**Army Contracting Efficiencies (ACE) Course Capstone Template**

*The Capstone project consists of two parts – an executive-level PowerPoint presentation and a long-form Word document that provides the full scope and details about the project. The full-form document (not to exceed 25 pages in the main document – additional charts/graphs can be included in an appendix). The full-form document should have three primary sections: (1) project definition, (2) data collection & analysis, and (3) implementation & control plan – each section will be described in additional detail below. Ultimately, Mentors and Sponsors will use the rubric and their professional judgment to determine whether the participant’s project meets the standard.*

**Section 1: Project Definition**

The objective of Project Definition is to provide the basis for the project, clearly articulate current contracting and cost inefficiencies that the initiative seeks to resolve, set the baseline of current performance, justify the use of resources to obtain projected impact, and set goals for the Capstone. Basic project planning including timelines, category of impact, analysis plan, communication strategy, and economics of the initiative should be documented in this phase.

**1A: Problem Statement**

Initial explanation of the contracting inefficiencies and/or cost savings opportunities that the initiative seeks to take on; incorporates a description of all elements within the Capstone’s Problem Statement Worksheet, including perspective/context, criteria for success, scope and application of impact, constraints and risks, key stakeholders, and key sources of insight.

**1B: Description of Initiative & Potential Impact**

An executive synthesis of the Capstone’s processes, key findings, and ultimate recommendations, including a high-level explanation of how the initiative will drive cost savings and/or efficiencies for the Army

**1C: Economics of the Initiative**

Identification of all costs & resources required to execute initiative, and estimated cost-savings and/or efficiencies resulting from initiative, all in the form of a business case that answers: Why should we do this? What are the quantitative benefits? What are the projected operational benefits? What is the estimated value ($) of the project?

**Section 2: Data Collection & Analysis**

The objective of Data Collection & Analysis is to collect and validate data from current contracting operations to gain an understanding of baseline procedures, to establish performance-indicator metrics and tracking mechanisms, to conduct analyses that lead to actionable contracting cost-savings and/or efficiencies, and to incorporate a range of tactical analytical skills and research (e.g. data sources, experts, etc.).

**2A: Metrics & Tracking Mechanisms**

Clear baseline of current costs or qualitative inefficiencies that the initiative aims to reduce or correct, along with associated measurable KPIs with explicit targets to gauge impact

**2B: Analyses & Incorporation of ACE tactical skills**

Overall application of ACE tactical skills to the analytic components of the initiative, that yields identified areas for cost savings and which includes a range of methods, tools, and data

**2C: References (e.g., data sources, interviews, historic research)**

All resources drawn upon throughout the Capstone, compiled as formatted citations at end of report (including contextual/historic research, documents or sources acquired, interviews conducted, and full quantitative analysis pack)

**Section 3: Implementation & Control Plan**

The objective of the Implementation & Control Plan is to synthesize, scale, and craft an execution plan for the cost savings and/or efficiencies opportunity identified within the findings of Data Collection & Analysis. The Control Plan aims to ensure that the impact captured by the initiative is maintained long after the project has ended, and entails an overview of risks and mitigation strategies, a plan for securing stakeholder approval, a change management plan, and general applicability and scalability of the initiative.

**3A: Risks, obstacles, and mitigation strategies**

List of potential roadblocks (e.g., organizational pushback, heavy investments) that could impede initiative’s implementation or prevent its impact, and detailed solutions posing various approaches to overcome or account for these roadblocks

**3B: Plan for securing stakeholder approval**

Description of the landscape of key stakeholders, and a plan for engaging them as supporters of initiative and addressing any concerns they may have, relating to initiative risks and obstacles; an effective communication plan that is a consistent formal process, and which is simple enough to be understood by all project stakeholders (i.e., Identifies the various stakeholders; establishes the tool or media to be used to communicate with each type of stakeholder; defines the purpose and key messages of each communication; and establishes the timing and frequency of each communication)

**3C: Change management plan**

Identification of core changes (e.g., process changes, organizational changes, mindset/behavior shifts) that the initiative will drive or necessitate, and steps required to implement and control these changes that are attentive to people, culture, behaviors, and past change management successes and failures

**3D: Applicability and scalability**

Initiative’s overall relevance to Army’s current challenges and willingness to take on issues that are both complex and expansive in scope; potential for transferable use across categories & installations