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Contract Type	Application	Advantages to Government	Disadvantages to Government	Advantages to Contractor	Disadvantages to Contractor
Firm Fixed-Price	When fair and reasonable price can be established at the outset. For example, when there are reasonably definite design or performance specifications, realistic estimates, adequate competition, valid cost or pricing data providing reasonable price comparisons, and/or reasonable allocation of risks.	Shifts total risk to contractor. Minimum administration. Simplifies budgeting. Some degree of price competition. Uniformity for bid evaluation. Contractor responsible for management. Well-defined work statement and specifications.	Resolution of design problems. Price must contain contingencies. No in-process control of work. Less visibility of cost data. Complete formality for changes.	Potential for higher profit. Minimum government control. Well-defined specifications, better cost estimates. Less financial audit.	Total assumption of financial and technical risks. Risk of less liability for work in process. Requires vigilance to institute change claims. Government does not accept cost contingencies.
Fixed-Price with Escalation	When market or labor conditions are unstable over extended production period. When contingencies must be identified and covered separately by escalation.	May result in downward adjustments. Contractor responsible for management.	Increased administrative costs. Poor choice of index distorts.	Spreads risk.	Contains absolute ceiling. Poor choice of index distorts. Escalation limited to industry-wide contingencies. Contingencies with contractor control excluded. Price ceiling. Detailed accounting records. Government verification of costs. Complex negotiations. Government tends to treat as cost-type contract controls, cost principles, and so forth.
Fixed-Price Incentive (Cost Only)	When cost uncertainties exist and there is the possibility of cost reduction and/or performance improvements by giving contractor (a) a degree of cost responsibility and (b) a positive profit incentive.	Spreads risk. Less reason for contingencies in price. Encourages efficiency. Contractor responsible for management. No ceiling on incentive for efficiency.	No ceiling on profit. Increased administrative costs. Must budget to ceiling price. Minimum control of work in process. Complex negotiations. Precludes technical direction. Limits technical innovation.	Potential for higher profit for higher risks. Rewards good management. Less government control.	

Table 3-1
Types of Contracts

Contract Type	Application	Advantages to Government	Disadvantages to Government	Advantages to Contractor	Disadvantages to Contractor
Fixed-Price Multiple-Incentive	When improved performance desired.	Motivates contractor to surpass performance targets.	Complex administration. May increase costs. Unbalanced incentives may result in under-standable tradeoffs. Contract must be specific.	Spreads cost and profit risk.	Incentive measurements may be inaccurate. Delays in profit determination. Changes difficult to administer.
Fixed-Price Redeterminable	For quantity production. When realistic price can be negotiated initially but not for later period(s) of performance.	High possibility of downward adjustment.	Little motivation for cost reduction. Prompt price redetermination required. Prospective pricing period must conform to contractor's system. Not used until after negotiation of firm fixed price not satisfactory.	Reduces risk.	May include absolute ceiling. More detailed accounting records. Government verification of accounting records. High possibility of downward adjustment.
Cost	When performance is uncertain and reasonable cost estimates impossible.	No fee.	No motive to reduce cost. Government partially responsible for management.	Minimum risk.	No fee.
Cost Sharing	When development of research projects is jointly sponsored by Government and contractor and there is a high probability of commercial benefit.	No fee. Bears only portion of cost. Motivates for cost reduction.	Limited to certain R&D cases. Limits competition. Must show conclusive evidence of probability of commercial benefit.	Government participation in commercial development.	Cost share may be excessive.

Table 3-1
Types of Contracts -
Continued

Contract Type	Application	Advantages to Government	Disadvantages to Government	Advantages to Contractor	Disadvantages to Contractor
Cost-Plus Incentive Fee	For development and test when incentive formula can provide incentive for effective management. When feasible, performance incentives used together with cost and schedule incentives.	Shared risk. Motivates for cost effectiveness through bonus-penalty arrangement. Shares in-process control of work. Limited price contingencies. Cost visibility.	Overrun costs. High administrative costs. Complex negotiations. High risks. Reduced opportunity to manage.	Limited risk. Possibility of increased fee. Assures recovering costs. Rewards good management	Reduced fee because of reduced risks. Absolute limit on fee. Disallowance of certain normal business costs. Government engagement. Complexity of negotiations.
Cost-Plus Multiple-Incentive Fee	When performance objectives are determined and development is probable. Appropriate for major systems development.	Estimates relative value of cost, performance, and schedule. Motivates for superior performance achievement.	Unbalanced incentive may result in undesirable tradeoffs. Complex administration.	Spread cost and profit risk. Incentive tradeoff decisions.	Incentive measurement may be inaccurate. Delays in profit determination. Changes difficult to administer.
Cost-Plus Fixed-Fee	When performance is uncertain and accurate cost estimates are impossible. For research or other development effort, when the task or job can be clearly defined, a definite goal or target expressed, and a specific end product required.	Control of delivery schedule. Ease of governmental reduction of effort. Maximum control of work. Emphasizes performance objectives.	Low motivation for cost efficiency. High risk. Not for development of major weapons once exploration indicates engineering development feasible. Maximum administrative burden. Punting uncertainties. Settlement of final fee.	Low cost and technical risk. Risk of loss of property borne by Government.	Maximum Government controls and reporting. Disallowance of certain normal business costs. Lower fees because of lower risks.

Table 3-1
Types of Contracts -
Continued

In-house staffing estimate of activity under study (range)	Contract administration staffing requirement in full-time equivalents (FTEs)
11-20	1
21-42	2
43-65	3
66-91	4
92-119	5
120-150	6
151-184	7
185-222	8
223-265	9
266-312	10
313-367	11
368-429	12
430-500	13
501-583	14
584-682	15
683-800	16
Above 800	*

*Use 2 percent of the in-house staffing estimate to
compute contract administration staffing requirements.

Table 3-2
Contract Administration Factors

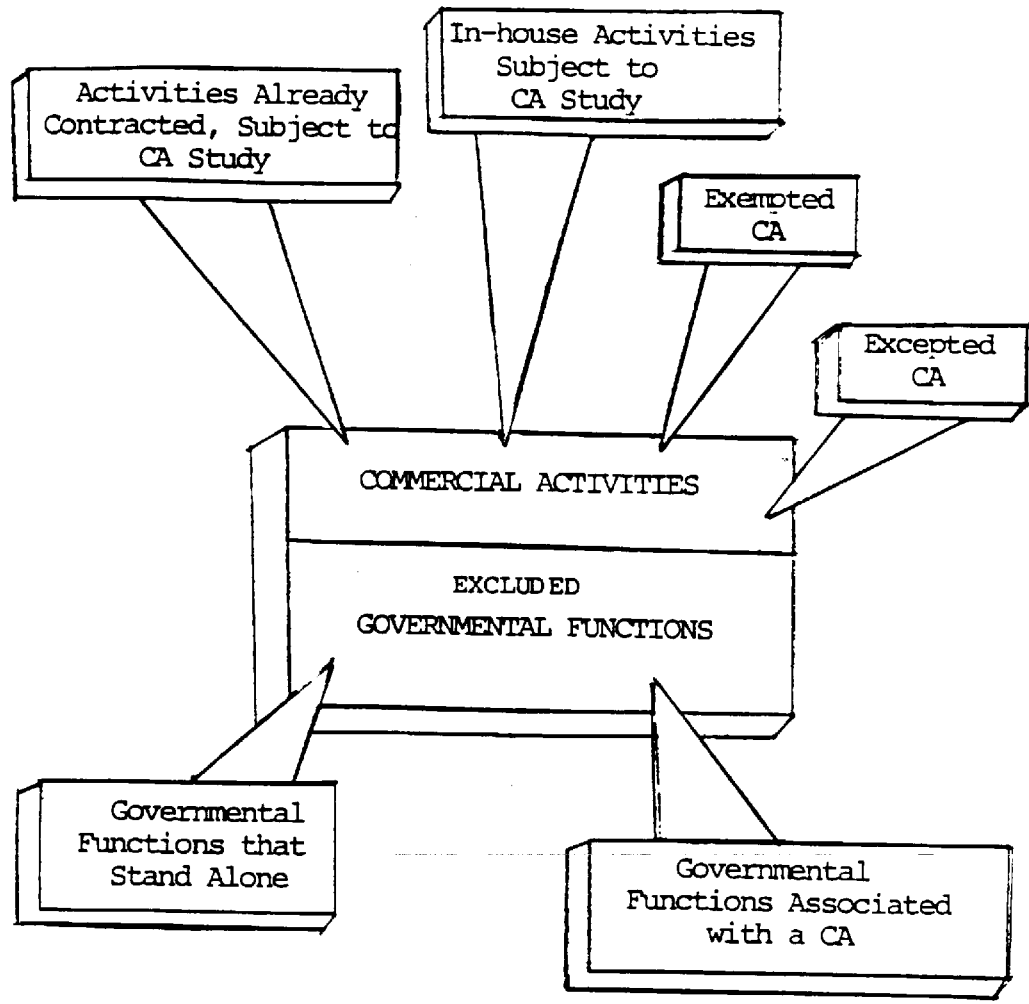


Figure 2-1
Relationship of Governmental Functions
and Commercial Activities

(Letterhead required)

SUBJECT: Commercial Activities Proposed Action Summary (RCS
CSCOA-112)

1. BASIC INFORMATION.

a. Study Title and Location. For multiple locations, give number of personnel spaces and full-time equivalents (FTE) at each location, e.g., Silver City, NV (8 spaces, 6.5 FTE). Do not use acronyms or titles that cannot be understood by the general public. Include the FOA(s) responsible for the activities to be studied if more than one FOA is involved. If only one general functional area (GFA) code is included, the study title should correspond to the name of that GFA from Appendix C of ER 5-1-3.

b. Functions Included in Proposed CA Study. List GFA codes and their titles from Appendix C for all functions included in the study, using only the principal GFA when more than one sub-GFA (i.e., GFA with a letter) is used. Provide a specific descriptive function title if "other" codes are listed. Include titles of all organizational segments down to the lowest level.

c. Explanation of Current Operation. Discuss the mission and population served by the activities to be studied, including support provided to other Army activities, DOD components, and Federal agencies. Explain how the activities are organized and how they operate.

d. Personnel Staffing Information. For each office symbol, list the CURRENT AUTHORIZED STAFFING (spaces) by category and funding source (civil works or DOD, as indicated by the applicable Army Management Structure Code (AMSCO)). The total number reported for that organizational segment should equal the total number authorized. Next, under PROJECTED AFFECTED STRENGTH, list all spaces projected to be authorized for the activity at the time of announcement/approval. Break the staffing in both at these categories into those spaces authorized to perform commercial-type (CA) functions, and those authorized to perform excepted, exempted or excluded Governmental functions which will be examined only in the management phase of the CA study. Finally, furnish the FTE totals for the total spaces in each column.

Figure 2-2
Format for Commercial Activities Proposed Action Summary (CPAS)
(RCS CSCOA-112)

Unit Identification Code _____

CATEGORY	CURRENT AUTHORIZED STRENGTH				AMSCO
	CA		non-CA		
	CW	DOD	CW	DOD	
TOTAL FTE:	_____		_____		_____
TOTAL SPACES:	_____		_____		_____
(OFF)	()	()	()	()	_____
(WO)	()	()	()	()	_____
(ENL)	()	()	()	()	_____
(FTP)	()	()	()	()	_____
(PTP)	()	()	()	()	_____
(TPT/WAE)	()	()	()	()	_____
(Overhires)	()	()	()	()	_____
SUMMARY BY OFFICE SYMBOL: (Symbol)			(Spaces/FTE)		
	()	()	()	(/)	
	()	()	()	(/)	
etc.					

CATEGORY	PROJECTED AFFECTED STRENGTH				AMSCO
	CA		non-CA		
	CW	DOD	CW	DOD	
TOTAL FTE:	_____		_____		_____
TOTAL SPACES:	_____		_____		_____
(OFF)	()	()	()	()	_____
(WO)	()	()	()	()	_____
(ENL)	()	()	()	()	_____
(FTP)	()	()	()	()	_____
(PTP)	()	()	()	()	_____
(TPT/WAE)	()	()	()	()	_____
(Overhires)	()	()	()	()	_____
SUMMARY BY OFFICE SYMBOL: (Symbol)			(Spaces/FTE)		
	()	()	()	(/)	
	()	()	()	(/)	
etc.					

2. CONTRACT INFORMATION.

a. Explanation of How Functions Would Be Performed under Contract. Include an assessment of whether contract default or strike by contractor employees would result in a "critical" or "urgent" situation as defined in AR 210-10.

Figure 2-2
Format for Commercial Activities Proposed Action Summary (CPAS) -
Continued
(RCS CSCOA-112)

b. Augmentation Contracts. Identify any existing contracted activities that will be included in the solicitation package and the number of manpower spaces and FTE required if the decision is for in-house performance. If there are no such contracts or if these contracts will not be included, say "None."

c. Use of Government Facilities and Major Items of Equipment. Describe the anticipated use, partial or complete, of Government-owned facilities and equipment, and give the related reasons. If decisions on either facilities or equipment will depend on a cost-benefit analysis that is not yet prepared, provide the expected completion date for the analysis of Government-owned, contractor-operated (GOCO) or contractor-owned, contractor-operated (COCO) facilities and/or Government-furnished equipment (GFE).

3. OTHER CONSIDERATIONS.

a. Unusual Circumstances. Discuss uncommon factors affecting the study that could require deviation from established procedures and policies or call for special handling in execution. Examples would be unbalanced equal employment opportunity impact, adverse environmental effect, and known or anticipated opposition from local, state, or Congressional interests. Also list any consent decrees or other legal considerations that could affect the ability to contract out work.

b. Existing Set-Aside Contracts. Identify any set-aside contracts involved in the activities to be studied and give the type of contract, dollar value, and future status of each. If there are no such contracts, say "None."

c. Effect on Others. If applicable, give plans for determining the needs of other Army activities, other Services, and other Federal agencies for support to be included in the PWS.

d. Risk Assessment. Indicate whether the activity requires access to intelligence or other classified information. Describe current clearances, control procedures or other safeguards currently in use. Identify risks involved in contractor operation. Include FOA's Security and Law Enforcement Officer's assessment of the acceptability of those risks.

Figure 2-2
Format for Commercial Activities Proposed Action Summary (CPAS) -
Continued
(RCS CSCOA-112)

4. STUDY SCHEDULE. Provide a milestone schedule with the best estimate of the time required to complete each event.

a. Allow at least 120 days from receipt of CPAS at HQUSACE for approval of studies that require Congressional announcement.

b. Allow at least 60 days from issuance of reduction-in-force (RIF) notices to full contract operation.

c. Note that for negotiated procurements, "Bids Received" in the MILESTONE EVENT below equates to receipt of best and final offers.

d. "Final Decision Implemented" means awarding or giving authority to proceed with a contract, or cancelling solicitation. Give dates for both options.

MILESTONE EVENT	BEGIN DATE (DD/MM/YY)	COMPLETE DATE (DD/MM/YY)
HQUSACE Receives CPAS	NA	/ /
HQUSACE Approves CPAS	NA	/ /
PWS and Management Study	/ /	/ /
*Solicitation Issued	NA	/ /
In-House Cost Estimate	/ /	/ /
Audit	/ /	/ /
Bids Received	NA	/ /
*Bids Opened/Initial Decision	NA	/ /
*Appeals Period	/ /	/ /
Final Decision Documents to HQUSACE	NA	/ /
HQUSACE Authorizes Final Decision	NA	/ /
Final Decision Implemented:		
Cancel Solicitation, or	NA	/ /
Award Contract	NA	/ /
*Full Contract Performance (if Cost Effective)	NA	/ /
*After Action Report to HQUSACE	NA	/ /

***Milestones for a Direct-to-Contract Action**

Figure 2-2
Format for Commercial Activities Proposed Action Summary (CPAS) -
Continued
(RCS CSCOA-112)

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5. POINTS OF CONTACT.

a. CA Program Manager (name, office symbol, and autovon/commercial telephone number).

b. Contracting Officer (name, office symbol, and autovon/commercial telephone number).

6. APPROVAL.

Signature of FOA Commander and date.
Signature block of FOA Commander.

(The CPAS will bear the protective marking "For Official Use Only--Protective Marking Removed Upon Announcement of Initial Decision or Cancellation of CA Study.")

Figure 2-2
Format for Commercial Activities Proposed Action Summary (CPAS) -
Continued
(RCS CSCOA-112)

(Letterhead required)

SUBJECT: Decision Summary (RCS CSCOA-111)

1. BASIC INFORMATION.

a. Functions and activities covered by this Decision Summary by general functional area (GFA) code and location as shown in current CA inventory.

b. Current method of performance of the activity--completely in-house, supplemented by contract support, or new activity.

c. Proposed action--continue in-house performance, perform expanded activity in-house, or perform new requirement in-house.

d. Current authorized staffing (indicate whether for new requirement, expansion or current in-house operation):

	CA		non-CA	
	CW	DOD	CW	DOD
TOTAL FTE:	_____	_____	_____	_____
TOTAL SPACES:	_____	_____	_____	_____
(OFF)	()	()	()	()
(WO)	()	()	()	()
(ENL)	()	()	()	()
(FTP)	()	()	()	()
(PTP)	()	()	()	()
(TPT/WAE)	()	()	()	()

e. Current and proposed operating cost for activity to be expanded.

2. JUSTIFICATION. Justify in-house performance under one or more of the reasons below:

a. National defense. (See paragraph 2-5a for guidance.)

(1) Deployability.

(2) Military training. Justify in-house performance of any training programs or courses not excluded from the CA Program that are described in the U-series codes in

Figure 2-3
Format for Decision Summary (RCS CSCOA-111)

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Appendix C. Included reason training could not be provided by a contractor or a civilian instructor staff.

(3) Military Overseas Rotation Base. Attach a list of the military enlisted positions in the activity by MOS, grade, and number of spaces authorized.

b. Satisfactory commercial source not available (see paragraph 2-5b for guidance). If the decision that no satisfactory commercial source exists was made before a CA study was announced/approved, explain the market analysis or other study that led to that decision. If the decision was made after a CA study was announced/approved, furnish copies of notice(s) (normally three) in the Commerce Business Daily and describe what else was done to secure potential bidders.

c. Delay or disruption of essential program. (See paragraph 2-5c for guidance.)

d. Special security considerations. (See paragraph 2-5d for guidance.)

3. RESOURCES REQUIRED.

If in-house performance of an expanded or new activity is proposed, give the manpower and funding required to expand or establish the activity.

4. APPROVAL.

Signature of FOA Commander and date.
Signature block of FOA Commander.

Figure 2-3
Format for Decision Summary (RCS CSCOA-111) -
Continued

(Letterhead required)

SUBJECT: Direct Conversion Decision/Request (RCS CSCOA-128)

1. BASIC INFORMATION.

a. FOA, location.

b. Study title.

c. Functions proposed for inclusion in direct award to contract action. List all general functional area (GFA) codes for all functions included. Indicate specific function title if "other" codes are listed.

d. Description of activity.

e. Personnel staffing information.

(1) List the number of affected personnel by civilian authorizations and military authorizations.

(2) Give the status of affected civilian employees. Include personnel to be given special consideration such as the number of employees classified as Section 3310 preference eligible veterans, minorities, handicapped. Also include number of civilian authorizations currently vacant or filled by temporaries.

(3) Explain the placement plans for affected civilian employees.

2. JUSTIFICATION. Give a narrative justification for the direct conversion action, using rationale(s) other than cost.

3. SIMPLIFIED COST COMPARISON. Include data for the following in-house and contract cost elements; attach a brief description of the methodology used to prepare them.

a. Estimated In-house Cost:

- Personnel Cost (including fringe benefits)
- Material and Supply Cost
- Other In-house Costs (if appropriate)
- Total Estimated In-house Cost

Figure 3-1
Format for Direct Conversion Decision/Request
(RCS CSCOA-128)

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b. Estimated Contractor Cost (based on either past history of similar contracts at other FOA or on the contracting officer's best estimate of what would constitute a fair and reasonable price):

- Estimated Contract Price
- Contract Administration (if appropriate)
- Other Estimated Contractor Cost (if appropriate)
- Total Estimated Contractor Cost
- Conversion Differential (10% of In-house Personnel Cost)
- Adjusted Contractor Cost

4. POINTS OF CONTACT.

a. Contracting Officer (name, office symbol, and autovon/commercial telephone numbers).

b. CA Program Manager (name, office symbol, and autovon/commercial telephone numbers).

5. Simplified Cost Comparison Reviewed by:

(Signature)

(Title)

(Date)

6. The estimated in-house cost is based on the most cost effective and efficient organization.

(Signature of FOA Commander)

(Signature block of FOA Commander)

Figure 3-1
Format for Direct Conversion Decision/Request
(RCS CSCOA-128) - Continued

(Letterhead required)

SUBJECT: Commercial Activities Transfer (or New Requirement) CA
Study
Proposal (RCS CSCOA-115)

1. BASIC INFORMATION.

a. Transfer CA study proposal:

(1) Activity proposed for transfer by general functional area (GFA) code and location as listed in current inventory. List name of current contractor, if any.

(2) Mission and population served, including tenants and activities served under support agreements.

(3) A brief history of method of performance of this function--reason for original contract, changes in contract and contractors, restrictions on competition, if any, strikes, defaults, and any other problems with contract performance in the past.

b. New requirement CA study proposal:

(1) Activity proposed for in-house performance by GFA code and location.

(2) New mission or workload to be performed.

(3) Population to be served by the new activity (including tenants and activities served under support agreements).

2. JUSTIFICATION FOR PROPOSED CA STUDY.

a. Explain why current method of performance is not economical and what has been done to improve the cost effectiveness. Explain why recompetition, repackaging of functions, revision of the contract, or other remedies available under the Federal Acquisition Regulation (FAR) did not, or will not, result in a cost effective contract. For a new requirement CA study, explain why it will not be likely that a cost effective contract can be obtained. Include conditions that affect competition between private

Figure 3-2
Format for Commercial Activities Transfer
(or New Requirement)
CA Study Proposal (RCS CSCOA-115)

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firms or that make commercial performance noncompetitive with performance by Government personnel.

b. Attach a completed ENG Form 4843B-R, Cost Comparison of Expansions, New Requirements and Conversions to In-House Performance, RCS CSCOA-116, using the guidance in Appendix E. Explain estimates and assumptions used to project the costs including method used to estimate contract price.

3. RESOURCE REQUIREMENTS.

Estimate the resources required for in-house performance and the expected source. If additional DOD-funded personnel may be required, list personnel spaces identified by pay category (such as WG, GS, and GM), manyears and funds by Army Management Structure Code (AMSCO). State any high-grade requirements.

4. PROPOSED MILESTONE SCHEDULE. Include projected milestone dates against each of the following events:

- a. HQUSACE receives transfer or new requirement CA study proposal.
- b. HQUSACE approves proposal (minimum 60 days from receipt).
- c. FOA issues solicitation.
- d. FOA completes Government's in-house cost estimate.
- e. USAAA completes review of Government's in-house cost estimate.
- f. FOA receives bids (or best and final offers).
- g. FOA makes initial decision documents available to interested parties.
- h. FOA makes final decision documents available to interested parties.

Figure 3-2
Format for Commercial Activities Transfer
(or New Requirement)
CA Study Proposal (RCS CSCOA-115) -
Continued

i. FOA terminates contract.

j. In-house activity is in full operation.

5. APPROVAL.

Signature of FOA Commander and date.

Signature block of FOA Commander.

Figure 3-2
Format for Commercial Activities Transfer
(or New Requirement)
CA Study Proposal (RCS CSCOA-115) -
Continued

(Letterhead required)

SUBJECT: Final Decision Report (RCS CSCOA-113)

1. BASIC INFORMATION.

- a. FOA.
- b. Location.
- c. CA Study Title, GFA's.
- d. USACE CA Study Number.
- e. HQDA CA Study Number (if applicable).
- f. Final Decision--in-house or contract.
- g. Type of Contract (if contracted).
- h. Points of contact at FOA:

(1) Contracting Officer (name, office symbol, and autovon/commercial telephone numbers).

(2) CA Program Manager (name, office symbol, and autovon/commercial telephone numbers).

2. SUMMARY OF COST COMPARISON DATA.

- a. Period of cost comparison--normally 5 years.
- b. Contract price--total.
- c. Other costs of contract performance--total.
- d. Government's estimated cost of in-house performance--total.
- e. Minimum cost differential required to justify conversion or transfer--total. Do not include the Government's estimate of in-house cost reported in d above.
- f. Cost advantage to the Government of in-house or contract performance. This should be calculated as either $b + c - d$ or $d - b + c$.

Figure 3-3
Format for Final Decision Report (RCS CSCOA-113)

g. Cost savings of MEO. This is the difference between the cost of the organization at the beginning of the CA study and the cost of the MEO.

3. EFFECT OF FINAL DECISION ON IN-HOUSE WORK FORCE.

a. Continued in-house performance.

(1) Number of full-time permanent and temporary or part-time civilian jobs that would have been eliminated if decision had been for contract performance.

(2) Number of military positions that will be eliminated and number of new civilian full-time and part-time jobs necessary to replace them.

(3) If implementation of management study will result in reduction-in-force, give total number affected, number expected to retire, to be placed in other Federal jobs, and to be separated.

b. Conversion to contract.

(1) Number of full-time permanent and part-time or temporary civilian and authorized military jobs that will be contracted in the activity.

(2) Report same data for jobs eliminated in support and overhead activities as a result of conversion.

(3) Total civilians directly affected by conversion and number expected to retire, to be placed in other Federal jobs, and to be separated.

(4) Name of selected contractor and home office location.

c. Transfer from contract to in-house.

(1) Name and home office location of current or last contractor.

(2) Number of new full-time permanent and temporary or part-time civilian jobs that will be established as result of transfer.

Figure 3-3
Format for Final Decision Report (RCS CSCOA-113) -
Continued

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(3) Start date of in-house performance.

4. FINAL DECISION IMPLEMENTATION DATE.

Enter date desired to cancel the solicitation, award the contract, or provide authority to proceed on conditioned award.

5. APPROVAL.

Signature of FOA Commander and date.
Signature block of FOA Commander.

ENCLOSURES:

a. One copy of completed cost comparison form (ENG Form 4843A-R or ENG Form 4843B-R) with any adjustments after initial decision, summarized backup data (rationale for computations of each line of the cost comparison), and USAAA or CEAO audit report.

b. Manpower data (ENG Form 4842-R) and funding data (ENG Form 4841-R) for CA studies involving existing in-house activities. Also enclose manpower and funding data on transfers from contract to in-house if HQDA or HQUSACE will provide resources for the transfer.

c. Appeals board findings as appropriate.

d. Commander's certification to efficiency and cost effectiveness of in-house organization (Figure 3-5).

e. Economic Effects Analysis (Appendix H) if the CA study affected more than 75 military and/or civilian employees.

f. Copies of GAO final decisions on any protests that were submitted.

g. Justification for variances in manpower reported on ENG Form 4842-R from that reported in initial CPAS (paragraphs 3-10, 3-55 and 3-56) including manpower spaces deleted from consideration for contracting for any reason, e.g., determinations that functions are exempted, excepted, Governmental and therefore excluded, part of the residual work force or lost due to levied manpower reductions.

Figure 3-3
Format for Final Decisions Report (RCS CSCOA-113) -
Continued

(Letterhead required)

SUBJECT: Final Decision Report for Direct Award to Contract
Actions (RCS CSCOA-129)

1. BASIC INFORMATION.

- a. FOA.
- b. Location.
- c. Study title, general functional area (GFA) codes.
- d. USACE CA Study Number.
- e. HQDA CA Study Number.
- f. Type of contract.
- g. Points of contact at FOA:

(1) Contracting Officer (name, office symbol, and
autovon/commercial telephone numbers).

(2) CA Program Manager (name, office symbol, and
autovon/commercial telephone numbers).

2. SUMMARY OF COST COMPARISON DATA.

- a. Length of Contract.
- b. Contract Price--total.
- c. Other Contractor Costs (if appropriate)--total.
- d. Estimated In-house Costs (from Direct Conversion Request,
RCS CSCOA-128)--total.
- e. Conversion Differential (from Direct Conversion Request,
RCS CSCOA-128)--total.
- f. Cost advantage to the Government of contract performance.
This should be calculated as $d - b + c$.

3. EFFECT OF CONVERSION TO CONTRACT ON IN-HOUSE WORK FORCE.

Figure 3-4
Format for Final Decision Report for Direct Award to
Contract Actions (RCS CSCOA-129)

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a. Number of full-time permanent and part-time or temporary civilian and authorized military jobs in the activity that will be converted to contract performance.

b. Give same data for jobs eliminated in support and overhead activities as a result of conversion (if known).

c. Total number of civilians directly affected by conversion. Give the placement plans for affected civilian employees.

d. Name of selected contractor and home office location.

e. If more than 75 civilian and/or military employees are directly affected, attach economic effects analysis prepared per Appendix H.

4. FINAL DECISION IMPLEMENTATION DATE (contract award date).

5. APPROVAL.

Signature of FOA Commander and date.
Signature block of FOA Commander.

ENCLOSURES:

a. Manpower data (ENG Form 4842-R) and funding data (ENG Form 4841-R).

b. Copies of appeals board findings and/or GAO final decisions on the appeals or protests that were submitted.

c. Copy of the CCF (ENG Form 4843A-R) showing actual contractor costs. (The CCF prepared at bid opening/initial decision shows estimated contractor costs.)

Figure 3-4
Format for Final Decision Report for Direct Award to
Contract Actions (RCS CSCOA-129) -
Continued

Management Study of _____ (Function) _____
At _____ (FOA) _____, _____ (Location) _____

1. PURPOSE.

a. To develop the optimum organizational structure to accomplish the essential functions of . . . (list functions).

b. To determine and document the specific management improvements on which the optimum structure is based.

2. CURRENT OPERATIONS.

Describe the authorized organization and operations at the start of the management study. This section includes job analysis as discussed in OMB Circular A-76, Supplement, Part III. Attach the most current documentation for each of the following:

- a. Mission statement.
- b. Organization chart(s).
- c. Identification of responsibility for essential functions.
- d. Operating procedures.
- e. Staffing authorization and position structure documents (TDA, manpower manning document, Schedule X).
- f. Description of technology utilized.
- g. Workload data.
- h. Personnel analysis.
- i. Material analysis.
- j. Equipment analysis.
- k. Facility analysis.

3. DISCUSSION.

Discuss the current organization and operations and compare them to possible new ways of doing the work. Describe the study methodology and conclusions of the analysis. Rationale for recommendations in paragraph 4 should evolve from the conclusions presented here. Address each of the following topics:

- a. Mission. (Discuss the current mission and any anticipated changes.)
- b. Organization. (Is the structure appropriate to its mission, function, internal conditions, and environment?)

Figure 3-5
Format for Documenting Management Study

c. Responsibility. (Are authority and accountability properly balanced in the organization's hierarchical structure?)

d. Operating procedures. (Is the system integrated, and does it efficiently use people, material, and equipment?)

e. Staffing authorization. (Discuss alternate staffing patterns.)

f. Position structure. (Is the structure the most effective and economical based on work to be performed?)

g. Technology review. (Are available labor-saving systems and equipment being employed?)

h. Workload data. (Discuss the current workload and any anticipated changes.)

i. Material analysis. (Discuss current and future amounts and types of material.)

j. Facility analysis. (Are types and locations of work areas conducive to smooth performance?)

4. RECOMMENDATIONS.

Present the argument for the optimum structure here with reference to relevant sections in the DISCUSSION paragraph and appendices. Cover the following topics in the description of the recommended organization:

- a. Mission.
- b. Organization chart(s).
- c. Responsibility for essential functions.
- d. Operating procedures.
- e. Manpower authorization.
- f. Technology utilization.
- g. Workload.
- h. Personnel usage.
- i. Material analysis.
- j. Equipment analysis.
- k. Facilities utilization.

Figure 3-5
Format for Documenting Management Study - Continued

5. ANALYSIS OF RESOURCE IMPACT.

Discuss the effect of the recommendations included in paragraph 4 upon the overall resources allotted to the organization. Address the following areas:

a. Funding. (Personnel savings, costs for new equipment, total savings to Government.)

b. Personnel. (Number of grades and spaces increased/decreased.)

c. Equipment and facilities. (Costs for those recommended and projected savings from their use.)

d. Economies and efficiencies. (Realized by the MEO when and if implemented.)

6. ANALYSIS OF STAFFING OF OVERHEAD AND SUPPORT ORGANIZATIONS.

Document findings on the staffing of overhead and support organizations associated with the activity under study. Discuss changes (e.g., specific positions to be added or those that should be reduced) in the staffing of these other organizations if the MEO is implemented and the function is converted to contract, or if the MEO is implemented and the function stays in house. Identify additional positions required for contract administration in addition to those currently in existence assigned to perform contract administration.

7. ANALYSIS OF PERSONNEL REQUIREMENTS FOR EXCLUDED AND/OR EXEMPTED FUNCTIONS

Document findings on excluded and/or exempted functions and include proposed personnel staffing requirements for these functions.

8. EMPLOYEE AND UNION PARTICIPATION.

Discuss the participation of the employees in the studied function and the role and participation of the unions representing these employees.

Figure 3-5
Format for Documenting Management Study - Continued

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8. ANALYSIS PERFORMED BY: (typed names of team)

_____ (Leader)
_____ (Member)
_____ (Member)
_____ (Member)
_____ (Member)

9. APPROVAL AND MEO CERTIFICATION.

I certify that the Government calculation for the cost of performance of _____ (activity) _____ by USACE personnel is based on an estimate of the most efficient and cost-effective organization for performance of the functions specified in the performance work statement to be used to solicit commercial bids/offers. The in-house organization is based on a thorough management study of the activities being studied for possible conversion to contract performance.

_____ (Date) _____ (Signature)
Signature block of
FOA Commander

Figure 3-5
Format for Documenting Management Study - Continued

(Letterhead required)

SUBJECT: CA Audit Checklist (RCS CSCOA-140)

1. Has the performance work statement (PWS) been completed, approved by the contracting officer, counsel, and higher headquarters? (For districts, provide the date of approval by the division, noting for USAAA that this is the next higher organizational level in the USACE. For studies in division offices or in separate FOAs, provide the date of HQUSACE approval.)

2. Does the PWS provide a detailed description of the workload requirements for the activity studied as provided in OFPP Pamphlet No. 4?

3. Has a management study been performed and certified by the FOA Commander? Is it based on the same scope of work and standards of performance as the PWS?

4. Identify current spaces associated with Governmental functions and the most efficient organization, authorized spaces, and contractible positions.

5. Was ENG Form 4843A-R prepared using the same performance period, scope of work and standards of performance as specified in the PWS?

6. Has the final solicitation package been issued? If so, provide copies of that package and any amendments issued to date. NOTE: Neither USAAA nor CEAO will come for the on-site review unless the solicitation has been issued. If you do not expect to have the solicitation on the street before the on-site audit begins, explain your reasons so that USAAA or CEAO can determine if they will make their site visit before or after the solicitation is issued.)

7. Is all supporting documentation available for workload and material requirements shown in the PWS as well as for each cost element on ENG Form 4843A-R?

8. List personnel responsible for the preparation of the PWS, management study, and various cost elements who may be contacted for any additional information needed. Also identify points of contact within counsel, procurement, and civilian personnel offices who are associated with the study. Provide telephone numbers for each.

Figure 3-6
Format for CA Audit Checklist (RCS CSCOA-140)

ER 5-1-3
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9. Have all necessary waivers (severance pay, contract administration staffing, etc.) been approved by the appropriate higher headquarters components? If a waiver has been requested but not approved, show date of request and provide a copy of the request.

10. If applicable, has a Department of Labor wage determination identifying positions covered by the Service Contract Act been obtained? If not, provide date of request.

11. What is the scheduled bid opening date?

12. Was the Commercial Activities System (CAS) used to generate the cost comparison form (ENG Form 4843A-R)?

Figure 3-6
Format for CA Audit Checklist (RCS CSCOA-140) - Continued

(Letterhead required)

SUBJECT: Commercial Activities Study After Action Report (RCS
exempt: AR 335-15, paragraph 2-e(7))

1. BASIC INFORMATION.

- a. FOA.
- b. Location.
- c. CA Study Title, general functional area (GFA) codes.
- d. USACE Study Number.
- e. HQDA CA Study Number (if applicable).
- f. Final decision on method of performance (in-house or contract).
- g. Date final decision was implemented (contract awarded, or contractor authorized to proceed on conditioned award contract; solicitation or conditioned award contract cancelled).

2. INFORMATION ON IN-HOUSE DECISION.

- a. Discuss compliance with all management study recommendations.
- b. Discuss compliance with organization and position structure recommended in the management study.
- c. Discuss compliance with recommendations in management study on personnel staffing and equipment allowances to include answers to the following questions:
 - (1) Does the current approved TDA or other manpower management document reflect the management study recommendations? If not, provide justification.
 - (2) Do the workhours/workyears (including overtime) expended to perform the function equate to the number of personnel required by the management study? If not, provide explanation for discrepancies.

Figure 3-7
Format for Commercial Activities Study After Action
Report (RCS exempt: AR 335-15, paragraph 2-e(7))

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(3) As a result of implementing the management study recommendations, how many employees were adversely affected? Explain what happened to these employees (e.g., retired, placed elsewhere in Government at lower grade, released or resigned and obtained job in private sector) and indicate how many women/minority employees were adversely affected.

(4) Are there currently, or have there been, any military personnel involved in performing the organization's functions since implementation of the MEO?

(5) Are the technology and equipment recommended by the management study in use?

(6) Is the responsibility for essential functions distributed according to the approved study recommendations?

d. Current cost of operations:

(1) Is the current cost within the cost projections developed for the cost comparison?

(2) Isolate specific differences between total projected and actual costs.

e. Evaluate whether or not the performance standards established by the PWS are being met. This should include answers (narrative responses) to the following questions:

(1) Has a written quality control program been established to assure the work performed meets the quality standards established in the PWS?

(2) Has performance been measured using the QA procedures specified in the performance requirements summary of the PWS?

(3) Are tasks being performed that were not included in the PWS?

(4) Are all the tasks required in the PWS being performed?

Figure 3-7
Format for Commercial Activities Study After Action
Report (RCS exempt: AR 335-15,
paragraph 2-e(7)) - Continued

f. Corrective action recommended and taken as a result of the analysis.

3. INFORMATION ON CONTRACT DECISION.

a. Indicate date that contractor took over operation of the activity. If there was a transition period when both contractor and in-house work force were performing the work, provide dates of this period also.

b. Explain modifications to the PWS that have been made since the contract was awarded and reason for changes. State whether costs are above or below the contract price used in the cost comparison and indicate the amount of the difference against each reason.

c. Include FOA Commander's evaluation of mission performance under contract including adequacy of PWS, contract administration, and ability of contractor to perform required services.

d. Compare actual effects on former in-house work force to those projected at time of final decision to convert. Explain what happened to displaced employees (e.g., retired, released, resigned). Indicate how many displaced employees took jobs with contractor and general comparability of jobs; also indicate how many women/minorities were adversely affected (i.e., downgraded, released, etc.). If conversion had significant effects on FOA work force outside of the converted activity, provide analysis and indicate if effects on mission performance were positive or negative.

4. NEGATIVE REPORTS. Not acceptable.

5. SECURITY CLASSIFICATION. None.

6. APPROVAL.

Signature of FOA Commander and date.
Signature block of FOA Commander.

Figure 3-7
Format for Commercial Activities Study After Action
Report (RCS exempt: AR 335-15,
paragraph 2-e(7)) - Continued

ER 5-1-3
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ENCLOSURES:

a. Current manpower data (ENG Form 4842-R). Explain substantial variances from the data reported in the Final Decision Report in the "Comments" section of the form, or on a separate sheet of paper.

b. Current funding data (ENG Form 4841-R). Explain significant differences from that included in the Final Decision Report in the "Comments" section of the form, or on a separate sheet of paper.

Figure 3-7
Format for Commercial Activities Study After Action
Report (RCS exempt: AR 335-15,
paragraph 2-e(7)) - Continued

U. S. ARMY CORPS OF ENGINEERS COST COMPARISON OF EXPANSIONS, NEW REQUIREMENTS AND CONVERSIONS TO IN HOUSE PERFORMANCE (ER 5-1-3)		CA STUDY NAME LOCATION		USACE CSN HQDA CSN		RCS CSCOA 116	
THRU	TO	FIRST PERIOD	SECOND PERIOD	THIRD PERIOD	FOURTH PERIOD	FIFTH PERIOD	REFERENCE
	Cdr, USACE (DAEN RMM-C) WASH DC 20314-1000						
SECTION I - IN-HOUSE PERFORMANCE COSTS							
1. PERSONNEL COST							A
2. MATERIAL AND SUPPLY COST							B
3. OTHER SPECIFICALLY ATTRIBUTABLE COSTS							C
4. OVERHEAD COST							D
5. COST OF CAPITAL							E
6. ONE TIME CONVERSION COST							F
7. ADDITIONAL COSTS							G
8. TOTAL IN-HOUSE COSTS							
SECTION II - CONTRACT PERFORMANCE COSTS							
9. CONTRACT PRICE							H
10. CONTRACT ADMINISTRATION							I
11. ADDITIONAL COSTS							J
12. ONE TIME CONTRACT CONVERSION COSTS							K
13. GAIN OR LOSS ON DISPOSAL OF ASSETS (Expansion)							L
14. FEDERAL INCOME TAX (Product)							M
15. SOCIAL SECURITY (OASDI) & THRIFT PLAN COSTS (Product)							N
16. TOTAL CONTRACT COSTS							
SECTION III - DECISION							
17. CONVERSION DIFFERENTIAL (For Expansion Note Not Difference)							
18. TOTAL (Line 8 and 17)							
19. COST COMPARISON (Line 18 minus Line 16)							
20. COST COMPARISON DECISION							
FOR ILLUSTRATION PURPOSES ONLY <i>(Local reproduction authorized - blank masters available from local FMO)</i>							
NAME/TITLE/ORGANIZATION (Type or Print)				SIGNATURE (In-House Estimate Prepared By)		DATE	
NAME/TITLE/ORGANIZATION (Type or Print)				SIGNATURE (In-House Estimate Reviewed By)		DATE	
NAME/TITLE/ORGANIZATION (Type or Print)				SIGNATURE (Cost Comparison Accomplished By)		DATE	
NAME/TITLE/ORGANIZATION (Type or Print)				SIGNATURE (Cost Comparison Requested By)		DATE	
NAME/TITLE/ORGANIZATION (Type or Print)				SIGNATURE (Cost Comparison Decision Approved By)		DATE	

Proponent: CERM/MC

ENG FORM 4843B-R, DEC 87

ER 5-1-3
1 Dec 87

U.S. ARMY CORPS OF ENGINEERS EFFECT OF CA STUDY ON FOA MANPOWER <i>(ER 5-1-3)</i>													RCS: CSCO-96			
FOA/LOCATION								UIC			USACE CA STUDY NUMBER					
CA STUDY NAME								AMSCO-APPROP CODE			HQDA CA STUDY NUMBER					
GENERAL FUNCTIONAL AREA (GFA) CODES				DATE OF CHANGE TO NEW METHOD OF OPERATION				PDIP								
ITEMS	SPACES								WORKYEARS							
	CW		DOD		TOTAL CW		TOTAL DOD		CW		DOD		TOTAL CW		TOTAL DOD	
	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV
1 CPAS MANPOWER																
a. CHANGE <i>(Separate entry for each change)</i>																
2. BASELINE																
a. CHANGES TO BASELINE																
b. TOTAL AT FINAL DECISION																
3. MEO																
4. CONTRACT ADMINISTRATION																
5. SAVINGS																
6. FOA MANPOWER OFFICER COMMENTS.																
<p>FOR ILLUSTRATION PURPOSES ONLY <i>(Local reproduction authorized - blank masters available from local FMO)</i></p>																

FOA LOCATION		U.S. ARMY CORPS OF ENGINEERS EFFECT OF CA STUDY ON FOA FUNDS (ER 5.1.3)					RCS CSCOA #
CA STUDY NAME		UIC	AMSCO/APPROP CODE		USACE CA STUDY NUMBER		
FEDERAL FUNCTIONAL AREA (FEA) CODES		DATE OF CHANGE TO NEW METHOD OF OPERATION		PDIP		HDDA CA STUDY NUMBER	
ITEM	CIVIL WORKS/DOD FUNDS (0000)	CIVIL WORKS/DOD FUNDS (0000)					TOTAL
		FIRST PERIOD	SECOND PERIOD	THIRD PERIOD	FOURTH PERIOD	FIFTH PERIOD	
1. AVAILABLE FUNDS							
2. CIVILIAN PERSONNEL COSTS							
3. CONTRACTS							
4. OTHER (Supplies, Travel, etc.)							
5. BUDGET TOTAL							
6. MILITARY PERSONNEL COSTS							
7. CAPITAL INVESTMENT							
8. TOTAL							
9. MEO							
10. CIVILIAN PERSONNEL COSTS							
11. CONTRACTS							
12. OTHER (Supplies, Travel, etc.)							
13. BUDGET TOTAL							
14. CAPITAL INVESTMENT							
15. TOTAL							
16. CONTRACT							
17. CONTRACT							
18. CONTRACT ADMINISTRATION							
19. ONE TIME COSTS							
20. BUDGET TOTAL							
21. EFFECT ON FOA							

5. FOA RMD CONTROLLER COMMENTS

FOR ILLUSTRATION PURPOSES ONLY
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