



Agency Priority Goal Action Plan

Category Management

Goal Leaders:

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Overview

Goal Statement

- Increase consolidation of spending on common goods and services (not related to assistance) to maximize cost-efficiency and standardization. By September 30, 2019, meet or exceed Federal targets for Best In Class (BIC) contract awards.

Challenge

- USAID and Department of State (State) are working to use taxpayer dollars more efficiently and effectively in their operations and procurements. To do so, they are considering U.S. Government-wide contracts for goods and services to save money, avoid wasteful and redundant contracting actions, and free-up acquisition staff to accelerate the use of innovative procurements for high-priority mission work.

Opportunity

- By applying principles from Category-Management (CM) and the associated BIC solutions, USAID and State can purchase goods and services more like a single enterprise. Application of BIC solutions enables the Federal Government to eliminate redundancies by avoiding multiple contracts, increase efficiency by streamlining administration costs, and deliver more value and savings from the U.S. Government's acquisition programs.
- The specific targets for Fiscal Year (FY) 2018 include the following:
 1. Increasing total spend under management (SUM) by 20 percent from FY 2016 baseline levels; and
 2. Increasing use of BIC solutions to 35 percent of addressable spend.

Goal Structure and Strategies

One of the overall goals of Category Management is to increase SUM. There are three tiers of solutions that fall under the broad umbrella of SUM: Tier 1, Tier 2, and BIC.

- The Office of Management and Budget (OMB) has designated BIC contracts as “preferred,” as they are Government-wide, and can provide the best savings and availability. These contracts have been pre-vetted and are mature and market-proven:
 - Tier 2 contracts are well-managed and have cross-agency collaboration occurring; and
 - Tier 1 contracts are also well-managed, and Agency-wide strategies exist.

The tier is determined by rating the following attributes:

- Leadership;
- Strategy;
- Data;
- Tools; and
- Metrics.

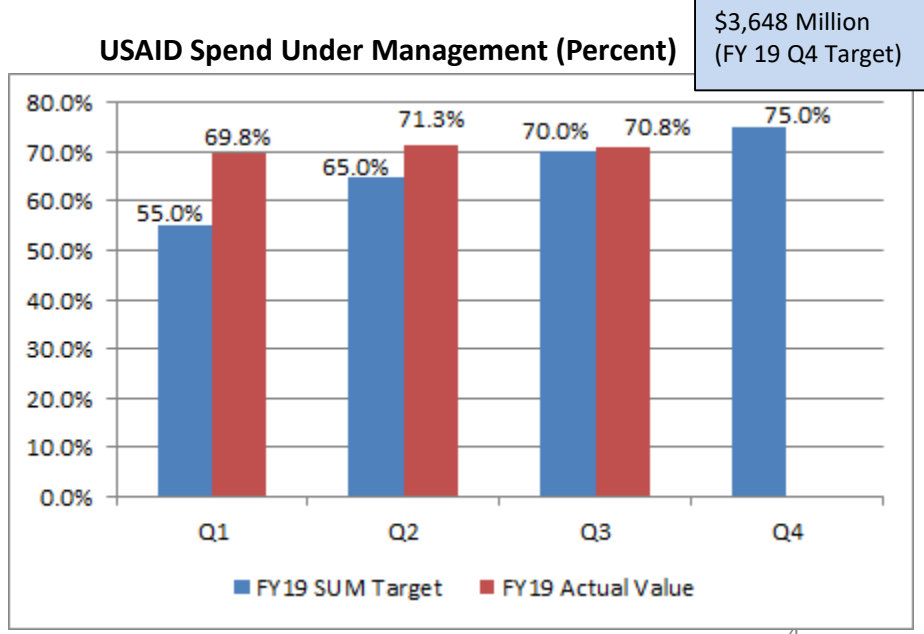
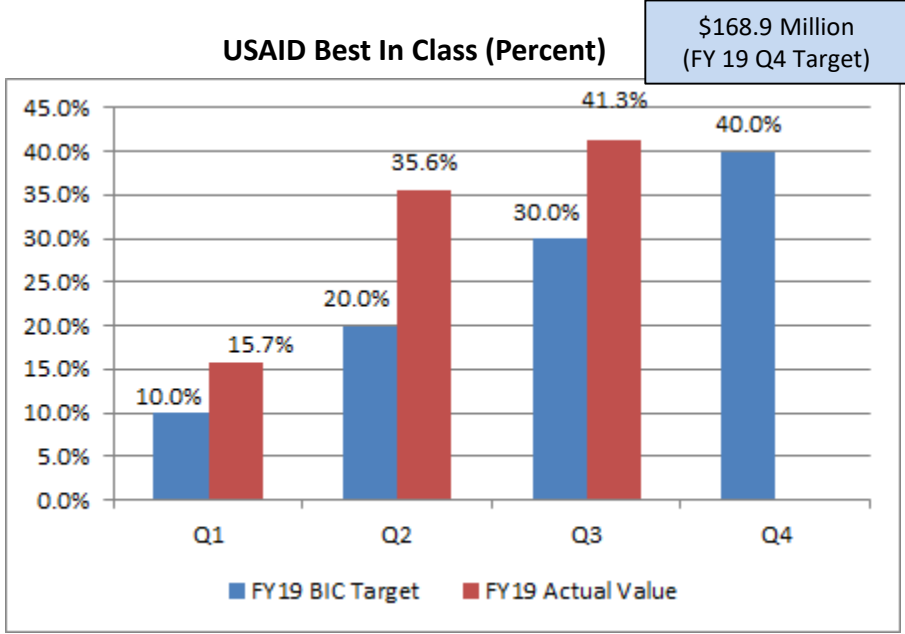
To accomplish the SUM and BIC goals, USAID and State plan to be actively engaged at the “Selection of Instrument” stage. They will also consider contract opportunities offered via Category-Management, especially BIC. If we opt for another contract method, we must justify and document our decision, and provide a plan to manage the contract we select.

Also, USAID and State plan to manage and attain these goals through a multi-phased process that focuses systematically to address the key attributes:

- Increase awareness;
- Provide education and training;
- Manage advocacy;
- Stakeholder-engagement;
- Apply and develop SUM principles;
- Measure and track results; and
- Evaluate and adapt to improve SUM.

Summary of Progress Fiscal Year (FY) 2019 Quarter 3 (Q3) – USAID

- USAID continued to make progress into Q3 FY 2019.
- At the end of FY 2019 Q3, USAID’s Best-In-Class (BIC) spend increased to **\$98.2 million** from \$58.4 million in Q2.
- USAID also recognized growth in its Q3 Spend Under Management (SUM) to **\$2 billion** from its Q2 spend of \$1.2 billion.
- On March 4, 2019, the Office of Management and Budget (OMB) issued new BIC targets for all Chief Financial Officer (CFO) agencies based on FY 2018 BIC actuals. USAID’s previous BIC target for FY 2018 was \$84.7 million. The new target is now \$168.9 million, an increase of 98.3 percent.

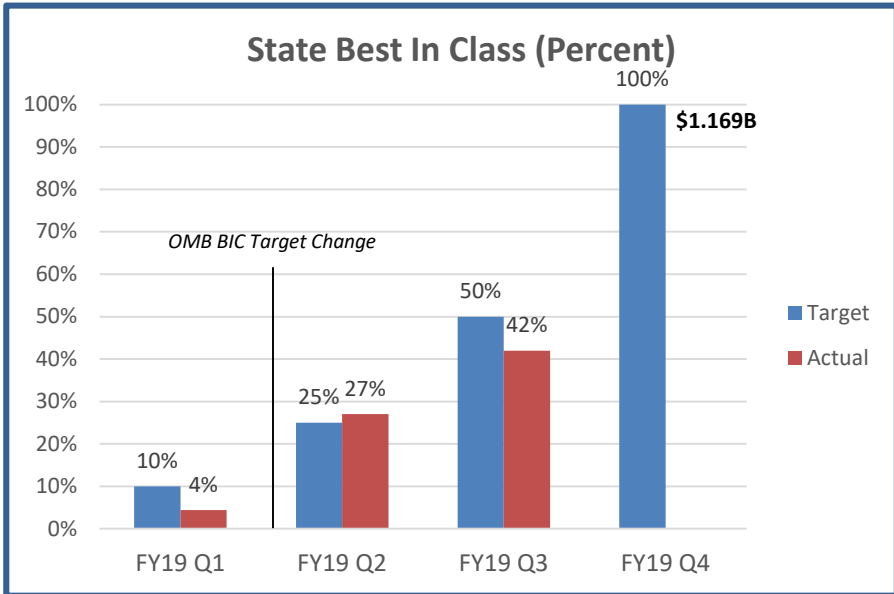


Summary of Progress FY 2019 Q3 – USAID (Continued)

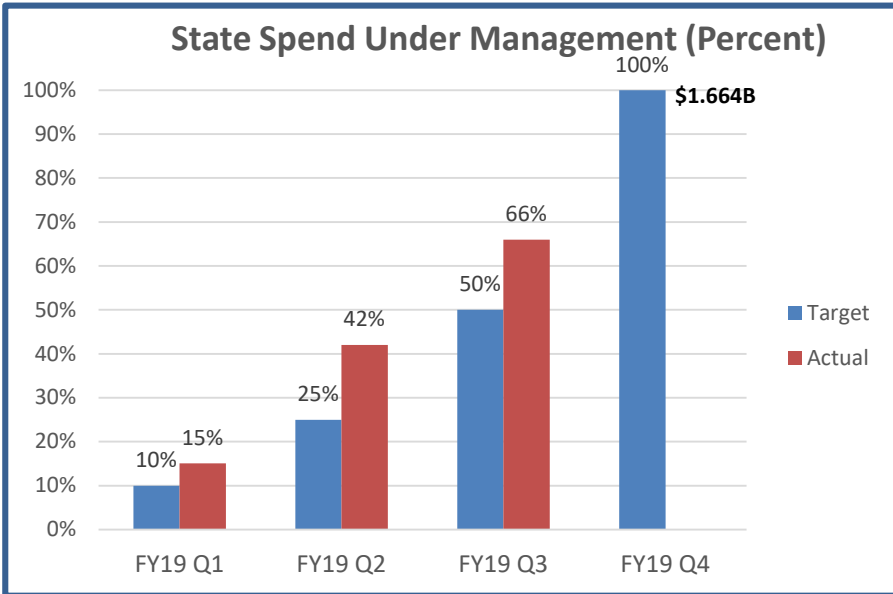
- USAID has continued to emphasize the importance of Category-Management (CM) as a tool set to reduce both contract costs and time-to-award.
- USAID outlined and highlighted CM as one of its Agency Priority Goals (APG) to its contracting staff, financial staff and external stakeholders during its Effective Partnering and Procurement Reform Worldwide Summit, held in Washington D. C May 6-10th.
- USAID continued to incorporate a CM presentations, tailored to Missions, when its Evaluation Division travels to each Mission.
- USAID is currently addressing the Agency actions required by OMB Memorandum 19-13. To date, we have completed the Analysis of Alternative and a draft “*USAID’s Category Management Plan*”.

Summary of Progress FY 19 Q3 – State

- The Department of State is positioned to meet FY 2019 SUM spend goals. On March 4, 2019, OMB issued new BIC targets for all Chief Financial Officer (CFO) agencies based on FY 2018 BIC actuals. The Department of State’s previous BIC target for FY 2019 was \$0.659 billion. The new target is now \$1.169 billion, an increase of 77.4 percent. This change, which OMB announced when the fiscal year was nearly 50 percent complete, necessitated a major increase in agency efforts. These efforts continue, including a new training session for all Acquisition Management (AQM) professionals specifically on this topic.
- Progress for Q3 FY 2019: BIC spend through Q3 year to date is at \$487 million and SUM is at \$1.1 billion. FY 2019 actuals currently stand at 42 percent and 66 percent for BIC and SUM, respectively. The Department of State’s annual contract spend to date within Q3 FY 2019 is \$4.1 billion. About 27 percent of the spend is receiving SUM credit for FY 2019.



BIC numerator - amount of dollars going to BIC vehicles; denominator is FY19 BIC target of \$1.169B. Q1 and Q2 percentage figures to target percentage reflect updated BIC target numbers.



SUM numerator - amount of dollars receiving SUM credit; denominator is FY19 SUM target of \$1.664B

Summary of Progress FY 2019 Q3 – State (Continued)

- Several factors support State in meeting its FY 2019 Category Management goals:
 - Continuing involvement in the initiative by the Category Management Council (an internal State body comprised of senior officials across the Department). Opportunities to pursue CM are suggested by the Council and have resulted in acquisition strategies relying on Best In Class solutions.
 - Applying a robust and rigorous procurement methodology in the purchasing of enterprise-level “software as a service” (SaaS) platforms – one recent effort resulted in 5-year negotiated savings of 33 percent. Another current (FY 19 Q1-2) negotiation with a major software provider resulted in 3-year negotiated savings of 24 percent when finalized in mid-March.
 - Collecting lessons learned to apply toward improved execution of future license agreement procurements.
- State continues to accomplish CM initiatives by educating, training, and emphasizing the importance and benefits of CM to its Contracting and Information Technology (IT) workforces. The CM Team developed and presented an “Overview” presentation for our acquisition professionals on category management. A follow-up presentation on BIC & SUM Contracting will be piloted in August, 2019.
- We have also piloted a “Tier 1 Contracts Catalog”, which will provide visibility into our tier 1 solutions for domestic and overseas posts.

Key Milestones – USAID

- USAID continues to monitor and manage its CM effort, and to increase awareness, training, planning, and execution of CM. USAID has made progress to ensure it increases the use of CM when it provides an optimal solution in support of USAID’s mission, goals, and priorities.

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Owner	Comments
CMM.1 Conduct webinar on CM for procurement personnel.	Q1 FY 2018	Completed	M/OAA	Increased awareness of CM and how it can be implemented, what resources are available, and the benefits of leveraging a CM solution. Webinar reached 100 percent of Acquisition and Assistance (A&A) staff and significant portion of the Bureau for Management’s Office of the Chief Information Officer (M/CIO) professional staff.
CMM.2 Assess Business Forecast for USAID future acquisitions over \$50 million and \$100 million to identify key opportunities to address SUM.	Q2 FY 2018	Completed	M/OAA	USAID periodically reviewed the forecast for transactions that Operating Units should consider for CM.
CMM.3 Complete access and training for USAID staff for CM and its application.	Q3 FY 2018	Completed	M/OAA	USAID continued to engage and leverage the General Services Administration (GSA) for formal CM training for USAID.
CMM.4 Attainment of status against baseline and target goals for both BIC and total SUM for FY 2018. Coordinate with OMB related to the attainment for targets and goals.	Q4 FY 2018	Completed	M/OAA	USAID coordinated with OMB to address the applicability of CM to USAID’s challenging operational environments.
CMM.5 Work with OMB to establish new, or changes to, goals and targets for FY 2019.	Q1 FY 2019	Completed	M/OAA	Established percentage and value targets.
CMM.6 Increase CM outreach efforts to include four major engagement opportunities (e.g., Acquisition and Assistance (A&A) “brown bags,” lessons-learned events, etc.)	Q2 FY 2019	Completed	M/OAA	CM was a major component of the USAID Conference of Agreement and Contracting Officers. Included outreach to other major organizations within USAID (at Mission and Bureau levels).
CMM.7 Identify and engage with each major acquisition organization within USAID to increase awareness of CM for FY 2020 planning.	Q3 FY 2019	In-Progress	M/OAA	Initiated engagement with activities to include the offices of both USAID’s CIO and Chief Financial Officer (CFO).
CMM.8 End-of-year measures collected; assess status against FY 2019 baseline and targets.	Q4 FY 2019	Open	M/OAA	Still in planning phase.

Key Milestones – State

- State is proactive in its monitoring and managing of the CM effort. It has taken steps to increase awareness, training, planning and execution in the area of CM. State will strengthen its acquisition processes to the extent possible to increase support for CM when and where it provides the most optimal solution in support of State’s mission, goals, and priorities.
- To address the attainment of this APG, the following key milestones and associated due dates have been identified for development, implementation, monitoring, and reporting.

Key Milestone	Milestone Due Date	Milestone Status	Owner	Comments
Conduct Annual Spend Analysis and Opportunity Assessment, including FY 2017 figures.	Q2 FY 2018	Completed	The Office of the Procurement Executive, Office of Acquisition Management (A/OPE/AQM)	Spend analysis completed and reported to Category Mgmt Council.
Conduct semiannual Category Management Council Meeting with representatives from across the State to review spend analysis, opportunity assessment, BIC/SUM Goals, and progress on Department-specific initiatives.	Q2 FY 2018	Completed	A/OPE/AQM	Category Mgmt Council Meeting held and future opportunities identified.
Assess Business Forecast for State future acquisitions over \$50m and \$100m to identify key opportunities to improve SUM/BIC usage.	Q3 FY 2018	Completed	A/OPE/AQM	State future acquisitions assessed.
Assess status against baseline and target goals for both BIC and total SUM for FY 2018. Coordinate with OMB related to target and goal attainment.	Q4 FY 2018	Completed	A/OPE/AQM	Monitored monthly.
Work with OMB to establish new goals or changes for goals and targets for FY 2019.	Q1 FY 2019	Completed	A/OPE/AQM	OMB has established FY 19 BIC and SUM goals for State.

Key Milestones – State (Continued)

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Owner	Comments
Increase CM outreach efforts to include four major engagement opportunities (e.g., Acquisition Management (AQM) “brown bags,” lessons-learned events, etc.)	Q2 FY 2019	Completed	A/OPE/AQM	<ul style="list-style-type: none"> eGov Program office’s FY 20 IT Business Case Training included a category mgmt panel discussion. Provided two training sessions to all acquisition managers at State on the Acquisition Gateway and Best In Class contracts. Conducted small business outreach to discuss BIC and SUM planning and response to OMB memo on category management.
Identify and engage with each major acquisition organization within State to increase CM awareness for FY 2020 planning.	Q3 FY 2019	Completed	A/OPE/AQM	New Category Management Overview Training class was piloted in May, 2019.
<ol style="list-style-type: none"> Develop additional CM Training sessions. End-of-year measures collected; assess status against FY 2019 baseline and targets. 	Q4 FY 2019	Open	A/OPE/AQM	New CM Training session on BIC & SUM Contracting will be piloted in August, 2019. We anticipate that this training will highlight BIC solutions during Q4 spending; which will close the gap to meet our new target.

Key Indicators

Key indicators will align to the two main metrics assessed related to CM:

- Outreach and training; (via USAID, State, General Services Administration [GSA] and OMB) across USAID and State, and CM-specific training to support awareness, application, and implementation (on-going, though started in May 2017).
- State and USAID will collect and report SUM on a monthly basis to monitor progress towards meeting the target goals. Analyses will include assessments of dollars obligated and total contracts awarded to arrive at percent of contract dollars managed.
- State and USAID will collect and report BIC on a monthly basis. Analyses will include assessments of dollars obligated and total contracts awarded to arrive at percent of contract dollars of total addressable spend.
- Each of the indicators (SUM and BIC) can be tracked monthly via MAX.gov.
- Indicators will provide a summary of how both USAID and State are doing compared to the baseline and targets.
- It is important to note that data reported via MAX.gov have an element of latency (by about a month) from when they are entered into the Federal Procurement Data System – Next Generation (FPDS-NG) and when the data are reflected in MAX.gov. State and USAID will address any data verification and data-quality issues at a minimum quarterly, and ideally, monthly.
- State will conduct final FY 2018 and FY 2019 BIC and SUM reviews after the annual certification of FPDS data.

Data Accuracy and Reliability

- State and USAID report data specific to this APG to OMB via the Federal Procurement Data System – Next Generation (FPDS-NG), and OMB updates and reports on these data monthly.
- As FPDS-NG is the authoritative source of all Federal data, on Category-Management, the accuracy risks related to data are highly mitigated and appropriately managed.
- The analysis of data will include a review of what USAID and State systems report into FPDS-NG. Periodic assessment and data “cross-walks” will ensure the accuracy and valid recording of the data to ensure accurate and timely reporting.
- Data managers will make recommendations for adjustments based on the findings of these reviews.

Additional Information

Contributing Programs

Organizations:

- o State and USAID's success is predicated upon contributions by all sub-organizations, Bureaus, and other entities to assessing business needs and aligning planned activities with BIC.

Regulations and Policies:

- o OMB Memorandum 19-13 "Category Management: Making Smarter Use of Common Contract Solutions and Practices" is the guidance that identifies actions Departments or Agencies should take to increase the capabilities and impact of Category Management (CM).
- o OMB Memorandum 17-22 "Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce" is the guidance specific to describing and highlighting the need for CM.
- o OMB Memorandum "Category Management Policy 15-1: Improving the Acquisition and Management of Common Information Technology: Laptops and Desktops" also emphasized CM.

Other Federal Activities:

- o President's Management Agenda

Stakeholder / Congressional Consultations

To the greatest extent possible, USAID and State CM teams will continue to work and coordinate with stakeholders and Congress, to ensure the CM program and BIC solutions apply to meet the mission requirements of both organizations.