

U.S. General Services Administration

ACQUISITION SERVICES FUND

Fiscal Year 2022 Budget Estimate

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Program Financing

The Acquisition Services Fund (ASF) is a full-cost-recovery revolving fund financing a majority of the Federal Acquisition Service's (FAS) operations. FAS also includes organizations that are funded out of the Operating Expense appropriation, the Transportation Audits warrant, and the Federal Citizen Services Fund (FCSF). The ASF provides for the acquisition of information technology (IT) solutions, telecommunications, motor vehicles, supplies, and a wide range of goods and services for Federal agencies. This fund recovers costs through fees charged to Federal agencies for services rendered and commodities provided.

The ASF is authorized by section 321 of title 40, U.S. Code, which requires the Administrator to establish rates to be charged to agencies receiving services that: (1) recover costs; and (2) provide for the cost and capital requirements of the ASF. The ASF is authorized to retain earnings to cover these costs, such as replacing fleet vehicles, maintaining supply inventories adequate for customer needs, and funding anticipated operating needs specified by the Cost and Capital Plan.

Federal Acquisition Service

The mission of the Federal Acquisition Service (FAS) is to:

Provide an exceptional customer experience by delivering best value goods and services through an increasingly digital environment.

The FAS mission reflects a commitment to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with both customer agencies and private sector vendors. FAS accomplishes this mission by providing solutions to partner agencies through six business portfolios helping agencies buy smarter and achieve administrative cost savings throughout the Government.

In order to better carry out this mission, FAS works to improve tools and systems for agency buyers and suppliers by: (1) providing more access to data and information; (2) streamlining the ordering process; (3) improving acquisition solutions and contracts; and (4) creating centers of expertise on the products and services FAS provides. In addition, FAS is identifying ways to provide more shared services and platforms for agency partners.

FAS tailors its current offerings to help partner agencies improve transparency, increase competition, and reduce duplication to minimize administrative costs so the agencies can focus on mission-critical activities.

The ASF currently funds six business portfolios and one strategic initiative within FAS:

Assisted Acquisition Services (AAS) — assists agencies in making informed procurement decisions and serves as a center of acquisition excellence for the Federal community. AAS provides acquisition, technical, and project management services related to information technology and professional services at best value.

Office of General Supplies and Services Categories (GS&S) — provides partner agencies with general products such as furniture, office supplies, and hardware products. GS&S centralizes acquisitions on behalf of the Government to strategically procure goods and services at reduced costs while ensuring regulatory compliance for partner agency procurements. This portfolio also provides personal property disposal services to partner agencies, which are partially funded by the Operating Expenses appropriation.

Information Technology Category (ITC) — makes available IT and telecommunications products and services to Federal, State, and local agencies. ITC provides access to IT services, hardware, software, telecommunications, and IT security services.

Professional Services & Human Capital Categories (PSHC) — provides Federal agencies with professional and human capital services contract solutions, including payment solutions through the GSA SmartPay® program.

Technology Transformation Services (TTS) — partners with Government agencies to transform the way they build, buy, and share technology. TTS uses modern methodologies and technologies to help Federal agencies improve the public's digital experience with the Government. TTS helps agencies make their services more accessible, efficient, and effective with modern applications, platforms, processes, personnel, and software solutions.

Travel, Transportation, and Logistics Categories (TTL) — provides partner agencies with travel, transportation, and relocation services; motor vehicle acquisition; and motor vehicle fleet leasing services.

Integrated Award Environment (IAE) — IAE provides centralized technology to support a modernized Federal award environment. IAE provides a Government-wide service in collaboration with governance groups of interagency experts by providing technology solutions to manage the collection and display of standardized data that is critical to maintaining the integrity of Federal procurement and financial assistance awarding processes and navigating the Federal acquisition lifecycle.

FAS Priorities

FAS strives to modernize the Federal Government's procurement and technology practices in order to more effectively deliver mission outcomes, provide excellent service, and efficiently manage taxpayer dollars. FAS is investing in IT modernization, offering shared services to other Federal agencies, and serving as a leader in category management. These efforts result in substantial benefits to FAS, GSA, the Federal Government, and ultimately the taxpayer.

IT Modernization - FAS is enabling more efficient and effective mission-driven acquisition across the Government by modernizing its policies, processes, and technology. IT modernization efforts seek to simplify and streamline internal and external processes and provide a modern acquisition experience through innovative and user-friendly systems. FAS is committed to making interactions easier for Federal agency customers, improving suppliers' experience of doing business with the Government, and giving FAS employees the right tools to support service delivery and perform high-value activities.

In addition, FAS regularly reviews its inventory of IT infrastructure and continues to make significant investments to modernize its business and infrastructure systems. IT Modernization activities include: (1) modernizing and converging the legacy AAS business systems; (2) developing a new telecommunications ordering and inventory system; (3) implementing an order management system for the Global Supply program; (4) modernizing and converging the legacy Fleet business systems; and (5) developing an enterprise-wide contract writing system.

Shared Services - FAS has long been a leader in providing shared services for other Federal agencies. Examples of shared services include the E-Gov Travel service, which is used to book travel and lodging, as well as GSA SmartPay[®], which provides purchase, travel, fleet, and integrated payment solutions. Additionally, FAS manages the Fleet Leasing program, which provides agencies with end-to-end fleet management services, as well as the Integrated Award Environment (IAE), which enables Federal agencies to plan for, award, and manage taxpayer-funded awards using data collected and managed in IAE applications. In FY 2022, FAS, working in continued partnership with the Office of Personnel Management, will be supporting the Human Resources Quality Service Management Office's (HR QSMO) foundational work on human resources data standards as well as completing documentation of technical architecture work with current service providers.

Category Management - Category management seeks to leverage common contracts and best practices to drive savings and efficiencies in ten common spend categories. FAS is a leader in six of the ten common categories and also provides significant Government-wide support by investing in a category management program office. This program management office develops and implements the processes, guidance, data analytics, and training to support category management execution across the Government. Consistent with the focus on data-driven

decisions and in support of Government-wide initiatives, FAS is leading the way in developing shared data analytics capabilities to support repeatable and efficient processes for data management, commercial benchmarking, and vendor relationship management across all common spend categories.

FAS is also pursuing several initiatives such as improving the Federal Marketplace and consolidating Federal fleet management. FAS continues to work towards providing better value to the Government and taxpayers, as well as achieving savings allowing for investment in other administration priorities.

Federal Marketplace Strategy - FAS is working to improve the Federal Marketplace and optimizing the buying experience by enhancing FAS's acquisition vehicles, focusing on human-centered processes and systems to improve customer experience, and emphasizing workforce readiness. In Fiscal Year (FY) 2022, the Federal Marketplace effort will focus on improving the data underlying product and service search capabilities, using expanded vendor data to improve the experience of buying services, assessing the commercial e-commerce portal pilots, and expanding implementation of the FAS Contract Acquisition Lifecycle Management (CALM) initiative. All these efforts under the Federal Marketplace Strategy seek to improve the Federal procurement experience for the Federal agency customer, the supplier, and the acquisition workforce.

Multiple Award Schedule (MAS) Consolidation - FAS is modernizing Federal acquisition by using a phased approach to consolidate the agency's 24 Multiple Award Schedules into one single Schedule for products and services - making it easier and more efficient to do business with Federal, State, and local governments, as authorized.

In FY 2020, FAS completed the release of the single consolidated MAS solicitation and transitioned all current contractors to the new single MAS solicitation. The new and improved single MAS vehicle is organized in a more logical format with consistent and streamlined terms and conditions and a category structure similar to the Government-wide categories. The new Schedule streamlines the offer process, eliminates duplication, and employs standardized requirements across the program, such as project experiences and past performance. In FY 2021 and FY 2022 FAS will continue to consolidate contracts for contractors with multiple contracts.

Commercial Platforms - FAS is also focused on implementing commercial e-commerce platforms in partnership with commercial providers, as directed in Section 846 of the FY 2018 National Defense Authorization Act (NDAA). In FY 2021 and FY 2022, FAS will continue to manage the implementation of the program's proof of concept to assess the effectiveness of offering commercial e-marketplace platform(s) that can provide business-to-business capabilities and process orders for commercial off-the-shelf items using the Government

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purchase card. The goal of this initiative is to modernize the buying experience, and through access to spend data, better manage open-market, online spend -- which is an addressable market of approximately \$6 billion per year. In addition, the data collected will assist in efforts to mitigate supply chain risk and protect Federal customers against counterfeit and pirated goods.

Catalog Management - Currently, FAS manages a catalog of millions of goods and services. The catalog management reform effort seeks to deliver a superior catalog management capability that delivers on better catalog data and improves the buying and selling experience for customers, industry partners, and the workforce. This effort will involve a longer-term commitment to making processes and systems simpler, more modern, and more efficient. In FY 2021 and FY 2022, the Catalog Management project will establish the new Authoritative Catalog Repository (ACR) and will begin to retire legacy catalog management systems. FAS will also deploy a Verified Product Portal to improve MAS product data quality

FAS has developed a blueprint to transform the existing catalog management environment for customers, industry partners, and the acquisition workforce. Central to this Future-State Blueprint is a vision for a new Common Catalog that will serve as the single source of truth for FAS catalog data. Within this Common Catalog, FAS and supplier personnel will approve, store, enrich, and maintain catalogs to deliver higher quality catalog data to FAS technology platforms. This Future-State Blueprint also envisions improvements to existing FAS business processes and policies to ensure future-state catalog system readiness.

Contract Writing System - FAS is developing an integrated commercial solution, to support a CALM system and awarded a contract in FY 2020 to develop the pilot. The goal of the initiative is to provide a unified set of tools to make the acquisition process more simple, modern, and efficient with a contract writing system to be used across the FAS enterprise.

FAS plans to deliver the CALM solution in phases. Initial functionality includes contract authoring/clause logic, contract award, and contract administration. CALM will also be piloted in certain FAS business units for testing before being deployed more widely. At the conclusion, CALM will exist as an enterprise-wide, end-to-end acquisition management solution with the flexibility and agility to incorporate additional technologies, scope, and functionalities as needs evolve.

Federal Fleet Management - FAS is continuing its work toward the goal of consolidating Federal fleet management to support the cross-agency goal of centralizing shared services. FAS has commissioned and completed 11 studies of agencies' vehicle fleets and related equipment to determine the most cost-effective strategies for customer agencies. These studies all include a lease versus own analysis to determine if leasing from FAS is more cost-effective. The studies also include a review of each agency's fleet operation to identify other opportunities for savings and improvements in fleet management. Each study recommended the consolidation of agency-

owned vehicles into the FAS leased fleet to the greatest extent possible in order to reduce taxpayer costs and introduce more efficiencies into Federal fleet management. The FAS fleet team is continuing engagement with agencies to assist with consolidation activities where the cost-benefit analysis favors this effort and has made progress in consolidating vehicles.

Additionally, FAS is working closely with the Office of Management and Budget (OMB) and other key stakeholders in support of the Administration's goal of transitioning to a clean, zero emission fleet. FAS is leading the effort to procure zero emission and electric vehicles, as well as the associated charging infrastructure in order to reduce carbon emissions and transition from conventionally fueled vehicles. These efforts are part of a multi-year transformation of the Federal fleet, which will help tackle climate change as well as position the United States as the global leader in electric vehicles manufacturing. Further details on funding requested for the electric vehicles initiative can be found in the Electric Vehicles Fund section of GSA's FY 2022 Congressional Justification.

COVID-19 Pandemic

The COVID-19 pandemic had a mixed effect on the ASF in FY 2020, and the extent of its impact on FY 2021 and FY 2022 is uncertain. The largest impacts of the pandemic have been on the TTL portfolio as demand for travel and transportation services has declined dramatically during the pandemic. The GS&S and PSHC portfolios have been moderately impacted by the pandemic as these portfolios have experienced supply constraints and significant declines in Government charge card usage. The pandemic has had a mixed impact on the ITC portfolio as there has been a surge in pandemic related IT-related acquisitions, while other services in this portfolio, such as the USAccess HSPD-12 Managed Service Office, which entails in-person enrollment, were severely impacted. The effects of the pandemic on TTS are uncertain but have not led to increased demand. AAS has continued to experience year over year growth in demand, however, it is unclear how much of that growth has been impacted by the pandemic. FAS will continue to evolve in FY 2021 and FY 2022 in response to the COVID-19 pandemic.

Section 889 of the FY 2019 National Defense Authorization Act

FAS has made supply chain risk management an enterprise priority. The United States faces increasing supply chain risk in a global supply chain and with bad actors seeking to disrupt that supply chain. As a consequence, FAS is taking a proactive approach to prevent and mitigate risk to the supply chain by establishing processes, leveraging technology, and educating the workforce to mitigate this risk. In the context of supply chain risk activities, FAS is working diligently with customer agencies and suppliers to implement Section 889 of the FY 2019 National Defense Authorization Act (hereafter referred to as "Section 889").

Section 889 prohibitions on contracting with entities using certain covered telecommunications equipment and services as well as camera/video equipment are likely to adversely impact transactions through the ASF's various acquisition vehicles in FY 2021 and FY 2022. Delays in ordering and option extensions may occur as a result of the new Section 889 reporting and representation requirements. FAS expects to see the Section 889 impact in these portfolios: GS&S, ITC, PSHC, and TTL. Delays in new awards and options as a result of Section 889 requirements will also drive increased costs to conduct procurements for almost every FAS organization; however, it is unlikely that AAS and TTS operations will be substantially impacted by Section 889 in the near term. In FY 2021 and FY 2022, FAS will continue to adapt to the impacts of implementing Section 889 in order to safely and securely achieve its mission.

Summary of Budget Estimate

The FY 2022 budget estimate for the ASF provides a total of \$21.9 billion and 3,793 full-time equivalent (FTE) employees. This is an increase of \$603.5 million and an increase of 192 FTE from the FY 2021 Plan. The FY 2021 operating plan and FY 2022 budget reflect FAS's concerted effort to increase savings Government-wide by increasing the utilization of current offerings and achieving internal operational efficiencies.

The FY 2022 budget estimate includes an increase of \$603.5 million from the FY 2021 Plan:

- \$983.8 million in additional business volume through FAS Offerings.
- \$317.2 million for inflation on goods and services sold.
- \$29.9 million in FTE costs to support business priorities.
- \$15.5 million for the FY 2022 Pay Increase.
- \$10.6 million for increases in the WCF Bill.
- \$10.2 million for increased costs for Operation and Maintenance of equipment.
- \$3.2 million to support full management and operations of the Personal Property Utilization & Donation Reimbursable program, which is transferring to the ASF from GSA's Operating Expense account in FY 2022.
- -\$24.3 million decrease in Operational Contractual Services and Miscellaneous Spending.
- -\$28.6 million decrease in Reserve Investment Spending.

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- -\$30.6 million decrease in Costs of Goods Sold specific to IAE.
- -\$683.4 million in decreased Costs of Goods Sold due to the agencies' Telecom Transition from Networx to EIS.

Explanation of Changes

(Dollars in Thousands)

	FTE	Obligations
2021 Plan.....	3,602	\$ 21,338,296
2022 Plan.....	3,793	\$ 21,941,749
Net Change.....	192	\$ 603,453
<hr/>		
	FTE	Obligations
Maintaining Current Levels:		
FY 2022 Pay Increase		\$ 15,521
Inflation on Goods and Services Sold		\$ 317,238
Subtotal, Maintaining Current Levels.....	-	\$ 332,759
Program Changes		
Increase in Business Volume through FAS Offerings		\$ 983,841
Increase in FTE to Support Business Priorities	183	\$ 29,870
Increase in WCF Bill		\$ 10,559
Increase in costs for Operation and Maintenance of equipment		\$ 10,201
Transfer of the Personal Property Utilization & Donation Reimbursable program to the ASF ¹	9	\$ 3,165
Decrease in Operational Contractual Services & Other Misc. Spending		\$ (24,264)
Decrease in Reserve Investment Spending		\$ (28,647)
Decrease in IAE Cost of Goods Sold		\$ (30,583)
Decrease in ITC Cost of Goods Sold due to Telecom Transition ²		\$ (683,449)
Subtotal, Program Changes.....	192	\$ 270,693
Net Change.....	192	\$ 603,453

1- In FY 2022 GSA will be transferring full management and operations of the Personal Property Utilization & Donation Reimbursable program to the ASF from GSA's Operating Expense account.

2 - The ITC Network Services Transition will result in a shift from GSA obligating Telecom funds on behalf of customer agencies to customers directly obligating funding against GSA contract vehicles.

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Obligations by Object Classification

(Dollars in Thousands)

		2020 Actual	2021 Plan	2022 Plan
11.1	Full-time permanent.....	\$ 362,550	\$ 425,668	\$ 460,366
11.3	Other than permanent.....	\$ 27,243	\$ 215	\$ 238
11.5	Other personnel compensation.....	\$ 6,535	\$ 9,959	\$ 10,727
11.9	Total personnel compensation.....	\$ 396,328	\$ 435,842	\$ 471,331
12.1	Civilian personnel benefits.....	\$ 132,390	\$ 138,998	\$ 150,124
13.0	Benefits for Former Personnel.....	\$ -	\$ -	\$ -
21.0	Travel and transportation of persons.....	\$ 3,471	\$ 10,265	\$ 10,186
22.0	Transportation of things.....	\$ 13,642	\$ 8,028	\$ 8,157
23.1	Rental payments to GSA.....	\$ 21,974	\$ 27,774	\$ 28,652
23.3	Communications, utilities, and miscellaneous charges.....	\$ 1,519,449	\$ 1,305,076	\$ 639,610
24.0	Printing and reproduction.....	\$ 1,667	\$ 2,052	\$ 2,060
25.1	Advisory and Assistant Service.....	\$ 13,668,692	\$ 14,604,454	\$ 15,801,322
25.2	Other good and services from non-Federal sources.....	\$ 40,119	\$ 5,163	\$ 5,629
25.3	Other purchases of goods and services from Federal sources.....	\$ 315,985	\$ 278,007	\$ 287,388
25.7	Operations and maintenance of equipment.....	\$ 184,581	\$ 104,616	\$ 114,817
26.0	Supplies and materials.....	\$ 1,386,811	\$ 1,322,822	\$ 1,388,361
31.0	Equipment.....	\$ 2,820,383	\$ 3,095,048	\$ 3,034,044
32.0	Land and structures.....	\$ 2,489	\$ 83	\$ -
42.0	Insurance claims and indemnities.....	\$ 7,804	\$ 62	\$ 62
43.0	Interest and Dividends.....	\$ -	\$ 6	\$ 6
	Total new obligations.....	\$ 20,515,785	\$ 21,338,296	\$ 21,941,749
	Subtotal, PC&B.....	\$ 528,718	\$ 574,840	\$ 621,455
	Subtotal, Non-labor.....	\$ 19,987,067	\$ 20,763,456	\$ 21,320,293
	Civilian full-time equivalent employment.....	3,342	3,602	3,793
	Net Outlays.....	(134,013)	1,320,000	(247,000)

Summary of Results of Operations

The ASF's authorizing legislation requires the Administrator to establish rates to be charged to agencies receiving services that: (1) recover costs; and (2) provide for the cost and capital requirements of the ASF. After making provision for operating needs, any uncommitted balances at the end of the year are returned to the Treasury. In order to fulfill this requirement, GSA projects estimated income and expenses as part of the budget process. Below are highlights of this process as they relate to growth in revenue and utilization of reserves.

In FY 2021 and FY 2022, total ASF revenue is projected to be \$18.4 billion and \$19.0 billion respectively. This revenue is generated across FAS's six business portfolios and initiatives. Revenue is projected to increase from FY 2021 to FY 2022 for all portfolios, except for ITC, due to increased utilization of current offerings as well as several new offerings. Below is the portfolio-by-portfolio summary that totals the ASF's \$611.4 million increase in anticipated revenue from FY 2021 to FY 2022:

- \$1,214.4 million increase in AAS due to continued growth in customer orders.
- -\$711.5 million decrease in ITC as agencies transition from ITC's Networkx contract to the lower rates on the Enterprise Infrastructure Solutions (EIS) contract.
- \$50.3 million increase in TTL due to the anticipated recovery from the negative impacts of the COVID-19 pandemic.
- \$38.7 million increase in GS&S associated with the expansion of store operations, as well as the transfer of the Utilization & Donation Reimbursable program to the ASF.
- \$17.6 million increase in TTS associated with initiatives such as Login.gov.
- \$7.2 million increase in PSHC due to the anticipated recovery from the COVID-19 pandemic in the Charge Card Management Program, as well as the continued implementation of the One Acquisition Solution for Integrated Services (OASIS).
- -\$5.3 million decrease in HR QSMO PMO due to a change in the strategic direction of the program.

In FY 2021 and FY 2022, reserve expenses include funding the modernization of business systems and offerings, enhancements to the Integrated Award Environment (IAE), contract transition for the Network Services Program, and support of initiatives such as improving the Federal Marketplace, Schedules consolidation, and piloting commercial platforms.

In FY 2018, FAS began using an operating efficiency metric to monitor how it converts resources into business offerings that recover costs. This metric is calculated by dividing FAS's direct operating expenses by the total gross margin earned (the fees collected) by FAS's various business lines (in this methodology, a lower percentage indicates greater efficiency). FAS's direct operating expenses are defined as the costs over which FAS has direct control, i.e., those costs not related to customer orders or controlled by a part of GSA other than FAS. Examples of costs excluded from FAS's direct operating expenses include maintenance costs of vehicles leased to customers and payments to GSA's Working Capital Fund.

FAS achieved a result of 31.1 percent in FY 2020 compared to the target of 32.5 percent. For FY 2021 and FY 2022, FAS is targeting 35.4 percent and 35.1 percent respectively. Individual portfolios within FAS provide services on profit and loss statements and have different fixed and variable direct cost models, therefore they have different operational efficiency ratios. Management evaluates efficiency at portfolio levels to ensure FAS' ability to serve changing levels of Government demand at optimal levels of efficiency.

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Results of Operations by Program
(Dollars in Thousands)

Income and Expense Statement	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
1. Assisted Acquisition Services (AAS)			
Revenue	\$ 11,479,554	\$ 11,880,816	\$ 13,095,240
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 11,157,704	\$ 11,544,288	\$ 12,729,914
Gross Margin	\$ 321,850	\$ 336,528	\$ 365,326
<i>Cost of Operations</i>			
Program Expenses	\$ 159,251	\$ 193,359	\$ 207,257
Corporate Overhead	\$ 55,221	\$ 63,677	\$ 68,493
Other Cost of Operations	\$ 3,205	\$ 2,141	\$ 2,176
Total Cost of Operations	\$ 217,677	\$ 259,177	\$ 277,926
Net Operating Results	\$ 104,173	\$ 77,351	\$ 87,400
Reserve Expenses	\$ 17,036	\$ 10,629	\$ 14,109
Net Financial Impact	\$ 87,137	\$ 66,722	\$ 73,291
2. General Supplies and Services (GSS)			
Revenue	\$ 1,381,486	\$ 1,473,950	\$ 1,512,639
Acquisition Training Fund	\$ (2,585)	\$ (2,731)	\$ (2,788)
Cost of Goods Sold	\$ 1,151,130	\$ 1,214,098	\$ 1,247,094
Gross Margin	\$ 227,771	\$ 257,121	\$ 262,757
<i>Cost of Operations</i>			
Program Expenses	\$ 155,279	\$ 180,026	\$ 192,113
Corporate Overhead	\$ 50,608	\$ 50,433	\$ 52,003
Other Cost of Operations	\$ 4,837	\$ 980	\$ 1,009
Total Cost of Operations	\$ 210,724	\$ 231,439	\$ 245,125
Net Operating Results	\$ 17,047	\$ 25,682	\$ 17,632
Reserve Expenses	\$ 7,091	\$ 11,493	\$ 15,384
Net Financial Impact	\$ 9,956	\$ 14,189	\$ 2,248
3. Information Technology Category (ITC)			
Revenue	\$ 1,845,898	\$ 1,563,704	\$ 852,157
Acquisition Training Fund	\$ (8,699)	\$ (7,966)	\$ (8,129)
Cost of Goods Sold	\$ 1,476,977	\$ 1,221,554	\$ 539,328
Gross Margin	\$ 360,222	\$ 334,184	\$ 304,700
<i>Cost of Operations</i>			
Program Expenses	\$ 210,354	\$ 227,031	\$ 227,838
Corporate Overhead	\$ 61,890	\$ 62,785	\$ 63,329
Other Cost of Operations	\$ 4,588	\$ 1,556	\$ 1,602
Total Cost of Operations	\$ 276,832	\$ 291,372	\$ 292,769
Net Operating Results	\$ 83,390	\$ 42,812	\$ 11,931
Reserve Expenses	\$ 15,455	\$ 15,659	\$ 18,841
Net Financial Impact	\$ 67,935	\$ 27,153	\$ (6,910)

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Income and Expense Statement	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
4. Professional Services & Human Capital (PSHC)			
Revenue	\$ 110,744	\$ 106,752	\$ 113,993
Acquisition Training Fund	\$ (5,577)	\$ (5,338)	\$ (5,700)
Cost of Goods Sold	\$ -	\$ -	\$ -
Gross Margin	\$ 105,167	\$ 101,414	\$ 108,293
<i>Cost of Operations</i>			
Program Expenses	\$ 63,842	\$ 75,628	\$ 77,387
Corporate Overhead	\$ 21,542	\$ 22,304	\$ 22,540
Other Cost of Operations	\$ 986	\$ 405	\$ 418
Total Cost of Operations	\$ 86,370	\$ 98,337	\$ 100,345
Net Operating Results	\$ 18,798	\$ 3,077	\$ 7,948
Reserve Expenses	\$ (589)	\$ 1,031	\$ 2,548
Net Financial Impact	\$ 19,387	\$ 2,046	\$ 5,400
5. Travel, Transportation, and Logistics (TTL)¹			
Revenue	\$ 2,768,850	\$ 3,156,585	\$ 3,206,893
Acquisition Training Fund	\$ (1,008)	\$ (824)	\$ (1,083)
Cost of Goods Sold	\$ 1,452,265	\$ 1,800,763	\$ 1,772,641
Gross Margin	\$ 1,315,577	\$ 1,354,998	\$ 1,433,169
<i>Cost of Operations</i>			
Program Expenses	\$ 448,477	\$ 473,416	\$ 515,276
Corporate Overhead	\$ 51,119	\$ 54,271	\$ 55,822
Other Cost of Operations	\$ 601,081	\$ 623,004	\$ 644,429
Replacement Cost Pricing ²	\$ 176,472	\$ 185,049	\$ 185,900
Total Cost of Operations	\$ 1,277,149	\$ 1,335,740	\$ 1,401,427
Net Operating Results	\$ 38,428	\$ 19,258	\$ 31,742
Reserve Expenses	\$ 1,777	\$ 19,116	\$ 24,562
Net Financial Impact	\$ 36,651	\$ 142	\$ 7,180
6. Integrated Award Environment (IAE)			
Revenue	\$ 68,112	\$ 68,100	\$ 68,100
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 89,236	\$ 96,941	\$ 73,708
Gross Margin	\$ (21,124)	\$ (28,841)	\$ (5,608)
<i>Cost of Operations</i>			
Program Expenses	\$ 9,839	\$ 9,803	\$ 10,342
Corporate Overhead	\$ 6,830	\$ 6,761	\$ 6,994
Other Cost of Operations	\$ 10,323	\$ 5,750	\$ 5,922
Total Cost of Operations	\$ 26,992	\$ 22,314	\$ 23,258
Net Operating Results	\$ (48,116)	\$ (51,155)	\$ (28,866)
Reserve Expenses	\$ 26,449	\$ 50,483	\$ 45,436
Net Financial Impact	\$ (74,565)	\$ (101,638)	\$ (74,302)

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Income and Expense Statement	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
7. Common Acquisition Platform (CAP)³			
Revenue	\$ 109	\$ -	\$ -
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ (62)	\$ -	\$ -
Gross Margin	\$ 171	\$ -	\$ -
<i>Cost of Operations</i>			
Program Expenses	\$ -	\$ -	\$ -
Corporate Overhead	\$ -	\$ -	\$ -
Other Cost of Operations	\$ -	\$ -	\$ -
Total Cost of Operations	\$ -	\$ -	\$ -
Net Operating Results	\$ 171	\$ -	\$ -
Reserve Expenses	\$ -	\$ -	\$ -
Net Financial Impact	\$ 171	\$ -	\$ -
8. Technology Transformation Services (TTS)			
Revenue	\$ 76,048	\$ 110,504	\$ 128,079
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 28,582	\$ 42,851	\$ 57,330
Gross Margin	\$ 47,466	\$ 67,653	\$ 70,749
<i>Cost of Operations</i>			
Program Expenses	\$ 50,163	\$ 60,522	\$ 62,463
Corporate Overhead	\$ 11,376	\$ 12,941	\$ 13,998
Other Cost of Operations	\$ 811	\$ 300	\$ 308
Total Cost of Operations	\$ 62,350	\$ 73,763	\$ 76,769
Net Operating Results	\$ (14,884)	\$ (6,110)	\$ (6,020)
Reserve Expenses	\$ 3,255	\$ 2,406	\$ 4,111
Net Financial Impact	\$ (18,139)	\$ (8,516)	\$ (10,131)
9. HR Quality Service Management Office PMO (HR QSMO)			
Revenue ⁴	\$ -	\$ 5,250	\$ -
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ -	\$ -	\$ -
Gross Margin	\$ -	\$ 5,250	\$ -
<i>Cost of Operations</i>			
Program Expenses	\$ -	\$ 3,486	\$ 7,521
Corporate Overhead	\$ -	\$ 575	\$ 1,254
Other Cost of Operations	\$ -	\$ -	\$ -
Total Cost of Operations	\$ -	\$ 4,061	\$ 8,775
Net Operating Results	\$ -	\$ 1,189	\$ (8,775)
Reserve Expenses	\$ -	\$ 1,034	\$ 1,560
Net Financial Impact	\$ -	\$ 155	\$ (10,335)

*U.S. General Services Administration
Acquisition Services Fund*

Income and Expense Statement	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
10. Total Acquisition Services Fund (ASF)			
Revenue ⁵	\$ 17,730,801	\$ 18,365,661	\$ 18,977,101
Acquisition Training Fund	\$ (17,869)	\$ (16,859)	\$ (17,700)
Cost of Goods Sold	\$ 15,355,832	\$ 15,920,495	\$ 16,420,015
Gross Margin	\$ 2,357,100	\$ 2,428,307	\$ 2,539,386
<i>Cost of Operations</i>			
Program Expenses	\$ 1,097,205	\$ 1,223,271	\$ 1,300,197
Corporate Overhead	\$ 258,586	\$ 273,747	\$ 284,433
Other Cost of Operations	\$ 625,831	\$ 634,136	\$ 655,864
Replacement Cost Pricing ²	\$ 176,472	\$ 185,049	\$ 185,900
Total Cost of Operations	\$ 2,158,094	\$ 2,316,203	\$ 2,426,393
Net Operating Results	\$ 199,007	\$ 112,104	\$ 112,993
Reserve Expenses	\$ 70,474	\$ 111,851	\$ 126,551
Net Financial Impact	\$ 128,533	\$ 253	\$ (13,558)

1 - TTL Portfolio Revenue and Cost of Goods Sold include \$1,020.2 million, \$992.3 million, and \$1,026.8 million in intra-GSA sales of vehicles that GSA Fleet plans to purchase from GSA Automotive in FY 2020, FY 2021, and FY 2022, for its leasing program for Federal agencies.

2 - TTL and Total ASF operating expenses include Replacement Cost Pricing (RCP), which is a component of current year fees and is used to cover the cost of inflation on vehicles purchased by GSA Fleet as well as for funding vehicle consolidations.

3 - The former CAP Portfolio is no longer Revenue generating and does not have an Income and Expense Statement. It has been added to the Corporate Overhead expense line and is allocated to the other Programs. Amounts in FY 2020 are residual transactions from prior years.

4 - The FY 2021 Revenue for the HR QSMD includes funding from the Federal Citizen Services Fund.

5 - Total FY 2021 ASF Revenue is \$2,972.6 million less than the total obligation request of \$21,338.3 million for FY 2021. The total obligation request includes anticipated increases in flow-thru obligations that will not be recognized as Revenue until subsequent fiscal years.

FTE by Portfolio, Initiative, and Integrator Office

	FY 2020 Actual	FY 2021 Plan	FY 2022 Plan
Portfolios & Initiatives	2,778	2,953	3,102
Assisted Acquisition Services	550	609	660
General Supplies Services	474	485	519
Information Technology Category	603	615	639
Professional Services & Human Capital	219	236	237
Travel, Transportation, & Logistics	664	692	712
Integrated Award Environment	30	32	34
Technology Transformation Services	238	277	291
HR Quality Service Management Office PMO	-	8	10
Integrators	564	648	692
Office of the Commissioner	9	11	10
Regional Commissioners	92	107	108
Office of Enterprise Strategy Management	94	125	166
Office of Customer & Stakeholder Engagement	236	248	252
Office of Policy & Compliance	42	49	49
Common Acquisition Platform	30	34	32
Contracting	63	75	75
Total ASF FTE¹	3,342	3,602	3,793

1 - The sum of the individual office's FTE may not add up to the total ASF FTE levels due to rounding.

FAS Portfolio and Integrator Initiatives

Assisted Acquisition Services

The Assisted Acquisition Services (AAS) portfolio offers customized acquisition, project management, and financial management services for large and complex projects at best value to the Government. AAS's highly trained contracting, project, and financial management professionals provide direct assistance to partner agencies for the Government's complex IT, professional services, facilities maintenance, research and development, and cybersecurity challenges. This commitment to mission ensures agency requirements are met on time and within budget while reducing contracting risk. AAS provides best value in acquisition, so that partner agencies can focus on their mission-critical activities instead of overseeing acquisition and project management personnel.

The AAS portfolio includes twelve Client Support Centers (CSC), one in each region as well as Central Office. Based on their operating tempo and business capacity, each CSC is able to support clients in other geographic areas to meet the overall needs of the AAS portfolio and best serve customer agency mission requirements.

In FY 2020, AAS's business grew significantly over prior years, with obligations increasing by 21 percent from FY 2019 and Business Volume ending the year at \$11.5 billion. To ensure quality as AAS expands, the portfolio continued its Acquisition Quality Initiative focused on increasing knowledge sharing across the enterprise as well as providing greater enterprise-wide guidance, templates, and training to improve contract filing and create a more consistent experience for customers and industry.

In March of 2020, AAS was given authority by GSA's Senior Procurement Executive for the Small Business Innovation Research (SBIR) Phase III pilot program to become a permanent AAS offering that AAS can provide to customers. The SBIR program is a competitive program encouraging domestic small businesses to engage in Federal research and development (R&D) with the potential for commercialization. The SBIR program aims to stimulate technological innovation, partner with small businesses to meet Federal R&D needs, and increase private-sector commercialization of innovations derived from Federal R&D to increase competition, productivity, and economic growth.

AAS continues to find opportunities to stand up expanded operational support with customer agencies. For example, the AAS National Capital Region provides support to the U.S. Department of Housing and Urban Development's Government National Mortgage Association (Ginnie Mae). Since FY 2015, AAS and Ginnie Mae have executed 47 contracting actions with an estimated award value (if all options are exercised) in excess of \$1 billion. These partnerships serve as the foundation for future growth in FY 2021 and beyond.

In FY 2021 and FY 2022, AAS will continue to promote transparent, sustainable, and superior quality acquisitions across the Government. To meet significant year-over-year increases in customer demand, AAS is increasing agency-partner support through commensurately higher staffing levels in the CSCs and by expanding its best practice and information sharing programs. Additionally, AAS continues to use a business model that channels demand to acquisition and project management professionals who have the expertise and greatest capacity to meet agency requirements.

Office of General Supplies and Services Categories

The Office of General Supplies and Services Categories (GS&S) leverages the Government's buying power to procure non-IT products and services at reduced prices, with fast delivery times and in compliance with the Federal Acquisition Regulation. GS&S provides value to Federal agencies by establishing acquisition solutions that can be used Government-wide; thereby avoiding contract duplication and eliminating the need for agencies to develop their own contract vehicles for commercially available items and related services. GS&S also provides personal property disposal and offers sales services to partner agencies. GS&S delivers these services through the offices of: (1) Supply Chain Management, (2) Retail Operations, (3) Acquisition Management, and (4) Personal Property Management.

Office of Supply Chain Management (SCM) — provides Federal agencies access to competitively priced products as part of the National Supply System. The direct vendor delivery and assisted acquisition models enable the program to efficiently meet agency demands for competitively priced products, faster delivery, and lower administrative costs.

In FY 2020, part number ordering processing capability was expanded to the Defense Logistics Agency (DLA) e-commerce FedMall platform. This initiative is an important element in the SCM's value proposition and long-term growth, and also benefits military requisitioning customers and SCM vendors who value FedMall as an ordering platform. SCM also continued its expansion of the domestic direct vendor delivery model to overseas military customers operating in the Outside Continental United States combatant commands to improve service levels and shorten customer wait times.

Additional initiatives in FY 2021 include utilizing the Best-In-Class (BIC) designation to increase requisition support to civilian agencies, obtaining an enhanced presence for GSA National Stock Numbers (NSNs) in the DoD enterprise ordering platform called FedMall, adding more NSNs for high demand items, and continually improving order-fulfillment channels.

Supply Chain Management has and will continue to experience variation in customer demand and vendor performance until COVID-19 is controlled. However, it may be the case that COVID-

19 related demand variation will be consistent with normal annual variations given that the program's largest customer, DoD, routinely reacts to volatile unrelated global events. *Office of Retail Operations (RO)* — works with commercial partners to provide custom supply chain solutions for DoD and civilian agencies. This commercialization of the supply chain reduces costs while allowing customers to focus on core competencies by leveraging GSA's acquisition expertise. RO operates retail stores, tool rooms, issue points, and an online portal to provide customers with commercial industrial supplies and office supplies through a fast, convenient, and compliant purchasing method. RO currently operates and manages 35 locations around the world, and continues to expand growth in Fourth Party Logistics. In FY 2021 RO will begin implementation of eight new locations, and in FY 2022 will begin the re-compete of 12 existing locations.

In FY 2020, COVID-19 resulted in increased DoD Health Protection Levels, canceled training and exercises, travel restrictions, and reduced operations and maintenance work. These developments combined to negatively impact the overall sales volume for RO. Many planned customer projects were postponed, or the funding associated with projects were repurposed for COVID-19 requirements. The program is optimistic for FY 2021 based on recent positive signs in the fourth quarter of FY 2020, however, the outlook is still uncertain at this point given the uncertainty of the pandemic.

Office of Acquisition Management (AM) — provides Federal agencies with direct access to vendor goods and services through MAS contracts, assisted acquisitions for furniture through the Integrated Workplace Acquisition Center (IWAC), and emergency preparedness and response recovery contracting through the Internal and Emergency Acquisition Center (IEAC).

The supply-related MAS vehicles ensure access to an easy-to-use sourcing solution across Federal agencies, saving contracting officers and the vendor community time and money while facilitating billions in Federal purchases each year. AM's management of the underlying contracts for the supply-related Requisition program facilitates easy ordering and direct delivery through Government-to-Government transfers of NSN and commercial part number items via GSA Global Supply™.

The IWAC will continue to partner with the Public Building Service to provide furniture to Federal agencies through GSA's Total Workplace solution. GSA's Total Workplace solution provides resources and expertise to encourage Federal agencies to reduce their office space, foster collaboration, better manage IT spending, and increase efficiency.

Under the National Response Framework, IEAC supports the Federal Emergency Management Agency (FEMA). IEAC establishes contingency acquisition solutions to assist FEMA in procuring the commodities and services needed to support their mission utilizing MAS contracts and open market procurements. During the 2017 hurricane season, GSA bought over 1.5 million

meals to feed disaster victims in Florida, Puerto Rico, and the Virgin Islands, and \$11.8 million of tent supply materials to support the recovery effort. Additionally, during the COVID-19 emergency response, the acquisition team procured nearly 120,000 canisters of disinfectant wipes.

Office of Personal Property Management (PPM) — provides sales services to Federal agencies through the Property Sales Program. Personal Property Sales staff work with agencies to conduct sales of surplus, seized and forfeited or non-excess personal property with a continuing need under the Exchange/Sale authority. The majority of the sales proceeds are reimbursed to the partner agency. PPM returned \$143 million to partner agencies in FY 2019, and returned \$145 million in FY 2020.

In FY 2020, the Personal Property Sales program supported the COVID-19 pandemic by partnering with other Federal agencies to identify property that could be used for response efforts. COVID-19 response support included several success stories. For example, PPM conducted fixed price sales of FEMA travel trailers to the states of Florida and California and screened medical supplies prior to offering on public auction to redirect these supplies to Federal agencies supporting COVID-19 efforts. Due to the closure of Federal facilities and curtailed operations during the pandemic, the amount of property reported by agencies for sale has declined; however, it is expected that program volumes will rebound once agency operations are restored.

In FY 2021 and FY 2022, the PPM program will focus on new Exchange/Sale opportunities to grow business. New business opportunities include an increase in the sales of Army Blackhawks for the U.S. Army's helicopter pilot training program and an updated interagency agreement with the U.S. Army's Tank and Automotive Command for the sales of heavy equipment and watercraft. Sales of surplus and seized property are expected to remain relatively steady.

The Sales Program is aggressively working to modernize its business systems to better serve customers, improve the reuse of Federal assets, and reform outdated business processes. The current sales systems are long obsolete at over 20 years old, costly to maintain, and impede efficient Federal personal property disposal. A Systems Modernization contract was awarded in April 2020 with new system development/deployment expected in late 2021. This system modernization project will merge multiple legacy systems covering all aspects of the disposal process into one system, providing integral interfaces for GSA users and customer agencies.

As noted in the "Summary of Budget Estimate" section, the Personal Property Utilization & Donation Reimbursable program will be transferring to the ASF from the Operating Expense Appropriation in FY 2022. This program provides reimbursable services to agencies for activities necessary to make excess Federal personal property ready for transfer and reutilization.

Program functions include scheduling intake of Federal excess property, physically receiving and cataloging property, securing and storing property, facilitating the onsite screening of property, processing transfers and donation of property, releasing property to recipients, updating accountability records, and IT functions associated with the AAMS module. Federal agencies utilize the services offered at the warehouse due to lack of space, security, and other mission requirements.

- Agency Asset Management System: offers this shared, fee-for-service module within GSAXcess®, which allows Federal agencies to internally screen their excess personal property and avoid redundant, manual data entry.
- Springfield Personal Property Center: provides excess personal property disposal services to Federal agencies in the Washington, D.C., area for a nominal fee. Functions include scheduling intake of excess property, physically receiving and cataloging property, securing and storing property, facilitating the onsite screening of property, processing transfers and donation of property, releasing property to recipients, and updating accountability records.

Information Technology Category

The Information Technology Category (ITC) is improving the customer agency experience by providing access to quality services through multiple acquisition vehicles. These vehicles provide access to small businesses and high quality, innovative suppliers. These contracts will shape and lead future IT category management efforts and facilitate Government-wide IT modernization.

ITC's goals are to be a catalyst for customer mission success and shape Government-wide IT acquisition. In order to achieve these goals and deliver the best value to stakeholders, ITC organizes activities around the major IT subcategories of Telecommunications, IT Hardware, IT Software, IT Services, and IT Security.

In FY 2020, COVID-19-related developments drove a substantial surge in demand for hardware, network infrastructure, call-center support, and IT healthcare offerings. This activity has resulted in short-term positive impacts on the portfolio that are not expected to continue after the pandemic. However, other ITC services have been negatively impacted. For example, the HSPD-12 program encountered significant declines in new enrollments and activations as agencies closed their offices.

Office of Telecommunications Services (OTS) - helps Federal agencies acquire network-enabled business and telecommunications services needed to accomplish their missions efficiently and at the best possible price. The subcategory consists of network infrastructure, satellite communications, wireless, mobility, network support, and cloud services.

Enterprise Infrastructure Solutions (EIS) is a comprehensive solution-based vehicle to address all aspects of Federal agency IT telecommunications and infrastructure requirements. With a ceiling of \$50 billion, EIS is the vehicle the Government will use to implement the modernization strategy outlined in the 2017 "Report to the President on IT Modernization".

Transitioning from the seven Networkx contracts and 85 Local Service Agreements to EIS affects more than \$2 billion in annual business volume and impacts 228 Federal agencies and other Government entities. Agencies rely on these expiring contracts for mission-critical services such as telecommunications, managed network services, and cybersecurity solutions. These services must be successfully transitioned before the contracts expire in May 2023 to avoid mission-impacting gaps in service.

Based on lessons learned from the previous transition to Networkx, OTS is offering agencies assistance for transition planning, acquisition development, service migration, inventory tracking, and management. GSA is promoting IT Modernization and is encouraging all agencies to use the EIS transition as an opportunity to transform and modernize their network services.

GSA has already extended existing contracts through May of 2023, providing agencies with additional time to execute their transition to EIS. GSA is actively addressing the challenges associated with agencies meeting transition deadlines and has published a plan to limit the use of extended contracts for agencies that have not issued task orders or made other progress toward transition. Implementation of Section 889 could impact FY 2021 and FY 2022 operations by resulting in delays for agencies that have not yet transitioned to EIS.

The OTS portfolio also includes Complex Commercial SATCOM Solutions (CS3) and the MAS Special Item Number (SIN) for Mobility and Wireless. CS3 allows Federal agencies to build large, complex, and custom satellite solutions. The MAS Special Item Number for Wireless and Mobility centralizes and consolidates mobility solutions for increased convenience and rapid access to commercially available wireless solutions and industry partners.

IT Hardware — comprises purchase, lease, and maintenance options for communications, computing, electronics, and fiber-optic equipment, as well as hardware services.

GSA's Government-wide Strategic Solutions for Desktops and Laptops helps Federal agency buyers purchase desktops and laptops with standard configurations. The program increases the transparency of contract terms and conditions in the IT hardware space and provides a framework to manage hardware to spend more closely while achieving better pricing. The standard configurations as well as terms and conditions were developed through the interagency collaboration of the Workstations Category Team, a consortium of more than 20 Federal agencies established by OMB. As a result, GSA IT Hardware saw a 274 percent

increase in spending for standard configuration desktops and laptops in each of the past two fiscal years, saving customer agencies over \$42 million in FY 2019 alone.

Additionally, the Government-wide IT Hardware Community of Interest (the Community) provides a forum for coordinating cost-saving strategies across the Federal Government, sharing new ideas, technical direction, consolidated buying, and reducing duplication, strategic sourcing, and innovative technology opportunities. The Community focuses on IT Hardware Acquisition, Asset Management, Standardization, and Deployment and Integration; and this collaboration led to the development of new acquisition and management solution models such as Device-as-a-Service.

In 2020, the IT Hardware Category, in conjunction with IT Schedule 70, launched the Government-wide (to include State and local) 2nd Generation IT (2GIT) Products Blanket Purchase Agreements (BPAs). The 2GIT Program and its underlying BPAs operationalize improved standards for the customer buying experience, Supply Chain Risk Management (SCRM), data collection, and vendor support (modification processing) relative to IT hardware and software purchasing through BIC IT70 contracts. 2GIT will serve as a testbed for scalable, enhanced processes, and automation that can later be rolled out as needed to all of the IT Schedule 70.

IT Software — comprises Infrastructure Software, Enterprise Application Software, and Licensing and Maintenance. The Software category includes both traditional software products and their related licensing and maintenance services. Additionally, the category includes cloud products and services such as SaaS solutions, as well as Infrastructure-as-a-Service and Platform-as-a-Service.

The Software Category partners with DoD's Enterprise Software Initiative to develop BPAs for Federal agency software purchases to aggregate requirements, drive down prices, and establish more consistent licensing terms and conditions.

In FY 2020, the Software Category continued to provide guidance and outreach to both internal GSA staff and external customers in response to the addition of cloud-related IT Professional Services to the IT Schedule 70 Cloud SIN in FY 2019. The category also worked with Schedule 70 contract holders to ensure they were aware of the changes and to encourage migration of cloud-related professional services to the Cloud SIN.

In FY 2020, the IT Software Subcategory migrated the Cloud Information Center (CIC) from the Acquisition Gateway to the Federalist Cloud platform. The CIC is an interactive hub connecting Federal buyers with commercial cloud providers and delivering timely and strategic resources around fundamental cloud issues like security, technical capabilities, and implementation. Federalist allows the CIC to be more flexible, dynamic, and deliver a better customer

experience. ITC will continue to mature the CIC to include recent and relevant information related to cloud and promote its use as a tool to share best practices and expand usage of cloud within the Government.

In FY 2021 and FY 2022, ITC will continue to provide guidance and best practices regarding Software Asset Management through the CIC platform. This guidance will support agencies in their development of policies, procedures, and business processes to shift uncoordinated, decentralized software purchasing to centralized software management and/or transitioning to cloud environments. ITC will also provide additional assistance to agencies on an as-needed basis and as requested by agencies.

IT Services — invests in the development of the next generation of Government-wide Acquisition Contracts (GWACs). Agencies spend approximately \$16 billion annually through GSA's GWACs and MAS. The current GWACs ensure agencies continue to have access to solutions and premier providers of IT services and are designed to meet diverse agency IT services requirements. All GWAC vehicles continue to meet the rigorous category management performance criteria and have been designed Best In Class (BIC) vehicles by OMB.

Following the implementation of the GSA GWAC Scope Review Tool, IT Services has processed more than 500 scope capability review requests. This online tool allows acquisition professionals to securely submit statements of work and requirements for the GWAC Program Review, and confirm whether the requirements are within the scope of the applicable GWAC.

In terms of significant GWAC developments in FY 2020, ITC issued the solicitation for the 8(a) STARS III GWAC. This is the follow-on to 8(a) STARS II (STARS II), GSA's successful 8(a) small business set-aside GWAC providing flexible access to customized IT solutions from a large, diverse pool of 8(a) industry partners. The success of this program is demonstrated by increased customer demand resulting in the contract ceiling for customer obligations being raised three times from \$10 billion at the start of FY 2019 to \$22 billion in July of FY 2020.

In FY 2019, GSA refined Schedule 70 by adding new SINs for cybersecurity and automated contact center, and also added a new SIN for the Automated Contact Center Solutions (ACCS) following the expiration of the USA Contact contract. Given these additions, GSA is well-positioned to support agencies or their components in modernizing their contact centers. Consequently, business utilization of the ACCS SIN reached \$6.2 million by the end of FY 2020 and is estimated to increase to \$7.3 million in FY 2021 and \$8.6 million in FY 2022.

IT Security — provides products and services to protect information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to provide confidentiality, integrity, and availability. These products and services meet key

requirements for many Federal, State, and local government customers; they protect privacy and health data and are vital for maintaining IT security.

The subcategory also participates in the development of the Supply Chain Risk Management program to increase the security of GSA-offered IT products and services. The program provides standard methodologies, procedures, tools, and templates for category managers to apply to ITC contracts, thereby enabling agencies to make better risk-based purchasing decisions.

Another high-impact program managed within the subcategory is the Highly Adaptive Cybersecurity Services (HACS) Program. The HACS program offers ongoing vendor technical evaluation, and customer outreach to assist agencies in complying with Government-wide requirements to assess, monitor, and manage High-Value Assets. In FY 2019, HACS were consolidated from four SINs into a single SIN, with five subcategories to include multiple new facets of services. This consolidation supports GSA's goal of simplifying the acquisition process through the reduction of SINs.

The IT Security group also manages the USAccess HSPD-12 Managed Service Office. This office provides a Federal Information Processing Standard Publication 201 compliant Personal Identity Verification (PIV) card issuance service to 104 Federal agencies, commissions, and boards credentialing more than 600,000 Federal employees and contractors. In FY 2020, the program's major revenue streams of PIV card enrollments, card issuance/printing, and card maintenance were all impacted by the COVID-19 pandemic. Site closures resulted in an approximately 40 percent decrease in enrollments and sponsorship, with enrollments dropping from 14,000 to 6,000 monthly and decreasing monthly revenue by half. For FY 2021, the program expects enrollments and revenue to increase as long as agencies begin to open their credentialing sites.

The Federal Public Key Infrastructure (FPKI) Management Authority is a shared service enabling identity management practices for secure physical and logical access, as well as information sharing across Federal agencies and between external business partners through the execution of digital certificate policies and standards. FPKI provides Government-wide benefits and helps Federal agencies comply with key cybersecurity mandates, directives, and policies.

Professional Services and Human Capital Categories

The Office of Professional Services and Human Capital Categories (PSHC) manages non-IT professional and human capital services contract programs and leads the Federal Government's professional services category management activities. The portfolio provides

strategic leadership, oversight, and management of FAS's professional services, human capital services, and charge card management programs and contracts.

PSHC serves as a value-added business partner to all Federal agencies in the planning and execution of professional and human capital services acquisitions by delivering best-in-class professional services and human capital services contracting solutions that meet agency needs, drive spend under management, decrease the creation of duplicative contracts, create savings, improve public policy, and meet socio-economic interests. PSHC is working to be the preferred provider and recognized leader in delivering professional services, human capital, and charge card management services to the Federal Government.

Professional Services - is the second-largest category of contract spend in the Federal Government. In FY 2020, \$87.9 billion in total contract spend was awarded, of which \$21.4 billion was awarded through PSHC Government-wide contracts on the professional service offerings of Multiple Award Schedule (MAS-PS) and OASIS. An additional \$28.7 billion was spent using GSA's GSA SmartPay® 3 contract for purchase, travel, and fleet cards; however, this spend is not part of the professional services addressable spend for the purposes of market sizing.

In FY 2020, the overall category continued to grow with a 7.8% increase in category spend as compared to FY 2019. The PSHC Government-wide contracts also saw growth as MAS-PS business volume increased by 11% and business volume on OASIS increased by 15%.

In FY 2021 and FY 2022, PSHC will support agencies in achieving their professional services category management goals through various efforts. Such efforts include: (1) strategic account engagement to support high-spend Federal agencies with spend analytics and strategies; (2) education and training via webinars, social media, and in-person events for both agency buyers and industry; (3) hosting professional services contract opportunities forecasting events for industry; (4) expansion of the professional services Supplier Relationship Management Program by providing feedback, training, and data; (5) implementation of the Civilian Services Acquisition Workshop (CSAW) program; (6) leading a cross-functional Services Marketplace Team to develop an improved FAS services contract; and (7) increasing refunds earned through the GSA SmartPay® 3 contract.

PSHC's professional services category management work focuses on improving SUM through the use of its MAS-PS, OASIS contracts, and GSA SmartPay. Each contract program provides agencies access to vetted and responsible companies.

MAS-PS provides Federal agencies with access to over 4,200 SUM Tier 2 contracts that allow agencies to acquire a full range of knowledge-based services (e.g., management, engineering, financial, integrated marketing, logistics, environmental, and language). As of the end of FY

2020, \$10.7 billion in professional services contracts have been awarded through MAS-PS, including 325 new contracts. Additionally, contract award timeliness averaged 86 days.

In FY 2021 and FY 2022, MAS-PS will focus on the continuation of the consolidation of its contracts as part of FAS's MAS consolidation initiative and will expand training to both agency buyers and industry in how to use and manage their MAS-PS contracts and task orders. Of note, PSHC is developing customer procurement guides/playbooks to enhance the customer experience and emphasize the streamlined process to place orders on MAS-PS. That work includes the development of professional services subcategory special industry interest groups to coordinate outreach and increase the knowledge of MAS-PS offerings. PSHC obtained BIC designation for the new Identity Protection Services (IPS) SIN to replace the previous BPA, which expired in August 2020.

OASIS provides access to nearly one thousand BIC contracts providing complex commercial and noncommercial program management, management consulting, logistics, engineering, scientific, social science, and financial services. Since FY 2014, OASIS has amassed over \$34.2 billion in contract obligations. In FY 2020, \$10.1 billion in contract obligations were made, with 40.3% of obligations and 56% of contracts awarded to small businesses. As part of the One Acquisition Solution for Integrated Services on-ramp effort, more than 900 new contractors have been added to the OASIS BIC program to support the Federal Government's goal of improving SUM through BIC contracts. This initiative supports increasing opportunity for professional services across the Federal Government by ensuring a flexible and experienced pool of professional services providers made up of large and small businesses to include the new OASIS 8(a) program.

In FY 2021 and FY 2022, PSHC will continue to focus on supporting Federal customers using the OASIS contracts and engaging in robust industry engagement with the existing and new industrial base. With the expiration of OASIS contracts' ordering periods in 2024, PSHC is also exploring the creation of a new, knowledge-based services contract, currently referred to as the New Services IDIQ Contract.

GSA SmartPay® is the world's largest Government charge card and related payment services program, supporting over 500 Federal agencies, organizations, and Native American governments. The program provides customer agencies with a portfolio of commercial purchase, travel, fleet, and integrated payment solutions with no upfront cost. BIC master contracts with multiple banks allow agencies and organizations across the Government to obtain innovative payment solutions to support their mission needs.

GSA SmartPay has generated more than \$4.8 billion in agency refunds since its inception in 1998. In FY 2020 the program encompassed more than 73 million transactions through 5.4

million accounts, totaling \$28.7 billion in spend and resulting in \$403 million in agency refunds from contractor banks.

In FY 2020 there was the successful Government-wide transition of millions of accounts and card management systems from GSA SmartPay® 2 to the new GSA SmartPay® 3 program. GSA SmartPay 3 is designed to provide agency card services and related payment support through FY 2031. Through quarter two of FY 2021, there have been 25 million transactions through 5.7 million accounts, totaling \$10.2 billion in spend and resulting in \$89.2 million in agency refunds from contractor banks.

The COVID-19 pandemic has had a large impact on Government operations, particularly with a dramatic decrease in official travel, which has contributed to a 17% reduction in the overall year to date FY 2021 program spend. This decrease in charge card usage has led to declining business volumes for the Office of Charge Card Management in FY 2021 that are projected to continue into FY 2022 and FY 2023. However, the business volume for the program in FY 2022 is projected to be 24 percent higher than the FY 2021 level as we see travel slowly increase and the impacts of the COVID-19 pandemic lessen on the purchase, travel, and fleet business lines.

In FY 2021 and FY 2022 GSA's Center for Charge Card Management will continue to work with agencies to assist them in optimizing the use of the GSA SmartPay program. Additionally, the program is applying optimization measures internally and capturing lessons learned in order to share with customer agencies.

Human Capital - supports the Federal Human Capital category led by the Office of Personnel Management (OPM), by offering a wide variety of human resources and administrative services to improve the quality of human capital outcomes through simplified buying processes. PSHC, through the Multiple Awards Schedule - Human Capital (MAS-HC) and Human Capital and Training Solutions (HCaTS), provides Federal buyers access to contractors with both simple and complex services that support the entire human-capital life cycle as described in the Federal Human Capital Business Reference Model (HCBRM).

MAS-HC manages more than 650 Tier 2 SUM contractors through GSA's MAS program. In FY 2020, agencies spent \$491.1 million through these contracts. In FY 2021 and FY 2022, MAS-HC will focus on consolidating its contracts as part of FAS's MAS consolidation initiative and will expand training for both agency buyers and industry on how to use and manage their MAS-HC contracts and task orders.

HCaTS is a BIC contract that provides complex human capital and training services through over 200 contracts jointly managed through a unique and collaborative partnership between OPM and FAS. In FY 2020, PSHC completed an on-ramping initiative to establish a HCaTS 8(a) contract program with approximately 40 contractors. This on-ramping initiative expanded the

benefits of the HCaTS program by allowing agencies to achieve their small disadvantaged business goals through this new contract program. In FY 2021 and FY 2022, PSHC will focus on supporting Federal buyers using the HCaTS contracts through the program's expanded industrial base. The program will actively add vendors as needed or put vendors with performance issues into dormant status to ensure the contract pools have adequate competition and vendors are highly engaged. Additionally, the program will continue its efforts to partner with industry and customers to provide training, seminars, and workshops.

Technology Transformation Services

Technology Transformation Services (TTS) aims to transform the way Government agencies build, buy, and share technology. TTS helps agencies make their services more accessible, efficient, and effective by building, providing, and buying technology applications, platforms, processes, personnel, and software solutions. TTS emphasizes transparency and user-centered design. In FY 2021 and FY 2022, TTS will continue to partner with agencies, industry, and the digital technology community to build the foundation for the Government's digital transformation through the offices and programs described below.

Office of 18F — partners with agencies to help deliver high-quality digital experiences for users. The 18F program assists agencies from discovery through award by modeling user-centered, iterative approaches to buying and building software. The program also provides acquisition consulting services through the TTS Office of Acquisition and provides assisted acquisitions to aid agency partners using a modular approach to buying IT software and services.

The 18F program underwent changes in FY 2020 to better position the organization for cost recoverability. 18F made changes to their business model by reducing non-billable hours for individual contributors and increasing billable hours for supervisors and directors. In addition, 18F is investing in business development which includes the creation of the Human Services Portfolio and the National Security and Intelligence Portfolio.

In FY 2020, 18F did experience some negative impacts of the pandemic as some potential customer projects were lost as customers focused on pandemic-specific activities. However, 18F was still able to partner with several agencies to improve the public's experience with the Government. For example, 18F worked with the Department of Justice's Civil Rights Division to launch a user-friendly online submission experience at civilrights.justice.gov to transform the way the Division collects, sorts, and responds to civil rights reports. 18F also helped the Centers for Medicare and Medicaid Services (CMCS) research, design, and pilot a system to steer their investments toward successful, cost-effective outcomes for states and beneficiaries. This effort resulted in a new electronic Advanced Planning Document (eAPD), which is designed to be

more effective but also more efficient by decreasing the burden on states and state officers compared to the existing document-based process.

In FY 2021 and FY 2022, 18F will continue to focus on making the organization run more efficiently by increasing billable staff utilization, creating new service offerings, and focusing on business development through new portfolios and domains. In addition, 18F will be working to grow its IT assisted acquisitions business to supplement its operations and bring the program to full cost recovery.

Presidential Innovation Fellows (PIF) Program — attracts top innovators from the private sector into the Government, to tackle issues at the convergence of technology, policy, and process.

PIF pairs these innovators (Fellows) with top Federal agency change-makers to address some of the Nation's most significant technology challenges. By embedding talented technology leaders into agencies, PIF empowers partner agencies to challenge existing paradigms, rethink problems, and pilot and scale novel, agile approaches.

In FY 2020, PIF had 42 fellows leading initiatives at 14 agencies. The PIF program improved on several key financial and performance metrics in FY 2020 and was fully cost recoverable for the third year in a row.

PIF also supported the Government's COVID-19 response efforts across the Government, working hand-in-hand with agency partners on important public services. Working with the U.S. Department of Veteran Affairs (VA), PIF developed the VA's coronavirus chatbot, a conversational technology that helps veterans and caregivers find important information, as well as VEText, a mobile messaging platform to share timely updates on COVID-19 to all 8.8 million of the nation's Veterans. Additionally, PIF developed the VA's first machine learning Application Programming Interface (API), which used AI to help reduce veteran wait times for disability claims. PIF also helped to maximize telehealth coverage with the launch of telehealth.hhs.gov, while also developing a screening app for agencies to use to determine if employees are safe to return to work.

In FY 2021 and FY 2022, the program plans to continue to grow and recruit the best private-sector innovation talent. In addition, PIF is striving to diversify its portfolio to build a stronger presence within agencies where Fellows are best suited to drive technology modernization. PIF plans to work closely with other TTS programs and the Administration to accelerate AI adoption across the Government. Lastly, PIF will continue to provide a positive customer experience by utilizing the feedback provided in customer experience surveys from agency partners.

Login.gov — is an authentication (IAL1) and identity verification (IAL 2) system available for use by Government partners. Login.gov simplifies secure access to online Federal services for the public while reducing costs for taxpayers and Federal agencies. The system was designed and developed as a partnership between TTS and U.S. Digital Service and leverages over a dozen private-sector tools and services. By the end of FY 2020, Login.gov served over 80 agency applications in production, with over 27 million registered users and continues to grow rapidly, with an average of over 2 million authentications per week. The program has successfully piloted IAL2 proofing with two agencies and has several agencies in the pipeline willing to pay for IAL2 services in FY 2021. In FY 2021 and FY 2022, Login.gov anticipates continuing to grow both IAL1 and IAL2 adoption, achieving at least a 90 percent renewal rate with agencies and nearly quadrupling the user base.

Cloud.gov and Federalist — are shared services designed to expedite cloud adoption Government-wide. Both products accelerate procurement, Authority-to-Operate (ATO), and security compliance processes, allowing teams to focus on delivering the highest value to their users.

Cloud.gov is a cloud-based platform-as-a-service, tailored for the needs of the Federal Government. Cloud.gov maintains a FedRAMP Joint Authorization Board Moderate-level authorization and provides a strong security and compliance foundation for new digital services. In FY 2020, Cloud operated in 14 Federal agencies and used over 50 production systems. Cloud.gov has a renewal rate of 95 percent and maintains a growing and dedicated user-base. In FY 2021 and FY 2022, Cloud.gov anticipates increased demand for cloud services and is well-positioned to expand to new offices and agencies.

Federalist is a modern publishing platform for Government websites. In a matter of minutes, a team can build a new website using the U.S. Web Design System. Federalist is built on Cloud.gov's infrastructure and carries a built-in ATO provided by GSA. With Federalist, teams can launch a new website to production in days, not months. In FY 2020, Federalist hosted over 250 production websites in nine agencies, serving over 65 million visitors per year. Federal law now requires all new sites to be accessible and mobile-friendly; thereby driving demand for Federalist and continued growth of the platform in FY 2021 and FY 2022.

Centers of Excellence (CoE) — focuses on enterprise-wide modernization by engaging agencies on the following functional areas: (1) Artificial Intelligence, (2) Cloud Adoption, (3) Contact Center, (4) Customer Experience, and (5) Data Analytics, and Infrastructure Optimization.

In FY 2020, the CoE completed its engagement at the Department of Agriculture (USDA) and also initiated Implementation Phase engagements with OPM, DoD's Joint Artificial Intelligence Center (JAIC), and the Department of Housing and Urban Development (HUD). These CoE

engagements further demonstrate the ability of IT modernization implementations to improve the public's interaction with the Federal Government. Significant accomplishments of these implementation engagements include: (1) completing the final integration of the 15 contact center consolidation into the one Ask USDA Contact Center; (2) launching HUD Implementation Phase Projects for Customer Experience and Cloud Adoption to improve HUD stakeholder's experience and overall interaction with HUD; (3) replacing the mainframe at OPM, a high-risk single point of failure, with a more reliable, secure, higher capacity computing model to enable higher capacity and higher reliability of OPM applications; and (4) establishing the JAIC's Joint Common Foundation (JCF) PMO capabilities while also demonstrating more efficient Artificial Intelligence development, deployment, and management capabilities such as the Project Salus and Humanitarian Assistance Disaster Response (HADR) projects.

In FY 2020, the CoE began additional engagements, including Discovery Phase efforts at the Department of Labor (DoL), Food and Drug Administration (FDA), National Institute of Health (NIH), Federal Law Enforcement Training Center (FLETC), and the Centers for Medicare/Medicaid Services (CMS). These engagements span multiple functional centers, including Artificial Intelligence, Data Analytics, and Infrastructure Optimization.

In FY 2021 and FY 2022, the CoE will continue its growth and technology modernization approach to improving Government and the public's experience. The CoEs anticipate expansion to 22 cumulative agencies and 38 cumulative functional centers engaged across these 22 agencies.

Travel, Transportation and Logistics Categories

The Travel, Transportation and Logistics Categories (TTL) portfolio provides agencies with a broad scope of innovative and cost-effective services covering travel, transportation and relocation services, motor vehicle acquisition, and fleet management services.

The COVID-19 pandemic has had a significant impact on TTL in FY 2020 and is projected to continue to impact the program in FY 2021 and FY 2022. The pandemic has resulted in substantial decreases in customer demand for every TTL offering as customers are not driving, buying new cars, traveling, transporting as many goods, or relocating. Additionally, supplier capacity has been constrained as the pandemic has impacted supply chains and closed production facilities.

Operations within this portfolio include two major business lines: (1) the Office of Fleet Management (GSA Fleet) and (2) the Office of Travel, Employee Relocation, and Transportation.

GSA Fleet delivers vehicle and vehicle-related equipment buying, leasing, and short-term rental shared service programs across the Federal Government and is composed of the Fleet Purchasing and Fleet Leasing business lines.

In FY 2021, GSA Fleet will continue to focus on its initiative to modernize its Fleet IT applications. GSA Fleet has completed an analysis of alternatives, drafted a performance work statement, and is in the process of acquiring Agile development support to build a consolidated and modernized IT system. The program issued a solicitation for the Fleet systems modernization effort in the summer of 2020. The systems modernization will bring efficiencies to the program by using IT to reduce duplication, automate manual tasks, collect and analyze data, and improve the user experience. This investment will improve the customer and supplier experience when using GSA Fleet systems to buy, lease, and rent vehicles and equipment.

Fleet Purchasing — is a mandatory source for DoD and Executive agencies purchasing non-tactical vehicles in the United States. The program provides services to reduce overhead costs across the Government associated with multiple motor vehicle acquisition programs. By aggregating demand and thus increasing the negotiating power of the Federal Government, the Fleet Purchasing program saves on the overall cost of vehicles, obtaining prices substantially lower than dealer invoice. Each year, the Federal Government procures approximately 50,000 vehicles through GSA Fleet's Purchasing program. The program also offers standardized equipment packages that are mission ready for agency customers, law enforcement, ambulatory/handicap/special needs, medium/heavy-duty trucks, and other first responder vehicles, such as firefighting, counterterrorism, diplomatic/executive security, and disaster/recovery vehicles. In addition to purchasing vehicles, GSA has also established a blanket purchase agreement for charging infrastructure and will pursue new contracting actions to update its charging infrastructure offerings to continue to support the Federal Government's electrification efforts.

Fleet Leasing — provides full-service leases for more than 220,000 non-tactical vehicles to Federal agencies each year. The program provides agencies with end-to-end fleet management services including: vehicle acquisition and disposal; maintenance control and accident management; fuel and loss prevention services; and a fleet management system to provide data and analytics on fleet operations. The National Maintenance Control Center and the National Accident Management Center support all leased vehicles by offering agencies preventive maintenance, repair, and accident management services at best value, helping to prevent the Government from incurring higher maintenance costs. Additionally, the program also provides a GSA Fleet Card with each vehicle for the purchase of fuel and minor maintenance, helping the program control costs, and monitor waste, fraud, and abuse.

Fleet Leasing is committed to improving fuel efficiency across the leased fleet; each year, GSA replaces eligible vehicles in the GSA-leased fleet with new, more fuel-efficient vehicles. By the end of FY 2019, the new vehicle additions to the fleet had an average mile per gallon rating of 15.75 percent higher than the vehicles they replaced.

In support of the Administration's goal of electrifying the Federal fleet, GSA is requesting \$300 million in funding in FY 2022 for the Electric Vehicles Fund. This funding will be transferred and merged with the funds of Federal agencies including the ASF for the procurement of zero emission and electric vehicles and the associated charging infrastructure. The GSA Fleet Leasing operating model provides agencies self-sustaining options for obtaining electric vehicles as they become available in the commercial marketplace, into perpetuity. GSA can leverage the stability of its program and this additional funding to significantly increase the number of electric vehicles in the GSA leased fleet through purchasing electric replacements.

Additionally, GSA Fleet continues to work with Federal agencies to consolidate agency-owned vehicles, replace costly commercial leasing arrangements, and improve the collection and management of data that are essential in effectively acquiring and managing fleet vehicles. In FY 2019, GSA Fleet successfully transitioned 1,805 agency-owned vehicles into GSA's leased fleet and ordered 5,049 additional vehicles for customers to support expanded mission requirements, replace commercial leases or replace agency-owned vehicles. In FY 2020, GSA Fleet consolidated 1,597 agency-owned vehicles into the leased fleet and purchased 2,632 additional vehicles for existing leasing customers.

GSA Fleet concluded the study of six agencies in FY 2019 and another five agencies in FY 2020. The studies reviewed agency data on vehicle acquisition and maintenance and determined that consolidation with GSA Fleet would be advantageous for the taxpayer. Some vehicle consolidations are underway based on study results with work expected to continue for several years.

In FY 2020, GSA Fleet began rolling out its telematics program, installing devices on early adopter leasing customers. Installations of telematics devices will continue into FY 2021, leading to improved data collection and better fleet management both by GSA and its customers.

GSA Fleet's business in FY 2020 was significantly impacted by shutdowns and stay-at-home orders as a result of the COVID-19 pandemic. GSA leased vehicles saw a 50 percent drop in miles traveled over the course of March and April, and closed out FY 2020 with leased Fleet miles 18 percent lower than FY 2019 levels. Automotive manufacturers stopped production on vehicles in the spring, causing delays in the normal acquisition cycle. The program saw 66 percent of the expected FY 2020 vehicle sales carry over into FY 2021 due to delays in the delivery of new vehicles.

The impact of COVID-19 on GSA Fleet Leasing in FY 2021 is uncertain as there are many economic factors related to the pandemic that have an impact on Fleet's operations and financial performance. The potential for a surge in COVID-19 cases, additional shutdowns, a new stimulus bill, and/or the release of a widely available vaccine will all impact how GSA Fleet performs financially in FY 2021. These factors are directly related to GSA Fleet vehicle miles traveled, fuel costs, quantity of total vehicle acquisitions, quantity of leased vehicles sold, proceeds on Fleet Leasing vehicle sales, and GSA's ability to consolidate agency-owned vehicles into the leased fleet.

Travel, Employee Relocation, and Transportation — manages three program and acquisition centers offering a variety of services related to the travel and relocation of Federal employees and the transportation of Federal property: the Travel Management Division, the Employee Relocation Resource Center Division, and the Transportation Management Division.

In FY 2021, the programs will focus on category management and continued Government-wide customer service and supplier relationship management strategies. Specifically the programs will improve data collection and analytics for better performance management and increasing category spend under management.

Travel Management Division — manages the E-Gov Travel Service (ETS), the City Pair Program (CPP), FedRooms^(TM) lodging, and the Travel Services Solution Schedule.

The Travel Management Division has seen significant declines in travel as a result of COVID-19. For FY 2020, travel utilization was only at about 55 percent of FY 2019 levels. In April, CPP tickets and ETS reservations dropped by 89% and 95% respectively compared to prior year utilization levels. The program anticipates travel will slowly rebound in FY 2021, but as agencies look to alternative solutions for travel (such as video conferencing and online training) the longer term impact is highly uncertain. Preliminary projections of utilization in FY 2021 is somewhere between 45 to 70 percent of FY 2019 levels.

ETS provides web-based, end-to-end travel management services that include: travel planning, authorization, online booking, travel agency support, and reimbursement to user agencies. Despite the impacts from COVID-19 in FY 2020, ETS had 58 agencies deployed on the second generation E-Gov Travel Service Solution (ETS2).

The City Pair Program leverages the Government's buying power and negotiates discounted airfares with commercial airlines for scheduled airline passenger transportation services. In FY 2020, partner agencies used the City Pair Program to purchase ~3.9 million flight segments, saving ~\$1.3 billion Government-wide when compared to similar commercial airfares.

The Travel Services Solution Schedule provides emergency management lodging and travel management center offerings; while the FedRooms® lodging program offers Federal employees nearly 6,800 properties globally, and in FY 2020, has saved about \$25 million Government-wide.

In FY 2021 and FY 2022, the Travel Management Division will look to strategically expand its business offerings in alignment with Category Management principles, specifically with regard to ETSNext (the anticipated successor program to ETS2 for modernized end-to-end travel management services), DoD travel management center services, ride-share, and long-term lodging. In addition, the Travel Management Division will consider mitigation options to address COVID-19 travel demand impacts by reviewing the revenue and expense model and looking for opportunities to maximize returns to the Government.

Employee Relocation Resource Center — The Employee Relocation Resource Center (ERRC) is a Government-wide center for employee relocation products and services, with high customer and supplier engagement and loyalty. The ERRC offers Federal agencies a streamlined procurement process with flexible programs, subject matter expertise, and program support for two primary offerings for executive agencies: employee relocation services and household goods shipping services. In FY 2020, the program secured more than 85 percent agency adoption with civilian agencies. In FY 2022, the ERRC will explore opportunities to ensure partner agencies procure relocation services effectively through a shared services managed solution.

The Transportation Management Division — provides two major services: (1) multimodal freight, and (2) transportation schedule services. Both services offer competitive rates, industry expertise, and management of transportation services for civilian customers Government-wide. In FY 2020, the Transportation Management Division partnered with the ERRC to collapse system requirements and deploy a modernized rate-procurement and shopping system at less cost to the Government. In FY 2021 and FY 2022, the program intends to leverage its Tier 2 Category Management designation to increase spend under management Government-wide.

The Office of Systems Management (OSM)

The Office of Systems Management (OSM) serves as the program and product management resource for FAS business systems internally; and externally, to manage and deliver the Integrated Award Environment (IAE) to the 24 CFO Act Agency Partners. OSM is composed of the Integrated Award Environment (IAE) strategic initiative and the Common Acquisition Platform (CAP) integrator office.

In FY 2019, OSM led the establishment of the FAS Systems Governance Committee (FSGC). The FSGC serves as a recommending body to the FAS Commissioner on investment decisions

involving enterprise-wide systems delivery and coordinates with FAS stakeholders to identify and catalog all operational and modernization spend on FAS acquisition systems. The FSGC is composed of representatives from the FAS Business Lines with representation from the Regional Offices and FAS Integrators, as well as advisory offices including GSA IT and OCFO. In FY 2021 and FY 2022, the FSGC will continue to strengthen its coordination with GSA IT to advance the FAS-wide system architecture, proposed business capabilities, and overall FAS investment strategy in alignment with the FAS Strategic Plan.

Integrated Award Environment (IAE) – IAE is an E-Government initiative that provides centralized technology and processes to support a modernized Federal award environment. IAE leverages technology to reduce burden on awardees and provide immediate and reliable access to data and information Federal officials need to plan for, award, and manage taxpayer dollars efficiently and effectively.

IAE continues to successfully move forward on the large-scale modernization effort to consolidate the 10 disparate IAE systems into a cohesive, modern infrastructure. This effort must support the applications necessary to collect, manage, and make available data and information critical to the integrity of the Federal awarding processes of taxpayer dollars. As of March 2021, four of the 10 IAE systems have been fully retired, along with a major component of a fifth system, leaving just over five remaining systems on the roadmap to retire.

In FY 2020, IAE launched Contract Opportunities as the new authoritative source for advertising proposed contract actions replacing FBO.gov. IAE also had the soft-launch of the new Contract Data Reports module, which will replace the legacy FPDS Reports module in beta.SAM.gov. Adding this new beta.SAM.gov functionality has led to an increased user base, with the site now having more than 200,000 users. In FY 2021, IAE successfully launched the new Contract Data Reports module in beta.SAM.gov and retired the FPDS Reports module.

IAE continues to make regular updates to the legacy systems to incorporate new policy requirements, address issues, and make minor enhancements using technology to reduce burden for those doing business with the Government. For example, IAE has added multi-factor authentication to increase security. IAE has also begun the transition to replace the existing Federal Service Desk (FSD) contract in order to provide enhanced training and help desk support to all IAE systems. Additionally, IAE developed, tested, and launched a new annual representation implementing part A of Section 889 to relieve the burden on contractors having to make offer-by-offer representations.

IAE also made progress in the effort to transition from the use of the proprietary DUNS Number to the new, Government-owned Unique Entity Identifier. IAE released the system interface specifications as well as the new system interfaces into the testing environment, allowing downstream systems and agencies to continue their development and begin testing. However,

this Government-wide effort to transition has been delayed with an agency transition deadline now in 2022.

IAE has also been instrumental in supporting the Government's response to the COVID-19 pandemic by working with OMB to issue extensions to SAM.gov registrations and eSRS to provide administrative relief for entities doing business with the Government. In addition, IAE has provided extensive support to the Pandemic Response Accountability Committee and Treasury OIG to support tracking of CARES Act funding.

Finally, IAE received registered trademark status for the modernized SAM.gov logo after a multi-year effort and in collaboration with the Office of Strategic Communication and the Office of General Counsel. Use of the trademarked logo will significantly help users identify SAM.gov as the authoritative source for award functions and deter other websites from imitating the SAM.gov brand.

In FY 2021 and FY 2022 IAE will continue procurement data modernization initiatives by continuing the migration of the remaining legacy system functionality to the new modernized environment. IAE will continue to use human centered design principles, partner with agency users, and communicate with stakeholders Government-wide to implement the new unique entity identifier with streamlined entity validation processes. IAE will also continue its multi-year efforts to bring systems into full compliance with the 21st Century Integrated Digital Experience Act (IDEA) and GSA Guidance for Digital Presence. These efforts include continuing to focus on customers, making systems available on mobile devices, and bringing systems into full compliance with Federal user interface standards.

The Common Acquisition Platform — serves as the program and product management resource for FAS, working with FAS business lines as well as all integrator functions to reengineer existing FAS business processes, enhance existing acquisition systems, and integrate new IT product systems and tools. CAP focuses on consolidating and modernizing FAS business systems supporting the acquisition workforce, customer agencies, and industry partners in the Federal acquisition process.

In FY 2020, CAP continued to lead operational teams with FAS business owners and GSA IT to design and plan for FAS's major initiatives driven by the Federal Marketplace Strategy. CAP continued to expand its product management to identify, prioritize, and implement improved customer experience, e.g., the GSA Advantage![®] technology refresh and implementation of MAS consolidation. Furthermore, CAP oversaw and delivered a comprehensive Business Architecture and Business Capability Modeling to promote a coordinated modernization effort across FAS. In FY 2021 and FY 2022 CAP will continue to enable IT modernization efforts in FAS by providing Agile development training and support for the business owners, as well as provide a unified tool for requirements and product management for the FAS enterprise.

FAS Integrators

The FAS integrator offices support the business portfolios by providing strategic, organizational, and policy guidance to the business units. Integrator offices also maintain FAS business processes and IT systems; provide contracting support; build strategic partner relationships; and support the FAS workforce.

Executive Direction — provides leadership and overall executive and program direction to ensure the mission and responsibilities of FAS are effectively carried out. Executive Direction is composed of the Office of the Commissioner and the Regional Commissioners' offices. Each of GSA's 11 regions contain a Regional Commissioner's Office that oversees regional FAS operations while ensuring that the acquisition needs of Federal agencies are met.

In FY 2021, the HR QSMO PMO transitioned to the ASF under Executive Direction and made significant progress in advancing the work needed to ensure that the HR QSMO is successful. In FY 2021, the HR QSMO continued its collaboration with OPM and Shared Services Providers to further development and adoption of human capital data standards. Key HR QSMO results include development of a marketplace maturity model based on data standards adoption and utilization, a draft payroll processing guide which illustrates how data standards could be applied to future payroll processing procedures, and development of technical "business use cases" to illustrate the intersection between payroll processing procedures, data standards and the flow of information throughout the transaction. The HR QSMO PMO has delivered multiple products including, but not limited to, 899 Government-wide data standards for payroll and time and attendance as well as various data standards visualization tools. In FY 2022, GSA's Working Capital Fund is requesting \$20 million for the HR QSMO to carry out architectural reviews and gap analyses; develop human resources data standards; and complete other related work. GSA's HR QSMO will be collaborating with OPM and other parties to complete this foundational work necessary for the current service providers to facilitate IT modernization.

Office of Customer and Stakeholder Engagement (CASE) — identifies and addresses customer needs utilizing the Voice of the Customer, Voice of the Supplier, data analytics, and customer feedback. CASE manages the FAS opportunity pipeline and uses the principles and practices for strategic account management to ensure FAS is coordinated with customers and industry partners. CASE engages with the vendor community and Federal, State and local agencies through communications, training, industry events, and the FAS corporate content on the GSA.gov channel.

In FY 2020 and beyond, CASE will continue to support improving service to suppliers and customers by coordinating with FAS portfolios. CASE has developed an opportunity pipeline review and analysis process to portfolios in understanding how to better anticipate agency requirements and improve FAS solutions. CASE is working with the portfolios to capture all

relevant customer relationship data in a single repository for use across FAS. Additionally, CASE will also continue to expand on GSA-sponsored training events, including the debut of the Federal Acquisition Service Training Conference (FAST) 2020. The in-person FAST 2020 event was transitioned to a virtual event in response to the pandemic and proved extremely well received. CASE is planning to hold another virtual FAST event in FY 2021.

Office of Enterprise Strategy Management (OESM) — manages FAS's strategic planning, helps FAS programs develop and execute business plans to meet their goals, provides support to the 10 Government-wide category managers while working with agencies on adoption of category management practices. OESM also leads high-impact FAS-wide efforts such as the Federal Marketplace initiative and the transition to an integrated digital experience. Further, OESM leads governance of FAS data assets to ensure data standardization, transparency, and privacy; all of which will support analytics and data-driven decision making to ensure the FAS workforce is prepared to help FAS meet its mission.

In FY 2021, OESM will more tightly integrate FAS's investment and executive performance planning processes, including organization-specific performance reporting. Tighter integration will result in further improvements in FAS's ability to execute business strategies and achieve business goals. OESM will also continue execution of the Federal Marketplace Strategy dedicated to making it easier to do business with FAS. FY 2022 Federal Marketplace improvements will focus on continued consolidation of the MAS program, improving the underlying data supporting product and service search capabilities offered through GSA contracts, assessing the proof of concept on commercial buying, and expanding implementation of the FAS-wide Contract Acquisition Lifecycle Management system. In addition, the FAS Digital Experience will continue iterating on online improvements to the customer buying process, and debut new tools to enhance the vendor sales process. OESM will refine the digital tools and services available to agency buyers, suppliers, and the FAS acquisition workforce. OESM will continue to grow and challenge the workforce by moving to higher levels of GSA's workforce planning maturity model, as well as build a strong pipeline of FAS leaders through entry-level and mid-career development programs.

Office of Policy and Compliance (OPC) — establishes the standards and framework for managing FAS's acquisition workforce through real world training, is dedicated to contract integrity, and facilitates a consistently positive agency partner experience in order to improve acquisition outcomes. OPC ensures operating practices are consistent across business lines and FAS activities are compliant with applicable laws, regulations, and policies. OPC maximizes the use of data tools and analytics to overcome data quality issues at scale while also reducing the burden of analysis placed on the acquisition workforce.

In response to the Secure Technology Act (December 21, 2018), OPC has led the development of the Supply Chain Risk Management (SCRM) strategy and implementation plan for FAS and

also supports the Federal Acquisition Security Council (FASC) through GSA's council member, the FAS Commissioner. To further advance FAS's SCRM maturity from reactive to resilient, OPC has developed innovative activities to support SCRM through the blending of data and process automation for the removal of prohibited products. OPC is a key drafter in the FASC interim final rule on removal and exclusions of covered articles and information sharing, and plays a key role in the ongoing transformation of the SCRM Review Board.

In FY 2021 OPC will be leading on several FAS SCRM-related initiatives. First, OPC will be piloting a third party risk management assessment tool to identify and assess third party risk. Second, OPC will continue working to develop FAS' SCRM expertise and mature FAS offerings as they relate to SCRM by building the FAS SCRM Champion program with representation from every FAS office. Third, OPC will continue to lead FAS implementation of Section 889 of the FY 2019 NDAA. In addition to these SCRM activities, OPC also serves as one of the executive leads for Commercial E-Commerce Platforms (Section 846 of the FY 2018 NDAA).

Contracting Division — supports the acquisition needs of client agencies doing business with the AAS and ITC portfolios. By providing pre- and post-award contracting support, the office maximizes competition, reduces lead time procurement costs, and ensures that customer objectives are being satisfied.

FAS IT Systems — provides development, operational, and management support to FAS business systems and applications. The ASF's FAS IT budget includes the contractual support and equipment funding for FAS' business systems. The GSA IT organization manages FAS' business systems in partnership with the Office of Systems Management (OSM) and FAS's portfolios to synthesize business system requirements around enterprise strategy and system architecture. FAS IT incorporates business knowledge and technological expertise to choose and implement the best solution available for FAS programs.

In FY 2020, FAS IT continued the transition to the new multiple award BPA for system development and operations (COMET). Since awarding the COMET BPA, three call orders were awarded for management of the existing FAS systems which included the migration of 98 systems in less than three months. Additionally, six call orders have been awarded that focus on major system modernization initiatives supporting several business lines within FAS. Two additional modernization call orders were issued in FY 2020, but not awarded until FY 2021. As other IT contracts within FAS reach their logical end, these contracts will be competed as call orders under COMET, which will result in a more cohesive acquisition and IT strategy for FAS systems. In FY 2021 and FY 2022 FAS IT will continue to partner with OSM and the FAS portfolios to plan, architect, develop, and deploy modernized systems which leverage the cloud, COTS, and open source to the greatest extent possible.