

COMPETITIVE SOURCING LESSONS LEARNED

A Lessons Learned/Best Practices Workshop hosted by AFCESA, in cooperation with HQ USAF/ILE, HQ USAF/XPM, and SAF/AQC, was held in Atlanta, 26-27 Feb 02. Nearly 80 CE, Manpower, and Contracting personnel representing MAJCOMs, base-level organizations, and industry attended the workshop. The focus was on collecting and discussing lessons learned from individuals who actively participate in the process. These lessons learned are the result of this effort.

General

- Assume NOTHING!!! Get everything in writing or document with MFR. (AETC)
- Watch team for stress. Take time to let everyone relax. Schedule at least one afternoon a month for a cookout or potluck. Try to have fun. (AETC)
- Expect the team to vent frustrations. Don't take it personally, and remember you still have a job to do. (AETC)
- Due to internal and external changes to documents, the Cost Comparison Steering Committee or Cost Comparison Office needs to budget early for overtime to cover the last few months of the process. (AETC)
- Keep a list of issues for the residual organization. The base will need your input when the base starts working these issues. However, do not let these issues concern the MEO. (AETC)
- Expect anything. Shortened suspense dates may drive long hours. (AETC)
- Communication is the KEY. Everyone on the team and in the headquarters needs to be aware of potential problems areas. They may be able to assist before an item becomes critical. (AETC)
- Keep supervisors and commanders informed of schedule changes and the reasons for them. (AETC)
- Don't be afraid to make changes late in the process to save dollars. (AETC)

Planning

- Communicate, communicate, communicate. (USAFA)
- Get word out through Commander's Calls. (USAFA)
- Use Web pages, emails, drop boxes, and CC Call to get feedback. (USAFA)
- To develop top-notch deliverables, use best and brightest on SOW/MEO teams. (USAFA)
- SOW/PWS/MEO team leader should be able to make decisions. (USAFA)
- Relocate SOW/PWS/MEO teams into a dedicated workspace away from normal activities and control entry with cipher locks. (USAFA)
- Relieve team members of other responsibilities. (USAFA)
- Freeze military for at least six months beyond anticipated contract award date to account for milestone slippages and appeals/protests. (USAFA & AETC)

- Work early with Military Personnel Flight to get military members better assignments and into the summer rotation. (USAFA)
- Chose SOW/MEO team members who are retainable. (USAFA)
- To identify possible problems, include external units not part in the Cost Comparison but that are affected by the transition as early as possible in the process. (AMC)
- Establish a good relationship with the local Union. (AETC)

Acquisition Strategy

- Solicit industry comments and consider responses in developing the acquisition strategy. (SAF/AQC)
 - Hold industry days and one-on-one sessions to encourage industry feedback.
 - Release drafts of requirements documents early in the process to obtain maximum industry feedback.
 - Release draft solicitation and allow ample time to consider industry comments before formal solicitation release.
 - Maintain record of comments received on draft requirements document, draft RFP, and disposition of the comments.
- Determine contract type based on risks to successful performance. (SAF/AQC)
 - If requirement is well defined and ample workload data is available, Firm Fixed Price may be most appropriate.
 - If requirement cannot be well defined, or workload data is inadequate, cost type contract may be appropriate.
- Consider use of FAR Part 12 commercial acquisition methods, if market research warrants. (SAF/AQC)
 - Only impose additional government-unique terms and conditions if market research provides rationale; document contract file with decision.
- Consider use of Award Fee and/or Award Term to incentivize superior contractor performance. (SAF/AQC)
- Inform offerors and MEO Team in Section L of the government's estimated/projected available budget. (SAF/AQC)
 - Avoids offers that exceed available funding.
- Identify in Section L those costs that will be the same whether performance will be by contractor or in-house organization. (SAF/AQC)
 - Thoroughly define common costs so all parties understand the costs involved.
 - Ensure consistent treatment of common costs by both contractor and in-house organization.
- If common costs are included in Section B CLIN structure, ensure solicitation addresses how those CLINs will be treated for cost comparison purposes. (SAF/AQC)
- Include in Section L a cross-reference compliance matrix table to ensure offerors and MEO Team address all requirements in terms of SOW/PWS, Section L, and Section M. (SAF/AQC)

- Determine the approach that is expected to provide the best value for the government. (SAF/AQC)
 - Lowest Price Technically Acceptable (LPTA).
 - Performance-Price Tradeoff (PPT).
 - Full Tradeoff (Cost/Technical Tradeoff) [CTT].
- Consider: (SAF/AQC)
 - Complexity of services being acquired.
 - Relative importance of cost/price.
 - Extent to which technological innovation impacts successful performance.
 - Extent to which past performance will be a discriminator in selection.
- Educate MEO Team personnel on implications of the Service Contract Act and/or Davis Bacon on classification of positions and escalation on labor rates. (SAF/AQC)
- Do thorough Labor Market Analysis to ensure accurate information as to whether sufficient personnel are available in the local job market. (SAF/AQC)
 - Consider issuing generic ‘potential job openings’ announcement and collect resumes as evidence that sufficient personnel are available.
- Include cost/price analyst on MEO Team as support in developing cost estimate, to help team understand all cost elements necessary to develop cost of performance. (SAF/AQC)

Market Research

- Conduct market research to determine commercial standards and practices; use in lieu of government standards unless valid safety/security concern. (SAF/AQC)
- Visit similar commercial organizations in larger cities or universities to determine efficient operational approaches. (AETC)
- Need knowledgeable consultants (LL/BP Workshop).
- Have a centralized database of companies providing same services. (LL/BP Workshop)
- Conduct Market Research to determine how Industry actually performs tasks, how SOW/PWS is written, how inspections are conducted, and Industry’s contracting procedures. (LL/BP Workshop)
- Link Market Research team with the SOW/PWS team. (LL/BP Workshop)

Statement of Work/Performance Work Statement (SOW/PWS)

- Define requirements in terms of outcome or measurable mission-related end result (what we need); do not direct prescribed methods (how to do the work). (SAF/AQC)
- Break RPMA down to system/subsystem level. (LL/BP Workshop)
- Develop common standards and objectives for all installation maintenance; i.e., grounds maintenance requirement should be the same for improved grounds installation wide. (LL/BP Workshop)

- Don't just look at what has been done in the past; conduct market research to see what's being done in the commercial sector; are there commercial standards that can be used instead of government standard? (SAF/AQC)
- Develop requirements in an IPT environment, include requiring activity, functional expertise, contracting, and manpower. (SAF/AQC)
- Provide workload data not in manhours, but in terms of actual tasks (XX work orders to repair HVAC systems). Prospective service providers should know how to do the work; approaches will determine the manhours to do a task. (SAF/AQC)
- Incorporate AF regulatory guidance (how-to constraints) for valid safety and security concerns **ONLY**; incorporate only the specific pertinent portions of an AFI. (SAF/AQC)
- Be proactive about processing waivers to otherwise mandatory guidance. (SAF/AQC)
- Ensure Contracting takes an active role in leading the SOW/PWS team. (USAFA)
- Include a Union representative on the SOW/PWS team. (USAFA)
- Ensure a comprehensive review of the SOW/SOW is completed prior to RFP being issued. (USAFA)
- Lack of a comprehensive review could cause additional amendments throughout the development of the MEO which could in turn cause delays and errors in the MEO. (USAFA)
- Develop detailed and thorough workload data table. (USAFA)
 - o Critical to understanding requirements.
 - o Valuable when it comes time to respond to follow on questions and development of MODs.
- Involve as many employees as possible during the development and review of the SOW/PWS. (USAFA)
 - o Helps to get employee buy in.
 - o During reviews, make on the spot changes using a computer projection system.
- Brief SOW/PWS in detail to the entire team. (USAFA)
- Know procedures for submitting (and getting approval for) SOW/PWS changes. (AFMC)
- Workload Collection (AMC)
 - o On command-wide studies, ensure that individual bases have the opportunity to "buy in" to the requirements as written to preclude omission of necessary details specific to each base.
- Be sure workload estimates are as accurate as possible. (AFMC)
- Government Furnished Equipment & Facilities (AMC)
 - o Standardize formats and instructions for collecting data from each work center to ensure accuracy.
 - o Mark GFE included in solicitation to prevent items from being turned in or disposed of and to assist in tracking.

- o Ensure work centers make any planned changes in GFE prior to developing inventory lists.
- Although FAR Part 45 states the government normally expects the contractor to provide all supplies, facilities, etc., necessary to accomplish contract work. (SAF/AQC)
 - o Consider decision not to provide GFE/GFP/GFF to contractor when in-house organization will be provided with these assets.
 - o Providing service provider with GFE/GFP/GFF lowers government costs.
 - o If not providing these assets, the budget must include sufficient funds to service provider to include those costs in their offer; identify where those funds will come from.
 - o Recommend cost benefit analysis to aid in decision making.

Quality Assurance Surveillance Plan (QASP)

- Follow QASP for audit purposes. (AFMC)
- Develop good performance indicators that can track performance IAW the SOW/PWS. (AFMC)
- Be realistic. (LL/BP Workshop)
- The QASP is the basis for Industry to determine if it wants to bid on a contract. (LL/BP Workshop)

Management Plan

- **MEO**
 - o Manpower Office should be the MEO Team leader. (AETC)
 - o Request waivers to AFIs early. (USAFA)
 - o Assign a separate Contracting Officer and Legal Advisor to the MEO Team. (USAFA & AMC)
 - o When only one Contracting Officer is assigned to the SOW/PWS Team, that individual goes to the SSET (during best value acquisitions) and the MEO Team cannot obtain detailed guidance.
 - o Core documents should be written for a job not a person or the grade. (USAFA & AETC)
 - o Seek inputs from functionals and all employees. (USAFA & AETC)
 - o Circulate questionnaires and encourage suggestions.
 - o Retain MEO team members who are dedicated to winning. (AETC)
 - o Maintain detailed documentation. (USAFA)
 - o Functional personnel included in the MEO should be removed from day-to-day workload and be fully designated to MEO. (USAFA, AMC, AETC)
 - o Ensure civilian representation is present on the MEO team to make certain there is incentive to provide an efficient and feasible proposal. (AMC)
 - o Build a lean MEO structure. (AETC)
 - o “Rule of Thumb” 40% to be competitive. (AETC)
 - o Reorganize, Realign, Consolidate. (AETC)

- o Use historical data. (AETC)
- o Establish 1st level working supervisors. (AETC)
- o Develop efficiencies unique to the organization. (AETC)
- o Begin building continuity binders from the outset. (AETC)
- o The MEO team needs computer equipment for each assigned member. Not just a computer for each person, but one with needed memory, programs, etc. Ensure MEO systems only use Office products required by the solicitation. Recommend “Office Model” and ABC software be available to the MEO. (AETC)
- o Strongly recommend an automation expert be assigned to each MEO team. (AETC)
 - o Have a dedicated automation expert professional to enhance overall performance.
 - o Established an internal server to store data and retain internal confidentiality of MEO products.
 - o Expert can solve team member automation problems that could devastate team progress if long waits had been encountered.
 - o Information manager is at least as important as any other team member. Include this person in initial MEO training to ensure they understand the process.
- o Understand that different team members will be busy at different times. (AETC)
- o General Rule of thumb: Document everything. (AETC)
- o Accept change...Don't take things personally. (AETC)
- o Work to ensure honest and open communication throughout the team. (AETC)
- o Consider visiting other MEO installations vs. only private industry. Winners and losers both have lessons to share. (AETC)
- o Conduct weekly meetings with entire team to update process and review milestones. (AETC)
- o Pass information to all team members. Avoid closed-door sessions; every team member is a stakeholder in the process. (AETC)
- o Fully establish MEO work center prior to team selection and move-in. A true turnkey office is the objective. (AETC)
- o Remember it's not the team's product. It's being written on behalf of the Govt. (AETC)
- o Internal controls of all types are critical. We were warned and still sometimes failed. (AETC)
- o A big, heavy-duty shredder is needed. (AETC)
- o MEO needs its own IMPAC Card. (AETC)
- o Review of MEO deliverable products strengthens the quality of the package. Encourage review teams to use critical eye and be responsive to questions. (AETC)
- o If part of the MEO Management Plan is to use contractors, be sure to have agreements or contracts approved and awaiting signature at implementation. (AFMC)

- o Understand how reimbursements are affected when earned by the MEO. (AFMC)
 - o Look for alternate solutions to outside imposed vehicle restrictions. (AFMC)
 - o Buy-in from first line supervisors is crucial. This task is probably the hardest. Not being able to throw more manpower at a problem and having to operate within a real budget are usually new ideas. (AFMC)
 - o Assign a full-time budget person with knowledge tracking and accounting, as well as business accounting methods, and knowledge of the SOW/PWS audit requirements. (AFMC)
 - o Know Manpower methods for determining the bid and what flexibility the MEO has in the bid structure. (AFMC)
 - o If the entire function is not being cost compared, take the opportunity to reengineer the rest of the function. (AFMC)
 - o Make Technical Proposals from other similar studies available to the MEO Team. (USAFA)
 - o Why rebuild the “widget” each time.
 - o Use AFCESA as a centralized collection point for information and ideas. (USAFA)
 - o Know and understand the difference between bid limits and actual budget figures. (AFMC)
 - o Plan on a personnel “Lapse Rate” based on historical data. Use term and temp employees. (AFMC)
 - o Do not release manpower calculation sheets to anyone. (AFMC)
 - o Track/display full-time equivalent (FTE) numbers. (AETC)
 - o Document the organizational development strategy from day one for the Management Plan. (AETC)
 - o The Cost Comparison Office needs to provide a conduit for information between the MEO and the Steering Group. (AETC)
- **Consultant Support**
 - o Partner with consultants. If they know your thoughts they can offer better assistance. (AETC)
 - o Consultants can provide a mock Industry perspective proposal. (USAFA)
 - o Open communications with the consultants create a better product. They provide a good sounding board for free thinking and the feedback is not biased. (AETC)
 - o Interaction with previous MEOs helps the Cost Comparison Office appreciate the complexity and scope of the MEO task. (AETC)
 - o Initial business plan, mission, vision, and strategy facilitation set the tone for the MEO. This is a good job for consultants. (AETC)
 - o Consultant assistance to the Core team prior to full team deployment is critical to team efficiency and direction. It allows the team to hit the ground running. (AETC)
 - o Consultant inputs should be easily forthcoming. (AETC)

- o The consultant needs to be embraced as an integral member of the team. (AETC)
- o Office space for the consultant(s) should be integrated with that of the MEO team, especially with the Core team. (AETC)

- **Core Team Training and Startup**

- o Member needs to want to be a member of the team (motivation factor). (AETC)
- o Have a strong Core team with people who are stand-alone leaders. (AETC)
- o Choose best available team members (well-rounded functional experts). (AETC)
- o Form Core team ASAP to generate the group dynamics. (AETC)
- o Conduct any site visits as a team ASAP. (AETC)
- o Set-up your Core team in the same office space/room. (AETC)
- o Attend all training prior to beginning work. (AETC)
- o Match team member skills to deliverables. Do not be reluctant to change assignments as more knowledge of the requirement is learned. (AETC)
- o Don't be afraid to bounce ideas off one another. (AETC)
- o Provide strong, top-quality admin support for the team and involve them in the process as much as possible. (AETC)
- o Insist on having a base contracting representative at the outset. (AETC)
 - o Understanding the full solicitation package at the outset is very important (very few base people have total understanding of these documents).
 - o You may get started on the wrong path without this guidance and the representative can reduce/eliminate impacts to your products at a later date.
 - o Product/deliverable samples should be used in training.

- **Full Team Training and Startup**

- o Get the best-qualified people available. (AETC)
- o Have consultants do a session to determine the team's strengths and weaknesses. (AETC)
- o Make sure every primary team member has an alternate so the process can continue smoothly if the primary is unable to serve unexpectedly. (AETC)
- o Ensure team members realize that just because they are from one functional area they may be asked to assist someone from another function. (AETC)
- o Staff your team based on your new MEO organization structure. (AETC)
- o Allocate office space based on your proposed organizational structure (Group members by flight/divisions to work as team). (AETC)
- o Get as many early vendor demos as possible (may figure prominently in your MEO organizational structure). (AETC)

- o Make sure every Commercial Service Area (CSA) has a team member. (AETC)
- o Division leads need to be movers and shakers and able to take the lead in their divisions. (AETC)
- o Assign team members based on experience, qualifications, and attitude. Do not form a false bias on any particular group, grade, or employees' retention level, each person on the installation has a stake in the outcome of the study. (AETC)

- **Developing and Documenting the MEO**

- o Determine formats for ALL products (not just deliverables) from the very beginning. (AETC)
- o Begin technology research as soon as possible. (AETC)
- o Consider out-year saving simultaneously with developing the organization. (AETC)
- o Start asking questions early of the Cost Comparison Office and MAJCOM. (AETC)
- o Take a hard look at existing contracts at the beginning of the MEO effort. (AETC)
- o Make sure the Civilian Personnel starts its labor analysis early. (AETC)
- o Question workload estimates. The SOW/PWS workload data may be in error. (AETC)
- o Start thinking about oral presentation briefers early and have them working plans that correspond to RFP sub-factors. (AETC)
- o Get as many questions to MAJCOM Contracting as early as possible. (AETC)
- o Start the compliance matrices early. They will help with writing the other documents. (AETC)
- o Requirements levied by the MAJCOM may affect the MEO. Resolve these issues at the very beginning. (AETC)
- o Read the solicitation and any amendments VERY carefully. Request clarification on anything that is not clear. (AETC)
- o Have Manpower assign skill levels to the Core Docs as they are finalized. (AETC)
- o Be very specific when describing the functions to be informed in the MEO. If something is mentioned in the SOW/PWS, be sure to have it the Management Plan. (AETC)
- o Don't be talked into being brief unless specifically limited by the solicitation. (AETC)
- o When describing operating procedures in the current operations and the MEO proposed operation, describe how the work is received (i.e., work order, phone call, e-mail) and distributed to the performing function. (AETC)

- **In-House Cost Estimate**

- o Maintain a detailed record and audit trail for all costs. (USAFA)
- o Document all decisions with detailed justification. (USAFA)
- **Technical Performance Plan (TPP)**
 - o Request official waivers to the solicitation from Contracting on areas that do not pertain to the MEO (Past Performance and Management Resumes). (USAFA)
 - o Ensure the TPP, Management Plan and IHCE are consistent. (USAFA)
 - o Space is at a premium; tell the complete MEO story in the most complete, concise manner possible. (AETC)
 - o Where possible, use graphics to tell the story, especially, organizational charts and flowcharts; make them as self-explanatory as possible. (AETC)
 - o Make sure to maintain progression through each product from Management Plan through Oral Presentation and supporting documentation. (AETC)
 - o Keep source documents and versions of the TPP and other developed products. (AETC)
 - o TPP is required only for Cost/Technical Tradeoff solicitations. (LL/BP Workshop)
 - o Hold Industry and MEO to the same standards (apple to apple comparison). (LL/BP Workshop)

Source Selection/Technical Evaluation

- Establish a minimum employee benefits package for the private sector to use in their proposals. (USAFA)
 - o Will aid in enticing existing employees to work for the contractor should the MEO not win.
- Freeze all Source Selection Evaluation Team (SSET) members in place for the duration of the effort to ensure continuity. (AMC)
- Functional personnel included in the SSET should be removed from day-to-day workload and be fully designated to SSET when necessary to support evaluation activities. (AMC)
- Develop evaluation criteria based on requirements document and risk assessment. (SAF/AQC)
 - o Evaluation criteria should be consistent with performance requirements in requirements document.
 - o Perform risk assessment to identify risk areas to successful performance.
 - o Evaluation criteria should address identified risk areas.
 - o Limit number of evaluation criteria to only those expected to be discriminators of selection.
 - o Limit sub-factors and elements.
 - o The greater the number of evaluation criteria, the longer the evaluation process.

Independent Review

- Utilize the Air Force Audit Agency (AFAA) to validate MEO proposal. (USAFA)
 - AFAA is currently beginning to perform this function.
- Touch base with your local IRO as early as possible and start familiarizing them with your approach. (AETC)
 - Coordinate their requirements only. Gather/sort any documents the IRO needs in advance.
 - Find out what the IRO is looking for; let IRO know if you have any products that might be of assistance.
- Be able to show linkages between all documents/background data. (AETC)
- Find out when the documents need to be locked down. Ensure this date is prior to the IRO review. (AETC)
- Get comments/questions in writing; recommend using a comment form. (AETC)
- Questions should be answered the same day. (AETC)
- Be aware that all questions per line item on the Cost Comparison Form (CCF) are answered satisfactorily prior to the IRO proceeding with the review of the next line item. (AETC)
- Treat the IRO as an asset whose mission is to get the MEO to where it needs to be (bid certification). (AETC)
- Begin contact with the IRO well before the review. Develop a relationship, determine what the expectations are, and communicate problems and solutions. Listen to what the IRO says and doesn't say. (AETC)

Costing

- The bottom line is that the MEO Project is COST. This is a cost comparison. The Manpower Office plays a crucial role in the success of the project. (AETC)
- If available, have a senior, experienced manpower person lead the costing effort. (AETC)
- The MEO director needs to stay closely involved in the status of the costing effort from beginning to end. (AETC)
- The manpower lead needs to keep the MEO director informed. (AETC)
- Schedule formal winCOMPARE training for the manpower team. (AETC)
- It is very important that the manpower team have experience or formal training in spreadsheet preparation. (AETC)
- Keep the manpower team fully involved in the overall project. (AETC)
- Develop and use spreadsheet templates. This will standardize the team's costing efforts and make it easier to develop and review cost inputs. (AETC)
- Costing is a team effort. The MEO team must be involved in developing and reviewing costs. (AETC)
- When costing is complete, review, review, review! (AETC)

- Ensure CORE Docs, winCOMPARE records and Personnel worksheets follow the same organizational structure. (AETC)
- The manpower team should work closely with the TPP representative for calculating mobilization costs. (AETC)
- Expect the following: problems, criticism, late nights, and working weekends. Keep the goal in mind and go with the flow. (AETC)
- The manpower team will have loads of costing data. It will need to carefully manage this data so that it can be easily updated and accessed. (AETC)
- Supplies and materials cost will need to be verified in detail and shown on spreadsheets. Start the effort early. (AETC)
- Get Civilian Personnel involved in developing one-time conversion costs (civilian hiring, recruitment, and relocation costs). Civilian Personnel will have to do a labor market analysis. The results will influence costing, transition planning, and may also influence decisions on bringing contracts in house. (AETC)
- Contract administration costs are included in winCOMPARE for both the MEO and the industry bidder. (AETC)
- Base Contracting will need to determine from the solicitation where the Economic Price Adjustment (EPA) applies. Be persistent until there is a formal letter confirming how EPA applies and to what situations. (AETC)
- Organize a winCOMPARE book. This should include tabs and contents of the book, line rationale, spreadsheets, and other data. (AETC)
- Get training on advanced features of Microsoft Excel as part of the initial training. (AETC)
- If there is more than one manpower person on the team, split non-labor and labor responsibilities between the individuals. (AETC)
- Coordinate all changes with Manpower. Close coordination between Manpower and the TPP product is vital. (AETC)
- Establish early coordination with the NAF Human Resource Officer to capture cost for any NAF positions in the study. (AETC)
- Be aware that subcontracts being retained by the MEO are subject to a reduction based upon Federal income tax. (AETC)
- Early release of ABC data is beneficial in establishing a starting point for cost reduction. Double-check the ABC data before using it. (AETC)

Transition

- Start early on the planning of transitioning from a government operation to a private sector operation. (USAFA)
- Get the contractor factored in as early as possible through staff and other appropriate meetings. Team with the contractor and unit on transitioning planning. (USAFA)
- If a private sector contractor wins, expect significant manning challenges. Employees may find other employment and leave prior to contract start date. The vacant positions are hard to fill due to the uncertainty of the situation. (USAFA)
- Establish bridging contracts to keep the mission going. (USAFA)

- Include a separate CLIN in Section B requiring both MEO and offerors to develop a transition plan that complies with the government's requirements. (SAF/AQC)
- Do not encourage or accept accelerated transition as a desired benefit to the government. (SAF/AQC)
- Be sure you have proper tools to account for all funds at the end of the year. (ACC)
- Be sure contractor provides a solid visual way to track funds year round. (ACC)
- Ensure higher management is schooled on how a contract works, how contractors (themselves) work, and how to allow them to do the job they were hired for. (ACC)
- Plan and accomplish all training for remaining government employees prior to implementation of contract. (ACC)
- Implement a chain of command is implemented to ensure communication and understanding between government and contractor personnel. (ACC)
- Ensure contractor is aware of workload prior to takeover and can handle work with **his/her** employees upon first day of transition. (ACC)
- Ensure contractor's management proposal plan is implemented into the contract. (ACC)
- Ensure you have specific detailed plans and guidelines for the running of the function and how it will work. (ACC)
- Make sure the contractor has some sort of knowledgeable functional representatives on their staff prior to implementation. (ACC)
- Make sure everyone, including contract administrator and officer, understands what the contracted function entails. (ACC)
- Ensure Functional Assistance Staff and contracted workforce have separate areas to perform their individual duties. (ACC)
- Ensure the mission can be accomplished if disaster/threatcons occur - as in case of 11 Sep 01. (ACC)
- Ensure all state and federal training certificates required of maintenance workers are supplied prior to contract start date. (ACC)
- Consider longer transition time to accomplish security checks/email. Sixty day minimum at least. (ACC)
- Ensure contractor personnel are hired prior to start date in order for the contractor to begin work when transition starts. (ACC)
- Do not have government employees train contractor personnel. (ACC)
- Identify up front the work done by (FAS) personnel. (ACC)
- Look outside the box. Don't hold contractor to the rules you have always operated by. It will never get better without new insight and blood. (ACC)
- Ensure all involved parties understand and comprehend what the tasks include in the SOW/PWS. (ACC)
- Make sure LGC and higher management limits number of contract administrators for continuity during A-76 process. (ACC)
- Make sure a contract is what you need compared to another possible avenue. (ACC)

- Make sure your office accommodations work with contractor. It is preferable to have separate buildings. (ACC)
- Look into an Incentive Contract. It could be cheaper. (ACC)