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**Analysis of Service Contract Inventory for FY 2010**

# INTRODUCTION

On November 5, 2010, the U.S. Office of Management and Budget (OMB) issued a memorandum requiring agencies to prepare an initial inventory covering service contracting in FY 2010 [(http://www.whitehouse.gov/omb/procurement-service-contract-inventories](file:///C:\Documents%20and%20Settings\coallen\Local%20Settings\Temporary%20Internet%20Files\Content.Outlook\KC8RKH0G\(http:\www.whitehouse.gov\omb\procurement-service-contract-inventories)). Section 743 of the FY 2010 Consolidated Appropriations Act, P.L. 111-117 requires civilian agencies to prepare an annual inventory of their management services contracts. As stated in OMB’s December 19, 2011 guidance memorandum, the report on the analysis of the FY 10 inventory requires civilian agencies to prepare an annual inventory of their service contracts and to analyze the inventory to determine if the mix of Federal employees and contractor is effective or if rebalancing is required.

Prior to this guidance, the U.S. Agency for International Development (USAID) made substantial strides in building an integrated framework for workforce planning as part of a long-term strategy to rebalance critical functions so that contracted services and skills are appropriately utilized. This framework includes both functional analysis as well as a cost benefit analysis of Agency functions, which use a diverse cadre of contractor staff and federal employees. Consequently, USAID is integrating requirements from the guidance for the service contract analysis into the workforce planning component of its strategic human capital framework. In the long-term, this will enable USAID to more comprehensively align contractor and federal staff resources to relevant responsibilities.

Lessons learned from the Agency’s experience in workforce analysis and planning served as a foundation for this review of the 2010 management services contract inventory. The purpose of this current effort was to collect information and data to determine whether USAID’s use of contractor personnel, for selected functions, is effectively and appropriately assigned, or if rebalancing is required.

# I. SPECIAL INTEREST FUNCTIONS STUDIED

In FY 2010, USAID awarded a total of 1,773 contracts worth $677,018,654.02. Of this total, 938 contracts, each with a contract value greater than $25,000, were awarded for a total of $613,394,953.72. Contract actions such as modifications, extensions, and renewals are not included in these totals.

During FY 2010, USAID awarded contracts in 10 of the 15 “Special Interest Functions” identified by the OMB’s Office of Federal Procurement (OFPP). Of the Special Interest Function PSCs, the Agency had no contracts awarded for the following codes: B505 Cost Benefit Analyses, R406 Policy Review/Development Services, R413 Specifications Development Service, R423 Intelligence Services, or R414 Systems Engineering Services.

A summary of the10 Product Service Codes (PSC) is provided below:

Product and Service Codes Considered for Evaluation Sorted by Contract Spending:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| PSC | Description | Contract Spending | % of Total | Count | % of Total |
| **R408** | Program Management/Support Services | $50,804,481.11 | 33.31% | 47 | 11.16% |
| **R425** | Engineering and Technical Services | $49,690,311.00 | 32.58% | 4 | 0.95% |
| **R497** | Personal Service Contracts | $34,431,445.53 | 22.57% | 325 | 77.20% |
| **D314** | ADP System Acquisition Support Services | $7,310,552.80 | 4.79% | 13 | 3.09% |
| **R407** | Program Evaluation Services | $6,813,939.15 | 4.47% | 19 | 4.51% |
| **R707** | Management Services/Contract and Procurement Support | $2,722,348.50 | 1.78% | 7 | 1.66% |
| **D310** | ADP Backup and Security Services | $526,889.00 | 0.35% | 2 | 0.48% |
| **R409** | Program Review/Development Services | $88,902.00 | 0.06% | 2 | 0.48% |
| **D302** | ADP Systems Development Services | $81,600.00 | 0.05% | 1 | 0.24% |
| **D307** | Automated Information Systems Services | $57,538.23 | 0.04% | 1 | 0.24% |
| **Total** | | **$152,528,007.32** | **100%** | **421** | **100%** |

For these 10 Special Interest Functions, a total of 421 contracts, greater than $25,000 in value, were awarded worth a total of $152,528,007.32. This subset of contracts represents 23 percent of the Agency’s total service contract inventory. From this subset, USAID conducted an analysis of the top three PSC categories of contracts that have the highest contract spending totals.

# II. METHODOLOGY

In order to conduct this review, USAID built on lessons learned from its Multi-Sector Work force Planning Pilot (MSWP), as well as additional workforce planning analysis conducted following the MSWP pilot. In response to the Office of Personnel Management’s workforce initiative, USAID conducted a pilot to fully incorporate a multi-sector workforce methodology into the Agency’s Consolidated Workforce Planning Model. Using the MSWP analysis as a foundation was an important approach to enable the Agency to continue in the future to develop a comprehensive analytic and decision- making tool to support strategic management of its human capital.

**MSWP Background**

The MSWP focused on information technology (IT) functions in the Bureau for Management, Office of the Chief Information Officer (M/CIO). The pilot targeted four key IT functions:

* **Plan and Organize:** strategy and tactics and addresses how IT can best contribute to the achievement of the business objectives.
* **Acquire and Implement:** how IT solutions are identified, developed or acquired, as well as implemented and integrated into the business process.
* **Deliver and Support:** delivery of required services, which includes service delivery, management of security and continuity, service support for users, and management of data and operational facilities.
* **Monitor and Evaluate:** performance management, monitoring of internal control, regulatory compliance and governance.

The following is a summary of the “Decision Sequence” used for position and functional analysis:

* Does this position perform duties that are inherently governmental or closely associated with inherently governmental?
* Does this position perform critical functions?
* Is there a long term need for this position?
* Is the work that this position performs highly variable or temporary?
* What is the cost-benefit analysis for the positions associated with the function?
* Evaluation of results and recommendation for position assignment.

As a result of the MSWP analysis of the IT function, the Agency began to realign some of the functions and developed an in-sourcing plan for the office which is currently being implemented. More broadly, USAID undertook an insourcing initiative to assist in its overall strategic effort to rebalance the workforce and, specifically, to ensure inherently governmental functions are performed by U.S. Direct Hire personnel to the maximum extent practicable. The Agency has begun to in-source a number of positions associated with the IT and program/project management functions. To date, 25 positions related to these functions have been insourced. However, one of the challenges for the Agency is to allocate operating expense funding for historically program funded positions.

Lastly, USAID will continue to focus on insourcing of IT related positions in the coming years.  These new hires will complement and expand the skills and experience available from the existing federal employees that support modern IT projects. This is important particularly in the areas of enterprise architecture, IT governance, and customer service.

**Current Analysis**

For this analysis, a combination of methods were employed, including review of contract information, interviews with program managers and contracting officer representatives and contracting officers. Data from these sources as well as fiscal data on the contracts was considered.

USAID examined 61 contracts from the inventory, representing 14 percent of the total number of Special Interest Function PSCs contracts as shown in Figure 1. These contracts are worth $18,533,521, 12 percent of the total contract value. USAID reviewed the contracts to determine if positions 1) perform duties that are inherently governmental or closely associated with inherently governmental; 2) perform critical functions and 3) are highly variable or temporary. Feedback on each contract was solicited from acquisition and program staff through interviews. Related data from the Agency’s financial and procurement databases was also used.

This analysis focused on the following PSCs categories the inventory which ranked as the top three in terms of total contract spending value:

1. R408 Program Management/Support Services
2. R425 Engineering and Technical Services
3. R497 Personal Services Contracts

**R408 Program Management/Support Services**: Requested services in this category were wide ranging from administrative and analytic support including support to evaluate internal controls, manage audit compliance and the tracking of audit recommendations to providing project management oversight to ensure grantee compliance in administering federally funded programs.  A large portion of these projects were also for IT related purchases and procurements. Contracts coded in this category have some overlap, in terms of nature of services, with R421 and R701, which are not the focus of this review.

**R425 Engineering and Technical Services**: Requested services in this category were for activities related to assisting with creating conceptual designs, scopes, and cost estimates for the planning and construction of approved projects overseas.  The majority of the contract value for this code was awarded to the Agency’s Southern Africa Regional program. In general, the services and support provided under these awards was highly technical. Also, the activities are discrete and tied to specific construction projects. Consequently, the Agency would not necessarily have an ongoing need for these skills sets within its federal workforce.

**R497 Personal Service Contracts**: Requested services in this category were used to fulfill a range of requirements, including surge, and short term assignments.

USAID has three primary authorities to hire Personal Services Contracts in Washington D.C. and overseas.  These include various “notwithstanding” authorities provided in both authorizing and appropriations legislation; an authority contained in section 636(a) (3) of the Foreign Assistance Act of 1961 (22 U.S.C. 2396) which authorizes USAID to hire Personal Services Contracts overseas; and, an authority which allows USAID to hire a small number of Personal Services Contracts in Washington.

# III. FINDINGS

The following is a summary of findings from the analysis:

* Ten of the twelve Program Management/Support Services (R408) contracts were awarded to procure IT and Security related equipment and services to support new Development Leadership Initiative positions in foreign countries where USAID operates.
* A majority of the Personal Service Contracts (R497) reviewed supported services that help local partners advance peace and democracy in priority countries in crisis. These personnel were assigned in countries to, provide fast, flexible, short-term assistance targeted at key political transition and stabilization needs.
* While Personal Service Contracts are 77 percent of the total number of contracts, within these ten codes, they rank third highest in terms of contract spending at $34,431,445.53. This highlights the Personal Service Contracts’ relatively low dollar value per contract within the inventory. In contrast, there were only four contracts, coded under Engineering and Technical Services (R425), worth $49,690,311.00, representing the second highest in terms of overall contract spending.
* The need for enhanced guidance on the coding of contracts was evident from the review of awards within multiple categories. For example, of the four contracts under R425 Engineering and Technical Services, one contract was so large in value that it singly ranked it within the top three PSCs in contract value. After a review of this contract, we found that it was miscoded as its objective was to obtain technical support in the prevention of HIV/AIDS in South Africa. Likewise, there were two contracts for the purchase of armored vehicles that were miscoded under PSC R408 Program Management/Support Services.
* Reporting and analysis of the contract services could be improved by providing additional guidance to contracting personnel. USAID will review existing guidance and determine how best to instruct Agency employees to better identify and code the type of service or product. The Agency will communicate new guidance to personnel in Washington and the field to improve the accuracy of contract coding.
* Overall, the analysis of contracts revealed that outsourcing of several functions remains an acceptable choice given the nature of USAID’s mission, which is predominantly delivery of technical assistance. The review did not identify any inherently governmental functions inappropriately assigned to contractor personnel.
* Lastly, USAID‘s use of personal service contracts within the Agency is consistent with legislative authorities. USAID is using these contractor resources for both, unplanned humanitarian assistance activities, as well as longer-term requirements.

# IV. RELATED AGENCY CONTRACT INITIATIVES

Key initiatives which provide increased oversight and scrutiny for contract activities have been implemented at the Agency and are described below. Additionally, USAID achieved two significant related milestones during the period 2010-2012. The Agency completed the implementation of GLAAS and implemented a consolidated worldwide Acquisition and Assistance Plan.

1. **Board for Acquisition and Assistance Review**

USAID has taken steps to do business differently in order to increase internal capacities for program management, to reduce reliance on large and potentially high-risk agreements, and to make better use of a broad range of external partners in program implementation. A key step in this process was the establishment of the Board for Acquisition and Assistance Review (BAAR).

The BAAR reviews proposed contracts, grants, and other agreements that meet one or more of the threshold requirements for advance notification to Congress specified in the Conference Report for the 2010 Department of State, Foreign Operations and Related Appropriations Act (Public Law 111-117, Division F), and will provide guidance as to whether those proposed actions should proceed as proposed or should be restructured in order to enhance competition, increase transparency, expand opportunities for small organizations and for women and minorities, promote creative or innovative approaches, or otherwise respond to applicable policy. Since its establishment in February 2010, the BAAR has reviewed 37 proposed awards with a total estimated cost of $26.6 billion.

1. **Compliance and Oversight of Partner Performance**

The Compliance and Oversight of Partner Performance (COPP) Division was created by the Bureau for Management, Office of Acquisition and Assistance in February 2011. Since its creation, USAID has aggressively tracked compliance issues. Some of the results of these efforts include suspension and/or debarment.   These actions have been in numerous operating environments ranging from Afghanistan, Haiti, and Nigeria to Liberia, and Malawi.

The division plays an instrumental role in protecting the integrity of our foreign assistance efforts as well as U.S. taxpayer funds entrusted to USAID. The COPP Division focuses on four primary areas of compliance:

* Track trends in partner performance issues
* Track compliance with U.S. Federal regulations by partner organizations and individuals working directly with USAID
* Take suspension and/or debarments actions against firms, organizations and/or individuals as necessary
* Evaluate contractor or grantee self-reports of organizational or compliance issues

The COPP Division works closely with USAID’s Office of the Inspector General and USAID’s Office of General Counsel on waste, fraud, and abuse matters in addition to managing alleged reports of non-compliance or ethical concerns associated with USAID development programs.



# V*.* CONCLUSION

USAID is focused on ensuring that the Agency has the staff to accomplish its mission both now and in the future. The Agency will continue to review its service contracts as part of its overall strategic workforce planning process to effectively and appropriately assign federal and contractor personnel to perform Agency functions.

# APPENDIX A. USAID SERVICE CONTRACT INVENTORY SUMMARY (Including Contracts less than or equal to $25,000)

\*Note--These totals include contracts less than or equal to $25,000 and as a result will differ from the totals in the Agency Report.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  | |  | | |  | |  | | | | | **Contract Type Analysis** | | | | | | | | | **Competition Analysis** | | | | | | | | | | | | | **Time of Obligation Analysis** | | | | | | | | |
|  | |  | | |  | |  | | | | | **(as % of PSC Obligations)** | | | | | | | | | **(as % of PSC Obligations)** | | | | | | | | | | | | | **(as % of PSC Obligations)** | | | | | | | | |
|  | |  | | |  | |  | | | | | | | | | | | | | |  | | | | | | | | | | | | |  | | | | | | | | |
| **Special Interest Functions** | | | | | **Obligations** | | **% Total** | | | **Fixed Price** | | **Cost** | | | **T&M** | | | **Other** | | | **Competed** | | | **Not Competed** | | | **N/A For Competition** | | | | **Blank** | | | **Q1** | | | **Q2** | | | **Q3** | | **Q4** |
| B505 | | | | COST BENEFIT ANALYSIS | $0.00 | | 0.00% | | | N/A | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | | N/A | | | N/A | | | N/A | | | N/A | | N/A |
| D302 | | | | ADP SYSTEMS DEVELOPMENT SER | $93,073.10 | | 0.01% | | | 100.00% | | 0.00% | | | 0.00% | | | 0.00% | | | 87.67% | | | 12.33% | | | 0.00% | | | | 0.00% | | | 5.16% | | | 0.00% | | | 7.17% | | 87.67% |
| D307 | | | | AUTOMATED INFO SYSTEM SVCS | $77,335.23 | | 0.01% | | | 100.00% | | 0.00% | | | 0.00% | | | 0.00% | | | 74.40% | | | 25.60% | | | 0.00% | | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | 100.00% |
| D310 | | | | ADP BACKUP AND SECURITY SER | $542,786.92 | | 0.08% | | | 100.00% | | 0.00% | | | 0.00% | | | 0.00% | | | 98.54% | | | 1.46% | | | 0.00% | | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.88% | | 99.12% |
| D314 | | | | ADP ACQUISITION SUP SVCS | $13,523,159.86 | | 2.00% | | | 80.52% | | 0.00% | | | 19.48% | | | 0.00% | | | 99.73% | | | 0.27% | | | 0.00% | | | | 0.00% | | | 0.52% | | | 30.02% | | | 23.73% | | 45.74% |
| R406 | | | | POLICY REVIEW/DEVELOPMENT SERVICES | $0.00 | | 0.00% | | | N/A | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | | N/A | | | N/A | | | N/A | | | N/A | | N/A |
| R407 | | | | PROGRAM EVALUATION SERVICES | $8,999,710.12 | | 1.33% | | | 61.98% | | 11.51% | | | 26.50% | | | 0.00% | | | 76.26% | | | 23.74% | | | 0.00% | | | | 0.00% | | | 22.43% | | | 0.00% | | | 11.57% | | 66.00% |
| R408 | | | | PROGRAM MANAGEMENT/SUPPORT SER | $50,906,246.91 | | 7.52% | | | 29.72% | | 61.10% | | | 9.18% | | | 0.00% | | | 95.46% | | | 4.54% | | | 0.00% | | | | 0.00% | | | 1.24% | | | 2.41% | | | 9.84% | | 86.51% |
| R409 | | | | PROGRAM REVIEW/DEVELOPMENT SERVICES | $175,319.82 | | 0.03% | | | 100.00% | | 0.00% | | | 0.00% | | | 0.00% | | | 46.87% | | | 53.13% | | | 0.00% | | | | 0.00% | | | 0.00% | | | 10.93% | | | 73.14% | | 15.93% |
| R413 | | | | SPECIFICATIONS DEVELOPMENT SERVICES | $0.00 | | 0.00% | | | N/A | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | | N/A | | | N/A | | | N/A | | | N/A | | N/A |
| R414 | | | | SYSTEMS ENGINEERING SERVICES | $0.00 | | 0.00% | | | N/A | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | | N/A | | | N/A | | | N/A | | | N/A | | N/A |
| R423 | | | | INTELLIGENCE SERVICES | $0.00 | | 0.00% | | | N/A | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | | N/A | | | N/A | | | N/A | | | N/A | | N/A |
| R425 | | | | ENGINEERING AND TECHNICAL SERVICES | $49,753,203.11 | | 7.35% | | | 86.00% | | 99.14% | | | 0.00% | | | 0.00% | | | 99.30% | | | 0.70% | | | 0.00% | | | | 0.00% | | | 0.00% | | | 0.31% | | | 0.11% | | 99.58% |
| R497 | | | | PERSONAL SERVICES CONTRACTS | $39,509,958.00 | | 5.84% | | | 16.36% | | 38.02% | | | 45.62% | | | 0.00% | | | 83.64% | | | 15.80% | | | 0.56% | | | | 0.00% | | | 13.44% | | | 18.85% | | | 21.91% | | 45.80% |
| R707 | | | | MGT SVCS/CONTRACT & PROCUREMENT SUP | $3,260,300.50 | | 0.48% | | | 33.27% | | 63.86% | | | 2.87% | | | 0.00% | | | 99.47% | | | 0.53% | | | 0.00% | | | | 0.00% | | | 0.83% | | | 3.56% | | | 79.11% | | 16.50% |
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| **Biggest Percentage of Obligations** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R421 | | TECHNICAL ASSISTANCE | | | | $229,670,263.96 | | | | 33.92% | | 5.82% | | 78.37% | | | 15.80% | | 0.00% | | | 93.85% | | | 3.07% | | | 3.08% | | 0.00% | | | 0.45% | | | 5.54% | | | 16.77% | | 77.24% | |
| V115 | | VESSEL FREIGHT | | | | $91,102,888.46 | | | | 13.46% | | 100.00% | | 0.00% | | | 0.00% | | 0.00% | | | 100.00% | | | 0.00% | | | 0.00% | | 0.00% | | | 22.88% | | | 55.97% | | | 2.30% | | 18.86% | |
| R408 | | PROGRAM MANAGEMENT/SUPPORT SERVICES | | | | see above | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R425 | | ENGINEERING AND TECHNICAL SERVICES | | | | see above | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R499 | | OTHER PROFESSIONAL SERVICES | | | | $45,177,177.03 | | | | | 6.67% | 15.43% | | 81.51% | | | 3.06% | | 0.00% | | | 92.64% | | | 15.80% | | | 0.00% | | 0.00% | | | 19.11% | | | 8.68% | | | 19.69% | | 52.52% | |
| R497 | | PERSONAL SERVICES CONTRACTS | | | | see above | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C122 | | HIGHWAY, ROADS, STREETS, BRIDGES, AND RAILWAYS | | | | $26,636,462.00 | | | | | 3.93% | 100.00% | | 0.00% | | | 0.00% | | 0.00% | | | 100.00% | | | 0.00% | | | 0.00% | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | 100.00% | |
| C214 | | A&E MANAGEMENT ENGINEERING SERVICES | | | | $20,006,073.20 | | | | | 2.95% | 0.16% | | 99.84% | | | 0.00% | | 0.00% | | | 100.00% | | | 0.00% | | | 0.00% | | 0.00% | | | 0.00% | | | 0.16% | | | 0.00% | | 99.84% | |
| D314 | | ADP ACQUISITION SUP SVCS | | | | see above | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| S215 | | WAREHOUSING AND STORAGE SERVICES | | | | $13,241,246.57 | | | | | 1.96% | 100.00% | | 0.00% | | | 0.00% | | 0.00% | | | 75.61% | | | 24.39% | | | 0.00% | | 0.00% | | | 0.37% | | | 7.60% | | | 19.08% | | 72.95% | |
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| **USAID Small Business Service Contract Inventory Summary** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | |  | | | | | |  | | | |  | | | | | **Small Business Analysis** | | | | | | | | | | | | | | | | | | | |
|  | |  | | | | | |  | | | |  | | | | | **(as % of PSC Obligations)** | | | | | | | | | | | | | | | | | | | |
|  | |  | | | | | |  | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
| **Special Interest Functions** | | | | | | | | **Obligations** | | | | **% Total Obligations** | | | | | **Small Business** | | **SDB** | | | **8(a) Program** | | | **VOSB** | | | **SDVOSB** | | | **HUBZone** | | | **WOSB** | | |
| B505 | | COST BENEFIT ANALYSIS | | | | | | $0.00 | | | | 0.00% | | | | | N/A | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | |
| D302 | | ADP SYSTEMS DEVELOPMENT SERVICES | | | | | | $93,073.10 | | | | 0.01% | | | | | 87.67% | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | |
| D307 | | AUTOMATED INFORMATION SYSTEM SVCS | | | | | | $77,335.23 | | | | 0.01% | | | | | 74.40% | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | |
| D310 | | ADP BACKUP AND SECURITY SERVICES | | | | | | $542,786.92 | | | | 0.08% | | | | | 1.46% | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | |
| D314 | | ADP ACQUISITION SUP SVCS | | | | | | $13,523,159.86 | | | | 2.00% | | | | | 3.66% | | 0.22% | | | 0.00% | | | 0.11% | | | 0.11% | | | 0.00% | | | 0.58% | | |
| R406 | | POLICY REVIEW/DEVELOPMENT SERVICES | | | | | | $0.00 | | | | 0.00% | | | | | N/A | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | |
| R407 | | PROGRAM EVALUATION SERVICES | | | | | | $8,999,710.12 | | | | 1.33% | | | | | 21.04% | | 8.65% | | | 0.00% | | | 1.88% | | | 1.88% | | | 0.00% | | | 15.99% | | |
| R408 | | PROGRAM MANAGEMENT/SUPPORT SERVICES | | | | | | $50,906,246.91 | | | | 7.52% | | | | | 16.52% | | 0.00% | | | 0.00% | | | 0.37% | | | 0.37% | | | 0.00% | | | 13.86% | | |
| R409 | | PROGRAM REVIEW/DEVELOPMENT SERVICES | | | | | | $175,319.82 | | | | 0.03% | | | | | 12.38% | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | |
| R413 | | SPECIFICATIONS DEVELOPMENT SERVICES | | | | | | $0.00 | | | | 0.00% | | | | | N/A | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | |
| R414 | | SYSTEMS ENGINEERING SERVICES | | | | | | $0.00 | | | | 0.00% | | | | | N/A | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | |
| R423 | | INTELLIGENCE SERVICES | | | | | | $0.00 | | | | 0.00% | | | | | N/A | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | | N/A | | |
| R425 | | ENGINEERING AND TECHNICAL SERVICES | | | | | | $49,753,203.11 | | | | 7.35% | | | | | 0.00% | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | |
| R497 | | PERSONAL SERVICES CONTRACTS | | | | | | $39,509,958.00 | | | | 5.84% | | | | | 13.76% | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | |
| R707 | | MGT SVCS/CONTRACT & PROCUREMENT SUP | | | | | | $3,260,300.50 | | | | 0.48% | | | | | 0.83% | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | |
|  | |  | | | | | |  | | | |  | | | | |  | |  | | |  | | |  | | |  | | |  | | |  | | |
| **Biggest Percentage of Obligations** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R421 | | TECHNICAL ASSISTANCE | | | | | $229,670,263.96 | | | | | 33.92% | | | 22.22% | | | | 2.27% | | | 2.07% | | | 2.68% | | | 2.25% | | | 0.00% | | | 4.28% | | |
| V115 | | VESSEL FREIGHT | | | | | $91,102,888.46 | | | | | 13.46% | | | 0.29% | | | | 0.00% | | | 0.00% | | | 0.08% | | | 0.00% | | | 0.00% | | | 0.00% | | |
| R408 | | PROGRAM MANAGEMENT/SUPPORT SERVICES | | | | | see above | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R425 | | ENGINEERING AND TECHNICAL SERVICES | | | | | see above | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R499 | | OTHER PROFESSIONAL SERVICES | | | | | $45,177,177.03 | | | | | 6.67% | | | 32.51% | | | | 4.35% | | | 0.00% | | | 21.58% | | | 0.00% | | | 0.00% | | | 5.15% | | |
| R497 | | PERSONAL SERVICES CONTRACTS | | | | | see above | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C122 | | HIGHWAY, ROADS, STREETS, BRIDGES, AND RAILWAYS | | | | | $26,636,462.00 | | | | | 3.93% | | | 0.00% | | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | |
| C214 | | A&E MANAGEMENT ENGINEERING SERVICES | | | | | $20,006,073.20 | | | | | 2.95% | | | 0.00% | | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | | 0.00% | | |
| D314 | | ADP ACQUISITION SUP SVCS | | | | | see above | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| S215 | | WAREHOUSING AND STORAGE SERVICES | | | | | $13,241,246.57 | | | | | 1.96% | | | 31.91% | | | | 0.00% | | | 0.00% | | | 7.55% | | | 0.00% | | | 0.00% | | | 0.00% | | |