
Office of Personnel Management	-53	-65	-41
Small Business Administration	-28	-28	-30
Social Security Administration	-25	-23	-14
State	-8	-7	-1
Transportation	-22	-25	-17
Treasury	-10	+4	+4
United States Information Agency	-22	-15	-17
Veterans Affairs	-28	-19	-6
Average	-20	-14	-9

Note: OMB Circular No. A-11 (1995), sec. 15.4, pp. 47-48, contains the definitions of the job series included in each of these three categories.

**Table H-2. Planned Changes in Streamlining:  
FYs 1993–1999 (in percentages)**

Agency	Percentage Change in the Number:		
	Supervisors	Staff Headquarters	Management Control Positions
Agency for International Development	-23	-23	-6
Agriculture	-36	-26	- 17
Commerce	-45	-26	- 19
Defense (total)	-58	-15	-22
Air Force	-55	-10	-22
Army	-55	-19	-22
Navy	-62	-17	-22
Defense Agencies	-60	-10	-22
Education	-45	- 16	-23
Energy	-67	-43	-21
Environmental Protection Agency	-48	-28	-8
Federal Emergency Management Agency	-20	-20	-20
General Services Administration	-58	-25	-24
Health and Human Services	-51	-37	-20
Housing and Urban Development	-49	-44	-24
Interior	-59	-49	-35
Justice	-7	-7	+ 1
Labor	-42	-53	-21
National Aeronautics and Space Administration	-62	-49	-32
National Science Foundation	-37	-22	+2
Office of Personnel Management	-53	-67	-42
Small Business Administration	-55	-35	-39
Social Security Administration	-51	-50	-26
State	-21	- 18	-4
Transportation	50	-50	-50
Treasury	-24	-13	-1
United States Information Agency	-32	-19	-27
Veterans Affairs	-43	-30	-9
Average	-49	-25	-21

Note: OMB Circular No. A-11 (1995), sec. 15.4, pp. 47-48, contains the definitions of the job series included in each of these three categories.

**Table H-3. Ratio of Supervisors to Other Employees:  
FYs 1993, 1996, and 1999**

Agency	Ratio of Supervisors to Other Employees		
	1993	1996 (est)	1999 (planned)
Agency for International Development	1:10	1:8	1:8
Agriculture	1:8	1:10	1:11
Commerce	1:7	1:8	1:12
Defense (total)	1:7	1:8	1:14
Air Force	1:7	1:8	1:14
Army	1:7	1:8	1:14
Navy	1:8	1:9	1:16
Defense Agencies	1:7	1:8	1:14
Education	1:6	1:8	1:10
Energy	1:5	1:11	1:15
Environmental Protection Agency	1:5	1:11	1:11
Federal Emergency Management Agency	1:6	1:13	1:15
General Services Administration	1:5	1:5	1:9
Health and Human Services	1:6	1:8	1:11
Housing and Urban Development	1:6	1:8	1:12
Interior	1:6	1:9	1:14
Justice	1:6	1:6	1:8
Labor	1:5	1:5	1:9
National Aeronautics and Space Administration	1:5	1:8	1:11
National Science Foundation	1:5	1:8	1:9
Office of Personnel Management	1:8	1:12	1:11
Small Business Administration	1:4	1:5	1:7
Social Security Administration	1:7	1:10	1:15
State	1:11	1:10	1:12
Transportation	1:6	1:7	1:11
Treasury	1:8	1:9	1:10
United States Information Agency	1:5	1:6	1:6
Veterans Affairs	1:8	1:11	1:15

# APPENDIX I: LIST OF HAMMER AWARDS AS OF AUGUST 1, 1996

The Hammer Award is Vice President Gore's special recognition to teams of frontline federal workers who have made significant contributions to the National Performance Review (NPR) principles of putting customers first, cutting red tape, empowering frontline employees, and getting back to basics. The \$6.00 hammer—with a little red, white, and blue ribbon—is the Vice President's symbolic answer to the \$400.00 hammer of yesterday's government.

As of August 1, 1996, almost 500 teams of federal employees across the country have been recognized for their heroic contributions to reinventing their part of the federal government. Awardees are selected from among teams nominated through agency programs, Federal Executive Board/Federal Executive Association programs, and others. Following is a list of these teams. More information about each of these awards is available on NPR's World Wide Web home page (<http://www.npr.gov>).

<b>Team Name</b>	<b>Location</b>
<i>Agencies</i>	
<b>Agency for International Development</b>	
AID Reengineering Team	Worldwide
<b>Department of Agriculture</b>	
5th Floor Combined Services Support Staff - Forest Service America's Outdoors	Juneau, AK Milwaukee, WI
The Animal and Plant Health Inspection Service Reinvention Advocates-International Agreements Team	Riverdale, MD
Animal Damage Control Reimbursable Agreements Group	Minneapolis, MN
Automated Records Management System	Kansas City, MO
Automation Training Branch	St. Louis, MO
Business and Industry Guaranteed Loan Regulation and Streamlining Accelerated Support of Agency Programs Group	Nationwide
California Emergency Watershed Protection Team	Davis, CA
Eastern Pennsylvania Veterinary Services Field Team	Harrisburg, PA
Field Servicing Office - Animal and Plant Health Inspection Service	Minneapolis, MN
Forest Service and State of Oregon One Stop Shop	Portland, OR

Fremont Information Resource Services Team	Portland, OR
Georgia Emergency Watershed Protection Team	Atlanta, GA
International Bird Importation and Quarantine Processes Team	Minneapolis, MN
National Veterinary Services Laboratories	IA
Seed Visibility and Storage Research Team	Fort Collins, CO
Simplifying Rulemaking Lab - Animal and Plant Health Inspection Service	Nationwide
Termite Report Team	Toiyabe National Forest, NV
<b>Department of Commerce</b>	
Census Bureau Internet Team	Nationwide
Computer-Assisted Survey Information Collection	Washington, DC
Export Enforcement Customer Service Team	Nationwide
National Telecommunications and Information Administration	Washington, DC
Office of Domestic Operations	Nationwide
One-Stop Import-Export Bank <sup>1</sup>	Nationwide
STAT-USA	Washington, DC
<b>Consumer Product Safety Commission</b>	
Consumer Information Hotline Team	Bethesda, MD
Field Office Telecommuting Pilot Team	Philadelphia, PA
<b>Department of Defense</b>	
Administrative Support Center - Defense Logistics Agency	Nationwide
Aircraft Carrier Anti-Submarine Warfare Module Team	Keyport, WA
Air Force 497th Intelligence Group	Nationwide
Air Force Air Reserve Personnel Center	Denver, CO
Air Force Beryllium Machine Shop Self-Directed Work	Columbus, OH
Air Force Civilian Personnel Division – Kelly Air Force Base	San Antonio, TX
Air Force Design Section	Mobile, AL
Air Force Recruiting Squadron Process Action Team	Middle TN
Air Force Small Computer Maintenance Process Team	Oklahoma City, OK
Air Force Weapons and Tactics Center	Las Vegas, NV
Alternate Technologies and Home Care Services	Charleston, SC
Army Armament and Chemical Acquisition and Logistics Agency Team Paladin	Rock Island, IL
Army Publication Distribution Center	Baltimore, MD
Army Simplified Nonstandard Item Acquisition Program Team	Detroit, MI
Columbus Regional Control Center	Columbus, OH

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<sup>1</sup>Hammers were awarded to the Baltimore, Chicago, and Long Beach import-export centers.

## Appendix I

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Corps of Engineers Algiers Lock Dewatering Team	New Orleans, LA
Corps of Engineers Chief Counsel Alternative Dispute Resolution	Nationwide
Corps of Engineers Process Action Team, Harry S Truman Power Plant and Dam	Kansas City, MO
Defense Contract Audit Agency	Nationwide
Defense Contract Audit Agency Team	Ft. Belvoir, VA
Defense Contract Management Area Operations	Hartford, CT
Defense Distribution Depot	Columbus, OH
Defense Distribution Depot	Atlanta, GA
Defense Finance and Accounting Service – Finance Operations	Cleveland OH
Defense Finance and Accounting Service – Columbus Center	Columbus, OH
Defense Finance and Accounting Service – Defense Retiree and Annuitant Pay	Cleveland, OH
Defense Finance and Accounting Service – Directorate of Annuity Pay	Nationwide
Defense Finance and Accounting Service – Office of Retired Pay, Casualty Branch	Cleveland, OH
Defense Finance and Accounting Service, Phase IV – Army Carryover	Cleveland, OH
Defense Finance and Accounting Service Whiteworks Project Team	Kansas City, MO
Defense Personnel Support Center Electronic Commerce	Nationwide
Defense Priority Service Detachment Office Plant Consolidation Team	Great Lakes, IL
Defense Supply Center – Columbus/Defense Logistics Agency Wood Products Team	Columbus, OH
Depot–Level Quality Management Board	Corpus Christi, TX
Destruction Process Action Team	Newport, RI
Dewitt Army Community Hospital Primary Care Reinvention Team	Ft. Belvoir, VA
Directorate of Information Operations and Reports – Internet Implementation Team	Washington, DC
Directorate of Information Operations and Reports/Systems and Services/Technical Services Division/Inventory Team	Nationwide
Directorate of Military Pay	Indianapolis, IN
Document Automation Center – Defense Printing Service	Washington, DC
Document Automation Center Team – Defense Printing Service	St. Louis, MO
Fairchild Air Force Base Hospital Pharmacy	Spokane, WA
Fleet and Industrial Supply Center, Pearl Harbor (SERVMART)	Honolulu, HI
Health Care Systems Support Activity	San Antonio, TX
Hydrographic Survey and Physical Support Section	Savannah, GA
Lockheed Sanders Pricing Team	Manchester, NH



Marine Corps Logistics Base, Ace-in-the-Hole Gang	Nationwide
Marine Corps Support Activity	Kansas City, MO
MegaCenter Migration Team – Defense Logistics Agency	Columbus, OH
Michigan National Guard	Lansing, MI
Modeling Effort for Space Availability Quality Team	Albuquerque, NM
Mortar Shared Management Team	Rock Island, IL
National Defense Real Food Team	Nationwide
National Operation and Maintenance Program Plan of Improvement	Washington, DC
National Recreation and Parks Association Partnership (AFRS)	Nationwide
Naval Air Technical Training Center Curriculum Review Team	Memphis, TN
Naval Air Warfare Center Weapons Division	China Lake, CA
Naval Undersea Warfare Center Detachment	Hawthorne, NV
Naval Weapons Station (Base-wide reinvention)	Seal Beach, CA
Naval Weapons Station (customer service)	Seal Beach, CA
Navy AN/SQS-53A Engineering Change 16 Development Team	Nationwide
Navy Asset Visibility Team	Central PA
Navy Fleet – Labor Management Partnership Council	Mechanicsburg, PA
Office of Civilian Personnel – Defense Logistics Agency	New Cumberland, PA
Operational Process Improvement Office Team	Falls Church, VA
Operations Support Center, Provisional	Fort Lee, VA
Portsmouth Navy Shipyard Pollution Prevention Team	Portsmouth, NH
Productivity Enhancement Group V	Newark, NJ
Provider Workstation	Scott AFB, IL
Quick Response/Prime Vendor – Defense Personnel Support Center	Philadelphia, PA
Real Estate and Facilities Director, Washington Headquarters Services	Washington, DC
Red River Army Depot Super Crew	Texarkana, TX
Reinvention Task Force	Fairfax, VA
Silo Based ICBM Maintenance Corporate Board	Ogden, UT
Transportation Management Office	Camp Pendleton, CA
Travel Process Action Team	Newport, RI
Travel Team	Nationwide
Vance Air Force Base Education Team	Oklahoma City, OK

**Department of Education**

Cleveland/Bradley 2000	Cleveland, TN
Cooperative Audit Resolution and Oversight Initiative	Washington, DC
Georgia Partnership for Excellence in Education	Atlanta, GA
Goals 2000 Application and Review Team	Nationwide

Goals 2000 Teacher Forum	Washington, DC
Government Performance Appraisal System	Washington, DC
Kansas City Enforcement Office – Region VI	Kansas City, MO
Office for Civil Rights	New York, NY
Payment Management Team	Washington, DC
Rehabilitation Services Administration	Nationwide
Rocky Mount Business–Education Partnership	Raleigh, NC
<b>Department of Energy</b>	
Columbus Initiative – Oak Ridge National Laboratories	Oakridge, TN
The Competitiveness Project – Bonneville Power Administration	Nationwide
Directives Reengineering Group	Oak Ridge, TN
Environmental Management Change Gang	Washington, DC
Life Cycle Asset Management Process Improvement Team	Washington, DC
Office of Chief Financial Officer	Nationwide
Office of Science Technology, Office of Environmental Management	Washington, DC
Performance Agreement Team	Washington, DC
Plantex Plant Facility	Amarillo, TX
Uranium Mine Tailings Reclamation Administration	Albuquerque, NM
<b>Environmental Protection Administration</b>	
33/50 Program Team	Washington, DC
33/50 Program	St. Paul, MN
Community Environmental Compliance Flexibility Team	Seattle, WA
North Boulder Project Team	Boulder, CO
Safety, Health, and Environmental Management Team	Nationwide
<b>Equal Employment Opportunity Council</b>	
National Labor–Management Council	Washington, DC
Teamwork—Making It Happen	Milwaukee, WI
<b>Executive Office of the President</b>	
White House Visitors Office Team	Washington, DC
White House Presidential Correspondence Quality Assurance Team	Washington, DC
<b>Federal Emergency Management Agency</b>	
Agency–Wide Reinvention Team	Nationwide
Hazard Mitigation Team – Region VII	Kansas City, MO
Regional Interagency Steering Committee – Region IV	Atlanta, GA

**General Service Administration**

100 Percent Satisfaction Team	Nationwide
Aggregated Switch Procurement – Region 3	Philadelphia, PA
Architect/Engineer Procurement Business Process Redesign Service	Nationwide
Chicago Customer Supply Team	Chicago, IL
Contract Management Division – Region 5	Chicago, IL
Heartland Region Business Development Team	Washington, DC
Lease Acquisition Business Process Redesign Team	New York, NY
No Hassle Customer Supply Team	Nationwide
Office Automation Team	Nationwide
Philadelphia Information Resources Management Service Office	Philadelphia, PA
The Public Building Service Rocky Mountain Property Team	Denver, CO
Space Acquisition Team	Seattle, WA

**Department of Health and Human Services**

International Cancer Information Center	Nationwide
Miami Import Group – FDA	Miami, FL
Respirator Certification Program Team – National Institute of Occupational Safety and Health/ Centers for Disease Control and Prevention	North Central, WV
Shelf Life Team – FDA	Detroit, MI
Task Force for Streamlining Documentation – Indian Health Service	Phoenix, AZ

**Department of Housing and Urban Development**

Acquisition/Rehabilitation Loan Program	Detroit, MI
Community Assistance Coordination Teams	Buffalo, NY
Harris County Housing and Community Development Agency	Houston, TX
Multifamily Insurance Applications Fast Track Processing Team	Seattle, WA
Office of Housing Neighborhood Networks Team	Nationwide
Office of Housing Reorganization Single Family Processing Center	Denver, CO
Reinvention of the Fair Housing Initiatives Program	Washington, DC
Single Family – Ft. Worth and Denver	Ft. Worth, TX Denver, CO
Streamline 203K Team	Detroit, MI
Streamline Certification Team	Washington, DC
Voucher Processing Task Force	Kansas City, KS

**Intelligence Community**

CIA Logistics Operations Center	McLean, VA
CIA Retirement and Investments Group	McLean, VA

Central Imagery Office Project ExPRoS	McLean, VA
Defense Intelligence Agency Bottom-up Reinvention Team	Washington, DC
Intelligence Community Foreign Language Committee Reinvention Laboratory	McLean, VA
Intelligence Community (INTELINK)	McLean, VA
Intelligence Community Tipster Text Program	McLean, VA
National Photographic Interpretation Center Operations Vision Team	Washington, DC
National Security Agency Multifunction Technician Team	Ft. Meade, MD
National Security Agency Support to the Combat Operator Team	Ft. Meade, MD
National Security Agency Support to State Team	Ft. Meade, MD

### Department of the Interior

America's Outdoors	Milwaukee, WI
Bureau of Mines, Albany Research Center & Partnership Council	Salem, OR
Bureau of Reclamation	Nationwide
Change in Organizational Design – Bureau of Indian Affairs	Portland, OR
Customer Service/Visitor Services Project – National Park Service	Washington, DC
Department of Interior Streamlining Effort	Nationwide
Idaho Ecosystem Management Strategy Team	Boise, ID
Regional Community Economic Revitalization Team	Portland, OR
Reinventing Regulations Using Plain English Team	Denver, CO
Reservoir Management and Solid Materials Team – Bureau of Land Management	Tulsa, OK
Review of Planning/Design/Construction Reengineering Lab	Denver, CO
USGS Information Dissemination System Reinvention Lab Team	Nationwide

### Department of Justice

Border Crossing Card Reengineering Team	Nationwide
Citizenship USA, El Monte Office	Los Angeles, CA
Drug Enforcement Agency Mobile Enforcement Team	Atlanta, GA
El Centro Service Processing Center	Imperial Valley, CA
El Paso Immigration and Naturalization Service Process Action Team	El Paso, TX
FBI Semi-Automated Mailer Team	Nationwide
Immigration and Naturalization Service Operation Jobs	Dallas, TX
Immigration and Naturalization Service Team BISON	Buffalo, NY
Immigration and Naturalization Service Team Easi	St. Albans, VT
Partnerships Against Violence Network Online	Washington, DC
Vehicle-Equipment Reutilization Program	Salem, OR

**Department of Labor**

Administrative Efficiency Task Groups – Office of the Assistant Secretary for Administration and Management	Washington, DC
America’s Job Bank on the Internet Team	Washington, DC
Concept 9	San Francisco, CA
Design Team – OSHA	Parsippany, NJ
Design Team – OSHA	Atlanta, GA
Design Team—Getting Results, Improving Performance – OSHA	Washington, DC
Dislocated Worker Team – Employment and Training Administration Region X	Seattle, WA
Electronic Data Interchange – Bureau of Labor Statistics	Nationwide
The Enterprise Council – Employment and Training Administration	Nationwide
Eradicating Sweatshops Initiative	Los Angeles, CA
Fax on Demand	Washington, DC
Federal Employees’ Compensation Reengineering Project Team	Washington, DC
LABSTAT	Washington, DC
Maine Top 200 – OSHA	Bangor, ME
The New Nonformal Complaint Process	Chicago, IL
Pension and Welfare Benefits Administration	Washington, DC
Pension and Welfare Benefits Field Focus Group	Washington, DC
Re-engineering Establishment Survey Data Collection	Washington, DC
Residential Construction and Acute and Long Term Health Care	Buffalo, NY
Statistics Price Publications Improvement Team – Bureau of Labor Statistics	Washington, DC
Timely Service to Complainants	Chicago, IL
Voluntary Protection Programs Participants Association – OSHA	Chicago, IL
Voluntary Protection Programs Participants Association – OSHA2	Nationwide
Working Women Count Honor Roll	Washington, DC

**National Aeronautics and Space Administration**

Mission Control Design Pirate Team	Houston, TX
Mission to Planet Earth – Earth Observing System and Data Information System Version O Team	Greenbelt, MD
WSTF AlliedSignal ISO 9001 Implementation Team	Las Cruces, NM

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<sup>2</sup>Ten separate Hammers were awarded to the regional offices in California, Colorado, Georgia, Illinois, Massachusetts, Missouri, New York, Pennsylvania, Texas, and Washington.

**National Archives and Records Administration**

Nontextual Archives Division  
Waltham Federal Record Center Team

College Park, MD  
Boston, MA

**Office of Management and Budget**

Office of Federal Procurement Policy Reform  
and Innovation Team

Nationwide

**Office of Personnel Management**

Automatic Staffing Team  
Buy-Out Team  
The Electronic Highway: New Partnerships in Communications  
Federal Personnel Manual Sunset Team  
National Partnership Council  
SF-171 Elimination Team

Nationwide  
Washington, DC  
Nationwide  
Nationwide  
Washington, DC  
Nationwide

**Pension Benefit Guaranty Corporation**

Customer Service Initiatives Team  
Early Warning Program  
Missing Participants Program

Nationwide  
Washington, DC  
Nationwide

**Peace Corps**

Property and Supply Division

Nationwide

**Railroad Retirement Board**

Bureau of Taxation

Chicago, IL

**Small Business Administration**

SBA Low-Doc Team

San Antonio, TX

**Social Security Administration**

800-Number Benchmarking  
Automated Clearinghouse Development Team  
Chicago Near Southwest Hospital  
Classification and Organizational Management Team  
Cooperative Disability Project  
Disability Reengineering/Design Training Team  
Disability Reengineering Team  
Houston Metro Managers Network  
Iowa Video-Conferencing Workgroup  
Microfilm Reengineering Team  
Paperless Pilot Team

Baltimore, MD  
Nationwide  
Chicago, IL  
Baltimore, MD  
Miami, FL  
Baltimore, MD  
Nationwide  
Houston, TX  
Des Moines, IA  
Baltimore, MD  
Baltimore, MD

Region V Manual Adjustment Credit and Award Data Entry System	Chicago, IL
Regional Office Decision Writing Unit	New York, NY
Relocation Management Team	Nationwide
SSA Teleservice Center <sup>3</sup>	Nationwide
Team Internet	Nationwide
World Class Service Team	Nationwide
<b>Department of State</b>	
Children's Issues Team	Nationwide
<b>Department of Transportation</b>	
Acquisition Reform Team	Washington, DC
Coast Guard Group and Reserve Unit Group	San Diego, CA
Coast Guard Industrial Support Activity	Governors Island, NY
Coast Guard Notice of Violation Team	Washington, DC
Data User Services Division—Information Technology	Washington, DC
FAA Administrative Support Services Center	Des Plaines, IL
FAA Casper Automated Flight Service Station	Casper, WY
FAA Litigation Tracking and Document Generation System	New York, NY
FAA Personnel System Reform Team	Washington, DC
FAA System Management Branch, ASW-530	Dallas, TX
Federal Highway Administration Electronic Billing	Montpelier, VT
Federal Railroad Administration Office of Safety Field Liaison Staff	Washington, DC
Federal Transit Administration Electronic Grant Making and Management Team <sup>4</sup>	Washington, DC
Federal Transit Administration	Nationwide
First Coast Guard District Marine Safety Division	Boston, MA
Grand Forks Automated Flight Service Station	Grand Forks, ND
Grants Process Improvement Quality Action Team	Atlantic City, NJ
Houston Civil Aviation Security Field Office	Houston, TX
Maritime Administration Office of Acquisition	Nationwide
Office of Hazardous Materials Initiatives and Training	Washington, DC
Santa Monica I-10 Freeway Team	Santa Monica, CA
St. Louis Airport Service Improvement Team	St. Louis, MO

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<sup>3</sup>Thirty Teleservice Centers were awarded Hammers in the following cities: Birmingham, AL; Phoenix, AZ; Los Angeles, CA; Richmond, CA; Salinas, CA; San Diego, CA; Golden, CO; Fort Lauderdale, FL; Tampa, FL; Chicago, IL; Indianapolis, IN; New Orleans, LA; Boston, MA; Baltimore, MD; Detroit, MI; St. Paul, MN; Kansas City, MO; Albuquerque, NM; Cincinnati, OH; Portland, OR; Philadelphia, PA; Pittsburg, PA; Upper Derby, PA; San Juan, PR; Grand Prairie, TX; Houston, TX; Manassas, VA; Auburn, WA; and Milwaukee, WI.

<sup>4</sup>This team received 11 plaques.

**Department of the Treasury**

Community Bank Procedures – Office of the Comptroller of the Currency	Washington, DC
Compliance 2000 Fishing Industry Team	Augusta, ME
Customs Airport Operations Branch	Houston, TX
Customs Cargo Examination Task Force	Newark, NJ
Customs Carrier Initiative Program Anti–Smuggling Division	Washington, DC
Customs Commercial Air Passenger Operations	Washington, DC
Customs National Initiative Committee for Entry	Nationwide
Customs Service, Miami District	Miami, FL
Customs Service Team, Charlotte District	Charlotte, VA
Detroit Computing Center – GSA, IRS (Chicago team initiated)	Chicago, IL
Electronic Tax Form Dissemination Team	Nationwide
Financial Crimes Management Program, Secret Service Risk Analysis	Nationwide
FMS Center for Applied Financial Management	Nationwide
FMS Check Claims	Nationwide
IRS Business Assistance Center	Buffalo, NY
IRS Cooperative Projects Staff	Nationwide
IRS Customer Processing Section, Operations Branch	Philadelphia, PA
IRS/DPS Development Center Work Systems Design Team	Austin, TX
IRS Headquarters Operations Customer Service Center	Nationwide
IRS Integrated Customer Service Desk Development Team	San Francisco, CA
IRS Listens Days	Charlotte, NC
IRS Maine Recreation Industry Federal/State Team	Bangor, ME
IRS Multimedia Production Division	Nationwide
IRS Ogden	Ogden, UT
IRS Philadelphia Service Center	Philadelphia, PA
IRS St. Paul District Federal/State Team	Minneapolis, MN
Magnetic Media Project Team	Philadelphia, PA
Mint Customer Service	Nationwide
Procurement Team	Nationwide
Regulation Review Group – Office of the Comptroller of the Currency	Washington, DC
Volunteer Income Tax Assistance Program	Northridge, CA

**Tennessee Valley Authority**

Accounts Payable Team	Knoxville, TN
Browns Ferry Outage High Impact Teams	Decatur, AL
Clean Water Initiative	Knoxville, TN
Cumberland Acid Cleaning Team	Cumberland City, TN
Cumberland Tube Menders Team	Cumberland City, TN



Employee Accounting Travel and Benefit Team	Knoxville, TN
Inspection Services Organization	Chattanooga, TN
Maintenance Controlled Inventory Team	Cumberland City, TN
Safety Eyewear Process Improvement Team	Knoxville, TN

**United States Information Agency**

Bureau of Information	Washington, DC
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**Department of Veterans Affairs**

Acquisition and Material Management Service Team	Pittsburgh, PA
Asbestos Management Team	Lebanon, PA
Black Hills VA Alliance (two teams received Hammers at two locations)	Fort Meade, MD Hot Springs, SD
Civilian Health and Medical Program of the Department of Veterans Affairs Center	Denver, CO
Clinic Clerk Team	Des Moines, IA
Colmery–O’Neal VA Medical Center	Topeka, KS
Consolidated Contracting Activity Team	Denver, CO
Contract Service Center	Milwaukee, WI
Customer Service Team	St. Paul, MN
Drugs ‘R’ Us – Pharmacy Acquisition and Material Management Services	Dayton, OH
Electronic Paperless Travel Management Team	Louisville, KY
Facilities Management Office	Washington, DC
Financial Operations Team	Nationwide
Food Concept Development Team – San Diego Leadership Conference	Nationwide
Geriatrics Health Care Center	Richmond, VA
Greater New York City VA Consortium on Homeless Veterans	New York, NY
Guest Relations Team of the Prescott VA Medical Center	Phoenix, AZ
Home Oxygen Continuous Quality Improvement Team	Milwaukee, WI
Houston Enhanced Use Project	Houston, TX
Interim Compensation Committee	New York, NY
Loan Guaranty Division (two teams received Hammers at two locations)	Los Angeles, CA Manchester, NH
Managed Care System Development Group	Chicago, IL
Manchester VA Medical Center Surgical Service	Manchester, NH
Medical Administration – Ann Arbor Medical Center	Detroit, MI
Medical Care Cost Recovery Fiscal Service	Omaha–Lincoln, NE
Medical Care Cost Recovery Team	Columbus, OH
National Acquisition Center	Hines, IL
New York Benefits Office	New York, NY

On–The–Spot Customer Service Team	Pittsburgh, PA
Original Claims Team	Little Rock, AR
Parking Veterans First Team	Pittsburgh, PA
Partnership Council	Detroit, MI
Policy and Procedure Re–Engineering Team	White City, OR
Rochester Outpatient Clinic Relocation Redesign Team	Buffalo, NY
Service and Distribution Center	Hines, IL
Sharing Agreement Team – Audie Murphy VA Medical Center	San Antonio, TX
Systems Integration Center, National Cemetery System	Nationwide
Telepathology Team	Iron Mountain, MI
Telepathology Team – Zablocki VA Medical Center	Milwaukee, WI
Telephone Linked Care Team	Tucson, AZ
Total Hip Replacement – Clinical Pathway Development Team	Northeastern NY
VA Medical and Regional Office Center	Sioux Falls, SD
Valencia Telecommuting Center	Los Angeles, CA
VA-ONLINE	Martinsburg, WV
Veterans Assistance Inquiry Team	Buffalo, NY
Veterans Benefits Administration – Central Area Human Resources Management Office	Detroit, MI
Veterans Health Administration – Office of Quality Management	Nationwide
Veterans Service Center	Portland, OR
Veterans Service Division Nu Team	Oakland, CA

**Federal Executive Boards/Federal Executive Associations**

The Atlanta Diversity Council	Atlanta, GA
Beckley FEB	Beckley, WV
Denver FEB Board of Directors	Denver, CO
FEB/FEMA Disaster Assistance Centers Project	Long Beach, CA
Human Relations and Diversity Committee	Milwaukee, WI
Oklahoma City FEB	Oklahoma City, OK
Production Team, Philadelphia FEB/Greater Philadelphia Radio	Philadelphia, PA
Project SATISFY	San Antonio, TX
Regional Community Economic Revitalization Team	Portland, OR

**Interagency**

Alaska Joint Pipeline Office	Anchorage, AK
Black Hills National Forest Shared Services and Facilities Team	Custer, SD
Clothing for Homeless Veterans – DOD, GSA, VA	Washington, DC
Electronic Benefits Transfer Team	Washington, DC
Fort Collins Natural Resource Research Center	Fort Collins, CO
FTS 2000 Year 7 Price Redetermination Service Reallocation	Falls Church, VA
Georgia Common Access Team	Atlanta, GA

Government and Industry Quality Liaison Panel	Nationwide
Government Owned Real Estate Team	Atlanta, GA
International Entry Subcommittee	Atlanta, GA
Mojave Desert and California Desert Initiative	Ft. Irwin, CA
Mojave Desert and California Desert Initiative Teams	Ft. Irwin, CA
Operation Enhanced Clearance	Los Angeles, CA
Property Management and Warehouse Team	Billings, MT
Retiree Gratuity Payment Team	Cleveland, OH
Risk Management for Housing Loans, Portfolio Analysis Database	Nationwide
Snake River Activity Operations Plan Team	Idaho Falls, ID
Tri-Agency Ad-Hoc Convergence Transition	Silver Spring, MD
TRICARE Project Office II	Hampton, VA
Tri-State Education Initiative – Education, NASA	Nationwide
U.S. General Store for Small Business	Houston, TX
VA Medical Center	Hampton, VA
Y-12 Interagency Calibration Team	Nationwide

*Partnerships*

**Federal–State**

Customer Service/Visitor Services Project – National Park Service	Washington, DC
Council of State Administrators of Vocational Rehabilitation	Washington, DC
Department of Education, Rehabilitation Services Administration	Washington, DC
Santa Monica I-10 Freeway Team	Santa Monica, CA

**Federal–Local**

Boston Empowerment Center	Boston, MA
Chicago Near Southwest Hospital	Chicago, IL
Partnership Minnesota	Twin Cities, MN
NASA–Mississippi Band of Choctaw Indians Education Partnership	Philadelphia, MS

**Public–Private Sector**

DOD–Motorola	Nationwide
DOD–Texas Instruments	Nationwide
Performance Measurement Action Team <sup>5</sup>	Washington, DC
Review Advisory Committee–U.S. Access Board	Washington, DC

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<sup>5</sup>Individual Hammers were awarded to each of the 14 teams in this participation.

## ADDITIONAL RESOURCES

The following National Performance Review (NPR) resources and reports are available in hard copy from the Government Printing Office (202-512-1800) or National Technical Information Service (703-487-4650). Materials can also be accessed electronically; see below for further ordering and access information.

### Video

“Reinventing the Government . . . By the People” ..... S/N 040-000-00649-4

### Reports

*Creating a Government That Works Better & Costs Less:*

*Report of the National Performance Review* ..... S/N 040-000-00592-7

*Creating a Government That Works Better & Costs Less:*

*Status Report, September 1994*..... S/N 040-000-00646-0

*Putting Customers First: Standards for Serving the*

*American People*..... S/N 040-000-00647-0

*Common Sense Government: Works Better & Costs Less*..... S/N 040-000-00662-1

*Putting Customers First '95: Standards for Serving the*

*American People*..... S/N 040-000-00663-0

*Reinvention's Next Steps: Governing in a Balanced*

*Budget World*..... S/N 040-000-00671-1

### NPR On-Line Library

NPR's extensive, 800-document library can be accessed through the World Wide Web. The library contains a wide range of information (<http://www.npr.gov>).

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