

Feasibility Study Guidance: FINAL REPORT CRITERIA & TEMPLATE

Instructions

- **TIMEFRAME:**
 - By May 17, **the project manager** provides input on suggested changes to the criteria below
 - By July 13, submit your final report by answering all the questions listed in the below categories.
 - Submissions should be sent to OAM:
 - Maile Arthur at marthur@doc.gov, 202-482-1574
 - Jennifer Tress at jtress@jeffersonconsulting.com, 703-465-4495
- **GENERAL TIPS:**
 - Answer questions in the order in which they are presented. For instance, answer the “General Assessment” questions first, then the “Suitability and Risks...” second, and so on, because each builds upon the other and we will use early data to provide briefings to DOC management.
 - Do not provide a “yes” or “no” only answer. Each question should have a brief, albeit substantial justification for its conclusion.

General Assessment

- How necessary is the performance of this function / activity? Why or why not?
- Is there any relevant report that provides useful information (e.g., GAO, IG, PART)? Provide relevant highlights.
- Does the activity meet performance delivery standards?
- Are "customers" happy with the performance? Provide examples, if possible.



TIP! Talk with function / activity owners and select customers to gauge performance delivery satisfaction.

Suitability and Risks in Competitive Sourcing

Market-specific factors:

- Is there an established market for delivery of the service?
- What is the level of competition or potential competition in that market?
- If there is not an established market, assess the likelihood of a market developing, and its potential competitive strength.
- After calling a select number of vendors, is there a determination that they would bid on the activity?
- How easy would it be to penalize contractors, or replace them for unsatisfactory performance, without significantly interrupting service delivery?
- What incentives can be used to reward superior performance by contractors?



TIPS! (1) Ask contracting staff to look on the GSA schedules and report back the number of vendors, and (2) interview 3 vendors to get baseline costs

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Service-specific factors:

- Is there any accountability, privacy, security, consumer protection, equity, access, or other sensitive data or policy considerations that cannot be addressed satisfactorily through contract specifications, contract management and performance monitoring?
- How easy is it to specify the service (in terms of performance results rather than specific prescribed inputs), measure the service output, and measure contractor performance?
- How serious are the consequences of service interruption arising from contract failure? How likely is such a failure?
- Is there an existing vehicle to easily procure such services (e.g., blanket purchase agreement, or BPA)?



TIP! Get input from the Offices of Inspector General and General Counsel, as well as contracting and procurement staff.

Agency-specific factors:

- What is the breakdown of manpower hours (e.g., FTEs, Part-time, and / or percentage of job duties)?
- Does the agency have, or have access to, the skills required to prepare specifications, evaluate proposals, and manage the contract?
- What are the likely implications of moving from direct government delivery to competitive sourcing?
- Would a potential competition reduce the number of managers / supervisors?

TIP! Get input from the human resources staff



Identification of Constraints

- Are resources available to conduct a streamlined or standard competition?
- Can the potential competition be conducted in-house, possibly through the pooling of resources across the Department (e.g. tiger teams), with moderate contract help?
- If not now, would resources be available in the future? If no, provide justification for why not. If yes, provide an estimated timeframe.
- Generally, is the work severable from other activities performed by inherently governmental employees?



TIP! Review Office of Management and Budget Circular A-76, especially Attachment B, Section 8: Competition Officials Roles and Responsibilities and bounce any questions / ideas off of OAM.

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Identification of Alternatives

- Do you foresee your bureau / agency integrating new functions in the future? If yes, when? Where it is a new function, could competitive sourcing be considered as the original service delivery method?

Weighing the Costs and Benefits

- When estimating the costs of a potential competition, an accepted standard is \$2,500 per FTE. Given this and based on the answers to the questions above, provide your estimated costs:
 - Number of FTEs X \$2,500 = X
- Make an overall assessment of the costs, benefits, and if possible, potential savings of competitive sourcing, compared with other service delivery options (e.g., re-engineering, restructuring, etc.)

TIP! Before submitting your final plan, review the draft with management and others identified as appropriate to help ensure varied input was considered and appropriately captured.

