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Record Type: Record

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I was the team leader of a multi-function, multi-site study that was just completed. It took us in excess of three years to complete. A large portion of that time was taken up by waiting for outside entities to provide support, including Navy Audit Service, FISC, major claimant, source selection board, ... If you add up all the time these agencies used up you would already exceed 12 months. Then you add on the time to negotiate with unions and find people who can be taken from their normal jobs to dedicate time to the study, and then there is a learning curve for those who have never performed a study,... From my experience in running one of these competitions, 12 months is not enough and you will in many cases get very poor results.

David Westberg