



## Category Management *Leveraging Common Contracts and Best Practices to Drive Savings and Efficiencies*

### Goal Leaders

**Lisa Hershman**, Acting Chief Management Officer,  
Department of Defense

**Lesley Field**, Deputy Administrator, Office of Federal  
Procurement Policy, OMB

**June 2019**



## Goal Statement

- The Federal government will buy common goods and services as an enterprise to eliminate redundancies, increase efficiency, and deliver more value and savings from the government's acquisition programs. By the end of FY 2020, the government will achieve \$32 billion in savings for taxpayers by applying category management principles—or smart decision-making where agencies buy the same kinds of goods and services through best value contract solutions—to 60% of common spend. In addition, the government will reduce duplicative contracts by 50,000, potentially reducing administrative costs by hundreds of millions of dollars.



## Challenge

- The Federal Government spends over \$300 billion on common goods and services each year. However, agencies buy in a fragmented manner, taxpayers often do not get the benefit of the Government's position as the largest buyer in the world.
- Hundreds - and in some cases thousands - of duplicative contracts are awarded to the same vendors for similar requirements. This fragmentation leads agencies to pay significantly different prices - sometimes varying by over 300% - for the same items.



## Opportunity

- The Government will not only save taxpayer dollars, but this effort will improve mission outcomes. For example, this will allow our law enforcement personnel to have easier access to equipment, such as ammunition and body armor, to ensure their safety; medical professionals can order medical supplies through electronic catalogues to save time and focus more on patients; and agencies can buy standardized computers to reduce cyber risk by having great control over infrastructure and access points.



## Results in Last Two Years

- **Saving money:** Saved taxpayers over **\$17 billion** through better pricing, reduced demand, and admin savings
- **Spending smarter:** Moved over **\$140 billion** in spending to better-managed solutions
- **Reducing waste & inefficiency:** Eliminated over **31,000** duplicative or sub-optimized contracts not aligned to category management (more than 95% of reduction was made to contracts held by *other than small businesses*)
- **Sharing solutions:** Spend through highest-performing contracts for common solutions increased by \$6B for a total of \$32B
- **Increasing small business participation:** Increased the percentage of the government's contract spend going to small businesses
- **Trained the workforce:** Trained over 1,500 individuals on category management





## Summary of Progress in the Last Quarter

OMB issued new category management policy [Memoranda](#) on March 20, 2019 that:

**1. Institutionalizes category management, making it the way agencies buy common goods and services.**

**2. Harmonizes category management and small business requirements:**

- Small business goaling unchanged: Agencies remain responsible for meeting their small business contracting goals.
- Success through balance: Agencies are expected to manage contract spending through a balance of Government-wide, agency-wide, and local contracts.
- Clearly articulating the role of small business advocates: The Small Business Administrator and directors of an agency's Office of Small and Disadvantaged Business Utilization (OSDBU) will serve as strategic advisors for category management.



## Summary of Progress in the Last Quarter

### Highlights of Successes:

- The Professional Services Category has worked with 63 ordering offices to award contracts on the OASIS BIC for a range of mission critical requirements, such as contingency response operations and Native community development - contracts are valued at \$1.5B with a \$3.7B lifetime value.
- The Office Management category hosted a bi-annual industry engagement event with furniture vendors in Philadelphia to collaborate on best practices and lessons learned to improve government-wide contract offerings.
- Expanded tool to allow agencies identify solutions – BIC and other government-wide contracts such as GSA Schedules – to meet FY19 category management targets to increase spend under management.
- The Department of the Army issued a category management implementation directive outlining specific activities to be accomplished by the end of FY2020.



**Lesley Field**, OMB, Deputy Administrator of Office of Federal Procurement Policy (OFPP) – Category Management CAP Goal Co-Lead.



**Lisa Hershman**, Acting Chief Management Officer, Department of Defense – Category Management CAP Goal Co-Lead



**Category Management Leadership Council**



**Category Managers**

Government experts in the 10 categories - develop the government-wide strategy to drive improved performance and act as change agents for the category.



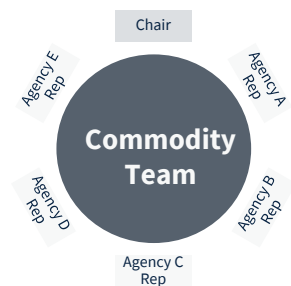
**Category Team**

Responsible for the development and execution of category strategies for a specific category (e.g., IT)



**Sub-Category Team**

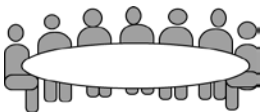
Responsible for the development and execution of category-specific sub-strategies (e.g., IT software within the IT category).



Traditional strategic sourcing working group formed when the category management process identifies the need for a new acquisition solution.

**Teams are supported by close to 400 representatives across all agencies**

## Category Management PMO (GSA)



Provides overall program management support to category managers, including development of guidance, data analytics, build out of dashboards and tools.

## Acquisition Gateway



A single portal to support smarter buying for federal employees, including best practices, prices paid, contract terms and conditions, transactional information (such as prices paid data), white papers, market research, and information on procurement alternatives.



**Category Managers:** Government-wide experts for each of the 10 common categories of spend responsible for developing category strategies, with support of interagency team members.



**William Zielinski**  
GSA

**Information  
Technology**

**Professional  
Services**

**Tiffany Hixson**  
GSA



**Jaclyn Smyth**  
DHS

**Security &  
Protection**

**Facilities &  
Construction**

**Mary Ruwwe**  
GSA



**George  
Prochaska**  
GSA

**Industrial  
Products &  
Services**

**Office  
Management**

**Dena McLaughlin**  
GSA



**Adam Yearwood**  
DOD

**Transportation &  
Logistics Services**

**Travel**

**Timothy Burke**  
GSA



**Indu Garg**  
OPM

**Human Capital**

**Medical**

**Thomas  
McCaffrey (DoD)  
& Richard Stone,  
M.D. (VA)**







## Category Management Government-wide Categories

**Total FY18 Spend - \$539.3B | FY18 *common* spend\* - \$330.5B**

**Facilities &  
Construction≈\$91.7B  
Led by GSA**

- Construction Related Materials
- Construction Related Services
- Facilities Purchase & Lease
- Facility Related Materials
- Facility Related Services

**Professional Services  
≈\$76.4B  
Led by GSA**

- Business Admin Services
- Financial Services
- Legal Services
- Management & Advisory Services
- Marketing & Public Relations
- Research & Development
- Social Services
- Technical & Engineering Services

**IT≈\$63.7B  
Led by GSA**

- IT Software
- IT Hardware
- IT Consulting
- IT Security
- IT Outsourcing
- Telecomms

**Medical ≈\$41.8B  
Co-Led by DoD and VA**

- Drugs & Pharmaceutical Products
- Healthcare Services
- Medical Equipment, Accessories, & Supplies

**Transportation & Logistics  
≈\$30.8 B  
Led by DoD**

- Fuels
- Logistics Support Services
- Motor Vehicles (non-combat)
- Package Delivery & Packaging
- Transportation Equipment
- Transportation of Things

**Industrial Products & Services  
≈\$12.0B  
Led by GSA**

- Basic Materials
- Fire/Rescue/Safety/Environmental Protection Equipment
- Hardware & Tools
- Industrial Products Install/Maintenance/Repair
- Machinery & Components
- Oils, Lubricants, & Waxes
- Test & Measurement Supplies

**Travel  
≈\$1.4B  
Led by GSA**

- Employee Relocation
- Lodging
- Passenger Travel
- Travel Agent & Misc. Services

**Security & Protection  
≈\$5.9B  
Led by DHS**

- Ammunition
- Protective Apparel & Equipment
- Security Animals & Related Services
- Security Services
- Security Systems
- Weapons

**Human Capital  
≈\$4.7B  
Led by OPM**

- Compensation & Benefits
- Employee Relations
- Human Capital Evaluation
- Strategy, Policies, & Ops Planning
- Talent Acquisition
- Talent Development

**Office Management  
≈\$2.1B  
Led by GSA**

- Furniture
- Office Management Products
- Office Management Services

*In FY18, Federal agencies spent \$330.5B on common goods and services; the government spent about \$540B procuring goods and services generally. (The spending not counted as common is defense-centric.) Data source is FPDS only.*







**Strategies are being developed at the government-wide and agency-wide level to accomplish the Goal.**

**Government-wide Strategies:** Category Managers have developed strategies to:

- Save taxpayer dollars and improve mission outcomes. Through a rigorous interagency process designate Best In Class solutions for each category that offer best value for the Government. Evaluate the performance of these solutions quarterly and reevaluate annually.
- Develop best practices, including, but not limited to, tools to understand a range of acceptable pricing, how to best bid to industry, tips for removing barriers and burdens when acquiring commercial items, such as through the identification of customary commercial practices.
- Maintain small business utilization goals.
- Train government employees on category management, including use of tools and application of best practices.

**Agency-Specific Strategies:** Agencies are required to implement five key management actions:

1. Establish annual goals to increase the use of BICs and align spend to category management principles, consistent with statutory socio-economic responsibilities.
2. Develop effective supplier management strategies to improve communication with industry partners, especially those that support mission critical functions, and/or have multiple relationships for similar requirements across the enterprise.
3. Implement strategies that eliminate inefficient purchasing and consumption behaviors, and adopt standardized business practices, such as buying standard equipment for firefighters.
4. Share buying data, such as prices offered, prices paid, terms and conditions, performance across the government to differentiate quality and value of products and services purchased.
5. Train employees in category management principles and practices.



## Key Indicators

CAP Goal Metric	FY 2016	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Goal
Cumulative Cost Avoidance.	\$5.8B	\$13.5B	\$22.8B	\$30.0B
Common spend that is under management, aligned to category management principles.	\$117B	\$147B	\$145B	\$157B
Spend through Best In Class solutions.	\$21B	\$26B	\$32B	\$34.5B
Cumulative percent reduction number in unique contracts.	420k	-3%	-7%	-10%
Meet or exceed category management small businesses goals.	30%	30%	31%	30%
Number of individuals trained on category management.	0	776	1,508	1,800

### Additional Definitions:

Cost avoidance - includes costs avoidance using strategic sourcing solutions from FY2010-2015 and Best In Class solution with validated cost avoidance methods from FY16-Present.

Spend Under Management - measured in dollars, total common spend denominator fluctuates - \$285B in FY16, \$306B in FY17 and \$330B in FY18.

Reduction in Unique Contracts - Includes only contracts not conforming to category management principles.

Small Business Goals - Small business spend within category management scope or the subset of procurement spend that is for common goods and services (\$330B in FY18).

Training - Individuals trained counted by Federal Acquisition Institute receiving a rating of 4.2 or higher.





## Use the Agency Acquisition Spend Analysis Tool to Find Savings Opportunities



New and Improved!

Quickly Find Best Value Solutions on the Acquisition Gateway

ACQUISITION GATEWAY

Tools Resources

### SOLUTIONS FINDER

Hide Welcome Message

Keyword Search

#### My Agency

Dept of Defense

- ☐ Air Force (180)
- ☐ Army (178)
- ☐ DHA (177)
- ☐ Navy (180)
- ☐ Other DoD Organization (177)

Federal Agencies

- ☐ DoC (172)
- ☐ DoE (171)
- ☐ DHS (203)
- ☐ DoI (171)

Found 255 results of 255



#### BMO: Building Maintenance and Operations FSS (Best In Class)

Managed By: GSA FSS Best In Class (BIC) IDIQ

Building Maintenance and Operations (BMO) strategic sourcing solution is a comprehensive and flexible solution covering all high-demand BMO services. It is an open market, multiple-award, indefinite delivery, indefinite quantity (MA-IDIQ), ...

View Details

Fee: 2% contract access fee

Availability: All DoD and Civilian Agencies

Compare

Solution Website

BEST in Class



#### CHESS: Computer Hardware Enterprise Software & Solutions (Best In Class)

Managed By: Army

Best In Class (BIC) Green Check

IDIQ

Computer Hardware Enterprise Software and Solutions (CHESS) is the Army's designated Primary Source for

Fee: None

Availability: All DoD and Civilian Agencies (Note: Availability may be dependant on the terms and conditions of the specific agreement, please confirm ahead

Compare

Prices Paid

Solution Website

Contract

<https://hallways.cap.gsa.gov>





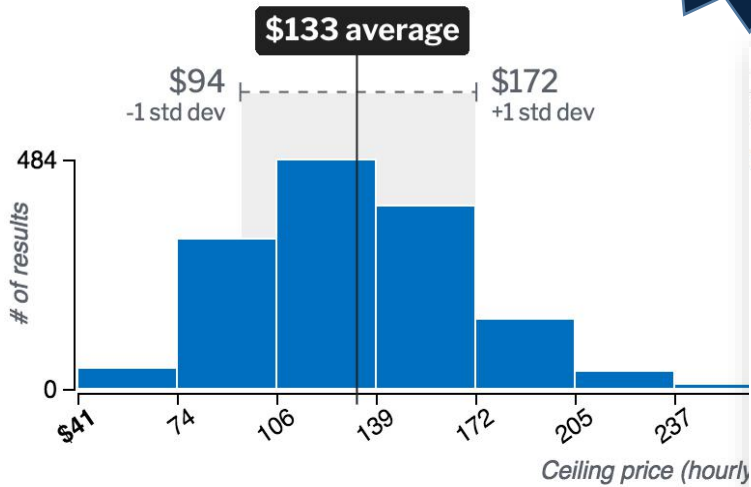
## Tools that help Agencies Buy Smarter

### Use the Labor Hour Tool to Compare Offers on Service Contracts

#### Hourly rate data



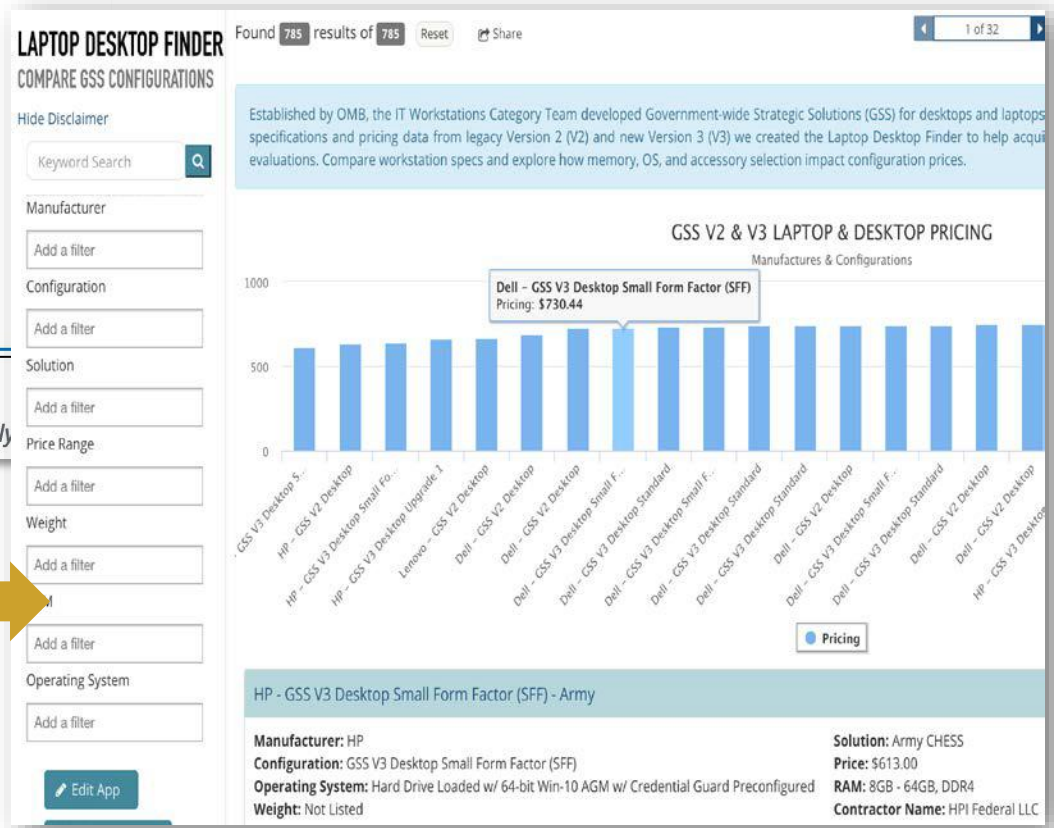
**Best Price  
- Same  
Quality**



**Make IT Purchases Easier by Quickly  
Comparing Model Features and Prices**



### Laptop & Desktop Price Analysis Tool







# Final FY18 Agency Results Spend Under Management and Best in Class

## Category Management SUM/BIC, FY18 Progress to Targets

Data included in this view indicates current YTD progress (dark bars) toward OMB targets (light bars).  
Text labels show Target values. Charts sorted by Target value descending.

FY18 OMB Target FY18 Actual

Department	% of SUM Target	SUM-Target Delta	
DOE	79%	(\$5,456M)	\$25,869M
DOD	69%	(\$5,818M)	\$18,640M
VA	99%	(\$94M)	\$18,076M
DLA	115%	\$2,476M	\$18,543M
NAVY	133%	\$3,028M	\$18,543M
ARMY	166%	\$5,007M	\$18,543M
USAF	111%	\$798M	\$17,467M
DHS	123%	\$1,405M	\$16,983M
HHS	130%	\$1,383M	\$15,542M
NASA	77%	(\$843M)	\$3,683M
TREASURY	78%	(\$754M)	\$3,351M
USAID	109%	\$293M	\$3,243M
DOJ	100%	\$2M	\$2,777M
ED	89%	(\$236M)	\$2,207M
DOT	74%	(\$424M)	\$1,616M
DOC	88%	(\$187M)	\$1,498M
STATE	177%	\$1,141M	\$1,479M
GSA	182%	\$1,043M	\$1,271M
USDA	119%	\$209M	\$1,121M
SSA	98%	(\$19M)	\$965M
DOI	101%	\$9M	\$703M
DOL	105%	\$26M	\$567M
OPM	241%	\$606M	\$431M
EPA	95%	(\$19M)	\$404M
HUD	59%	(\$91M)	\$221M
NSF	268%	\$265M	\$158M
SBA	110%	\$10M	\$98M
NRC	162%	\$46M	\$75M

Government-Wide

103.6%  
of FY Goal  
\$139.7B

Department	% of BIC Target	BIC-Target Delta	
ARMY	125%	\$890M	\$3,613M
NAVY	48%	(\$1,748M)	\$3,352M
USAF	122%	\$629M	\$2.84
DOD	176%	\$1,566M	\$2,067M
DHS	147%	\$578M	\$1.24
HHS	287%	\$1,787M	\$955M
DOT	17%	(\$738M)	\$890M
VA	395%	\$2,140M	\$725M
TREASURY	138%	\$267M	\$
STATE	170%	\$439M	\$62
DOJ	156%	\$317M	\$5
NASA	25%	(\$391M)	\$522M
DOC	146%	\$170M	
SSA	128%	\$82M	\$291M
DLA	715%	\$1,552M	\$252M
USDA	320%	\$499M	\$22
DOI	131%	\$68M	\$218M
DOE	183%	\$145M	\$174M
GSA	1,233%	\$1,587M	\$140M
DOL	210%	\$107M	\$97M
ED	181%	\$72M	\$89M
EPA	265%	\$136M	\$83M
USAID	192%	\$73M	\$80M
OPM	317%	\$131M	\$60M
HUD	224%	\$60M	\$49M
NRC	99%	(\$1M)	\$45M
NSF	472%	\$57M	\$15M
SBA	300%	\$30M	\$15M

Government-Wide

154.4%  
of FY Goal  
\$20.3B





# Key Indicators – Spend Under Management and Best in Class – FY19 Agency Status Compared to Target

■ FY19 OMB Target ■ FY19 Actual

## Spend Under Management (SUM)

Obligation (in millions) on contracts that meet defined criteria for management maturity and data sharing. SUM is defined by a tiered maturity model, which includes three tiers that address five attributes: leadership, strategy, data, tools, and metrics.

Department	% of SUM Target	SUM-Target Delta	
DOD	36%	(\$13,735M)	\$21,300M
VA	27%	(\$14,975M)	\$20,655M
DOE	47%	(\$10,840M)	\$20,594M
DLA	21%	(\$14,850M)	\$18,904M
NAVY	28%	(\$7,550M)	\$10,436M
ARMY	91%	(\$763M)	\$8,714M
USAF	37%	(\$5,334M)	\$8,532M
DHS	37%	(\$4,323M)	\$6,837M
HHS	43%	(\$2,973M)	\$5,190M
NASA	35%	(\$2,739M)	\$4,209M
USAID	39%	(\$2,244M)	\$3,705M
DOJ	38%	(\$1,960M)	\$3,173M
TREASURY	39%	(\$1,758M)	\$2,890M
ED	51%	(\$1,021M)	\$2,070M
DOT	24%	(\$1,397M)	\$1,846M
DOC	42%	(\$984M)	\$1,711M
STATE	50%	(\$840M)	\$1,690M
GSA	90%	(\$145M)	\$1,452M
USDA	42%	(\$743M)	\$1,281M
SSA	24%	(\$834M)	\$1,103M
DOI	30%	(\$564M)	\$804M
DOL	33%	(\$437M)	\$648M
OPM	148%	\$238M	\$492M
EPA	34%	(\$307M)	\$462M
HUD	35%	(\$164M)	\$252M
NSF	150%	\$91M	\$180M
SBA	30%	(\$78M)	\$111M
NRC	39%	(\$52M)	\$85M

Government-Wide

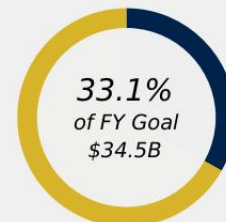


## Best In Class (BIC)

Best in Class is a designation by the Office of Management and Budget (OMB) for a preferred government-wide solution that: Allows acquisition experts to take advantage of pre-vetted, government-wide contract solutions; Supports a government-wide migration to solutions that are mature and market-proven; Assists in the optimization of spend, within the government-wide category management framework; and increases the transactional data available for agency level and government-wide analysis of buying behavior.

Department	% of BIC Target	BIC-Target Delta	
ARMY	34%	(\$3,263M)	\$4,950M
DOD	28%	(\$2,880M)	\$3,997M
USAF	32%	(\$2,620M)	\$3,825M
VA	37%	(\$2,002M)	\$3,154M
HHS	28%	(\$2,167M)	\$3,020M
DHS	28%	(\$1,437M)	\$2,002M
DLA	25%	(\$1,495M)	\$1,987M
GSA	49%	(\$972M)	\$1,911M
NAVY	23%	(\$1,362M)	\$1,764M
STATE	32%	(\$797M)	\$1,169M
TREASURY	34%	(\$749M)	\$1,135M
DOJ	29%	(\$689M)	\$975M
USDA	41%	(\$474M)	\$798M
DOC	67%	(\$194M)	\$594M
SSA	47%	(\$215M)	\$410M
DOE	20%	(\$281M)	\$350M
DOI	30%	(\$220M)	\$315M
EPA	37%	(\$152M)	\$241M
DOL	33%	(\$150M)	\$225M
OPM	41%	(\$125M)	\$211M
ED	87%	(\$23M)	\$178M
USAID	39%	(\$103M)	\$169M
DOT	37%	(\$106M)	\$167M
NASA	35%	(\$93M)	\$144M
HUD	32%	(\$81M)	\$120M
NSF	55%	(\$35M)	\$79M
SBA	47%	(\$27M)	\$50M
NRC	30%	(\$34M)	\$49M

Government-Wide



Data Updated 5/1/2019 11:10:21 PM; Data Through 4/30/2019



## Key Milestones – Government-wide

Government-wide milestones focus on the development of additional tools and resources to help agencies buy smarter. In addition, Category Managers develop strategies specific to their category, such as standardizing laptop and desktop buys, adding new small businesses to Best In Class contracts, and developing best practices based on market research and industry intelligence.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Refine dashboards to easily capture current spend under management; conduct quarterly training sessions and bi-weekly office hours to help agencies answer data questions.	Monthly	On-going	Released new Executive Performance dashboard on 9/24.	GW CM PMO	N/A
Issue OMB Memoranda to agencies on increasing use of BIC solutions in FY18 through the use of “opt out” plans.	Originally Q4FY18	Complete – March 2019	Memo issued and industry day conducted	OMB	N/A
Assess BICs quarterly and annually to ensure compliance.	On-going	On-going	Conducted 13 annual reviews	GW CM PMO, CMs and agencies	N/A
Refresh category management guidance/governance documentation on Acquisition Gateway to fully align to OMB Policy Memo 19-13.	Q4FY18	Complete	Gateway refreshed	GW CM PMO	N/A
Update FY18-20 Category Strategic Plans with FY18 final data and revised FY19 strategies and targets, where appropriate. Update FY19 targets for key performance indicators, where needed.	Q2FY19	Complete	Final and posted on Acquisition.gov	CMs and OMB	N/A
Engage with agencies on FY19 plans and alternative analyses.	Beginning Q2 FY19 and continuing	On Track	Completed over 12 engagements with agencies	OMB	N/A







## Key Milestones – Information Technology Category

OMB issued three category management memos in FY 2016 for the acquisition and management of common cloud-based information technology products and services: Laptops/Desktops, Mobile Device and Services, and Software. Each memo is being executed by interagency category teams.

The report to the President on Federal IT Modernization (December 2017) identifies several key action items that can be executed using category management strategies such as strategic sourcing, standardization, and consolidation.

Key Milestones	Milestone Due Date	Milestone Status	Anticipated Barriers or other Issues Related to Milestone Completion
Agencies establish a comprehensive software inventory representing 80% of software license spending.  Agencies complete a Software Centralization Plan. (milestones combined from previous report)	Q2FY19	Delayed – At Risk. Category Team is continuing to work with agencies to meet these goals	21 of the 24 CFO Act agencies have reported establishing a software inventory.  19 of the 24 CFO Act agencies have reported completing a software centralization plan. .
Release dashboard for price analysis (IT hardware)	Q2FY18	Delayed	Additional user testing required. The first release available to Federal employees is planned for May 2019.
Improve and align IT procurement data to the Technology Business Management (TBM), which standardizes IT costs, technologies, and resources to informs data driven decision making around smart IT investment. Specifically, redefine the procurement codes to better align to the TBM taxonomy.	Q3FY19 for new codes to be proposed; final codes Q4FY19	On Track	Codes require vetting and approval by interagency board, which presents risk of delay.
Designate two additional IT Best-in-Class on Schedule 70 – Wireless Mobility Services (SIN 132-53) and Highly Adaptive Cybersecurity Services (SIN 132-45).	Q4FY19	On Track	N/A





## Key Milestones – Highlights: Facilities, Professional Services, and Security & Protection Categories

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
<b>Facilities and Construction</b>					
Recruit new small businesses (SB) on existing facilities maintenance contracts.	Q2FY19 and continuing	On Track	On-ramped several 51 SB's to date.	GSA	Work continues, working closely with key stakeholder agencies.
Improve Facilities, Maintenance, and Management Schedule (03FAC)	Q4FY19	On Track	Held Industry roundtable with 03FAC companies – action items being addressed.	GSA and Category Team	N/A
<b>Professional Services</b>					
On-ramp additional 485 contractors to OASIS Best in Class Solution for both small business and unrestricted pools (1,3,4). Add 8(a) sub-pools to OASIS BIC with additional 80 contractors.	Q4FY19	Phased on-ramp. On track.	Pool 1 SB Pool Solicitation closed Solicitation for SB Pools 1, 3, 4, and 8(a) issued on 4/29/19.	Category Team	Protest on SB Pool 1 sustained. Issues addressed. Pool 1 re-released with 3, 4, and 8 (a) pools on 4/29/19.
Work closely with vendors on government-wide contracts to drive increased adoption by sharing agency spend analysis data, conducting intense education sessions and developing marketing materials. Industry Exchange Forums and association briefings held.	Q419	On Track	Training, interviews, briefings underway	Category Team	N/A
<b>Security and protection</b>					
Establish working dog category team to identify opportunities for more effective/efficient multi-agency sourcing strategies and ways to close gaps between current practices and best practices.	Q4FY19	On Track	Category Team established and lead by DoD	Category Team	Requires engagement by law enforcement agencies.





## Federal Agencies:

- The CMLC Principals, which plays an important role in shaping the direction of the effort, consists of representatives from the DoD, DoE, HHS, DHS, VA, GSA, and NASA.
- The Category Managers represent the following agencies: Office of Management and Budget (OMB), General Services Administration (GSA), Department of Homeland Security (DHS), Office of Personnel Management (OPM), Department of Defense, and Department of Veterans Affairs.
- The head of each of the 24 Chief Financial Officer Act departments and agencies has designated a CMLC Lead, who coordinates their agency's participation in government-wide category management efforts.
- The Category Management Program Management Office, which resides in GSA, provides overall program management support to Category Managers and their teams, and facilitates the development and implementation of business rules and processes.

## Regulation:

- Federal Acquisition Regulations, Part 8.

## Policies:

- OMB Category Management Memorandums 16-02, 16-12, 16-20, 17-22, 17-26, 17-29.



## Stakeholders (other than Executive Branch Agencies):

- Oversight and Small Business Groups - Community, Government Accountability Office, Senate Committee on Oversight and Government Reform, and the House and Senate Small Business Committee. Small business advocates are concerned that while dollars going to small business under this initiative may be increasing – due to much more concerted efforts to provide opportunities and better supplier engagement – the number of small businesses receiving awards may decrease. Implementation of any of these options will require us to monitor this dynamic to ensure we will meet our goals.
- Industry Associations - Contractor association groups, such as the American Council for Technology and Industry Advisory Council, Professional Services Council, IT Alliance for Public Sector. These organizations cite contract duplication as a significant burden and cost driver for Federal contractors, especially small businesses, who must devote significant resources to competing and (if they win) then managing multiple Federal contracts across different procurement offices for the same products and services. However, while category management can reduce contract duplication, compliance burden, and promote adoption of greater use of commercial practices, industry is concerned that they will have reduced opportunity and that category management will disrupt their relationships with agencies.