

U.S. General Services Administration

ACQUISITION SERVICES FUND

Fiscal Year 2023 Congressional Justification

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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:

- Providing more access to data and information
- Streamlining the ordering process
- Improving acquisition solutions and contracts
- Creating centers of expertise on the products and services FAS provides

In addition, FAS is identifying ways to provide more centralized 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) - provides access to a wide range of commercial and custom IT products, hardware, software, telecommunications, and security services and solutions to Federal, state, and local agencies.

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 by using 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) - 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.

Supporting Administration Priorities

FAS has a substantial role to play in supporting the Administration's priorities, one that will have a lasting impact on the communities it serves. FAS will continue to deliver best value products and services to enable its customers' missions and will continuously work to improve the overall experience for buyers and suppliers. In doing so, FAS will leverage its buying power, partnerships, and unique position across Government to drive socioeconomic impact, equity, and racial justice; drive nationwide policy on environmental protection; and drive the continued economic recovery and COVID response.

Climate Change - GSA is finalizing several strategic plans that will set its sustainability and climate adaptation priorities for the next several years.

The GSA Climate Change Risk Management Plan describes the steps GSA will take to develop a robust and resilient capacity to manage climate change risks and secure Federal real property and supply chain investments.

FAS will lead several high priority actions identified in the plan, including:

- Incorporating climate risk management into acquisitions for the most critical supplies and services at risk to disruption
- Implementing strategies and actions to mitigate climate risks to its inventory of leased vehicles
- Uncovering major climate risks by category and considering opportunities to incorporate climate adaptation considerations into Best-in-Class (BIC) criteria
- Working closely with customers and industry partners to ensure appropriate products/services are available to sustain mission-critical Federal operations.

The GSA Sustainability Plan will identify priority strategies and actions in major mission areas, including procurement and fleet management.

As outlined in this plan, FAS will lead several actions that support sustainability, climate adaptation, and environmental justice over the next several years, including:

- Expanding installation of telematic devices, supporting the Government's transition to zero-emission vehicles, and expanding installation of Electric Vehicle Supply Equipment (EVSE) at GSA facilities
- Reviewing all BIC contracts to ensure they contain the appropriate FAR clauses that support using hydrofluorocarbon (HFC) alternatives
- Proactively screening Government-wide contracts to incorporate appropriate sustainability requirements and encourage disclosure and reduction of greenhouse gas (GHG) emissions, where feasible
- Improving the accuracy of sustainable product designations on FAS e-commerce platforms
- Updating the resources and tools for the Federal acquisition workforce, such as the Green Procurement Compilation (GPC) and Framework for Managing Climate Risks to Federal Agency Supply Chains, to align with changes in Federal policies

Advancing Equity through the Federal Government - As the acquisition arm of the Federal Government, GSA remains uniquely positioned to connect the private sector with Federal agencies seeking to fulfill business needs, while focusing on efforts to advance equity in Federal procurement. GSA will continue to invest in its workforce, systems, and data to help meet Administration priorities.

Areas of focus include:

- Enhanced market research/intelligence into emerging markets
- Reducing barriers of entry for small businesses in Federal procurement (including Small Disadvantaged Businesses)
- Increased emphasis on training and support to increase small business opportunities for success
- Utilization of advanced data analytics to identify categories of spend that could be targeted for socio-economic opportunities

Evidence & Evaluation - FAS will be supporting the Administration's evidence and evaluation priorities by launching learning agenda priorities, in support of GSA's strategic goals.

In support of a modern, accessible, and streamlined marketplace connecting buyers to the suppliers and business solutions that meet their needs, FAS will be evaluating what strategies are most effective at increasing participation in procurement and contracting opportunities for underserved communities and small businesses.

Key evaluation priorities include:

- Barriers to procurement and contracting opportunities associated with the FAR
- Evidence-based changes that can be implemented and their potential effect
- Acquisition program or policy changes that can address and reduce administrative barriers for GSA customers, especially those that have a disproportionate impact on underserved communities
- The impact of a new preference program to expand procurement opportunities for underserved Communities

In support of a digital Government that delivers for the public through trusted, accessible and user-centered technologies, FAS will evaluate how GSA technology solutions support effective service delivery to the public, including resources from both the ASF and the Federal Citizen Services Fund which supports TTS.

Key evaluation priorities include:

- Identifying opportunities to improve access to Government-wide contracts and acquisition vehicles for small businesses and other disadvantaged groups
- Ensuring FAS websites and systems are accessible and comply with the IDEAct, which includes coming into compliance with the US Web Design System

In support of a Government that capitalizes on interagency knowledge sharing, collaboration and repeatable solutions to improve operations and deliver value for the American people, FAS will evaluate how to strengthen shared solutions to improve operations and deliver value for the American people.

Key evaluation priorities include:

- Techniques to encourage agencies to adopt centralized services and shared solutions
- Developing programs or policies that are effective at promoting the use of electric vehicles
- Changes in Federal travel policies and offerings that can best support the future of Federal work

Made in America - FAS and GSA are well positioned to support the Administration's goal to have Federal agencies buy more products made in the United States. In FY 2021, GSA, in conjunction with the OMB Made in America Office (MIAO), launched www.madeinamerica.gov, a public transparency website which displays non-availability procurement waiver submissions. By making such waivers public in a central location, domestic businesses can easily review the

requests and notify the Government if they are able to provide a solution that the Government was not previously aware of.

In FY 2022 and FY 2023, GSA will be supporting this priority and the Infrastructure Investment and Jobs Act (IIJAA) by:

- Developing a front-end Federal agency log-in application for agencies to enter both financial assistance and procurement waiver data
- Making publicly available days both financial assistance and procurement waivers
- Developing additional procurement waiver types, making enhancements and adding new functionalities to the MIAO reviewer portal (to include workflow capacity for both MIAO staff and Federal users), instituting data analytics and reporting, and making further enhancements to the public transparency site

IT Modernization & Cybersecurity - FAS is leading the way in IT Modernization & Cybersecurity for the Federal Government through its various internal investments in FAS systems and technology, as well as the services its various portfolios such as ITC and TTS provide to other Federal agencies. These efforts are further detailed in the following section on FAS Priorities.

FAS Priorities

FAS strives to modernize the Federal Government's procurement and technology practices in order to more effectively offer **centralized services**, deliver mission outcomes, provide excellent service, and efficiently manage taxpayer dollars. FAS is committed to improving its **customer, supplier, and workforce experiences** through streamlined human-centered design practices. FAS is investing in **modernized and consolidated technologies** to efficiently deliver those experiences. And FAS is directly supporting the **implementation of many policy initiatives** to create a more secure, transparent, and equitable Government. These efforts result in substantial benefits to FAS, GSA, the Federal Government, and ultimately the taxpayer.

Centralized Services - FAS has long been a leader in providing centralized services for other Federal agencies. Examples of such services include:

E-Gov Travel Service 2 - FAS manages the E-Gov Travel Service 2 (ETS2), a Government-wide, web-based, and world-class travel management service. This streamlined service continually applies commercial best practices to realize travel efficiencies and deliver a transparent, accountable, and sustainable service that yields exceptional customer satisfaction. It has been deployed by over 59 Executive Branch Agencies to provide common, secure, web-based, and automated services. ETS2 has allowed the Federal Government to eliminate over 250 disparate, non-web based and paper-driven systems.

GSA SmartPay® - FAS manages the SmartPay® program, the world's largest government charge card and commercial payment solution program. GSA provides payment solutions to more than 560 Federal agencies, organizations, and Native American tribal governments. These payment solutions allow authorized Government employees to make purchases on behalf of the Federal Government in support of their agency/organization's mission.

GSA Fleet Leasing - FAS leases over 200,000 vehicles to customer agencies and provides them with end-to-end fleet management services. These services include vehicle acquisition and disposal services, maintenance control and accident management services, loss prevention and fuel services, and a fleet management system with detailed and accurate data.

Integrated Award Environment - FAS manages a suite of systems, the Integrated Award Environment (IAE), that support agencies through the Federal awards lifecycle. These different systems manage, integrate, and unify the Federal award process to allow the Federal Government acquisition workforce, business partners, and assistance communities to support Federal Government operations.

Customer, Supplier, & Workforce Experience

FAS is working to improve the Federal Marketplace (FMP) and optimizing the buying and selling experience by enhancing FAS's acquisition vehicles, focusing on listening to customer and industry partners, and modernizing systems to improve customer experience, and emphasizing workforce readiness.

Improving the Multiple Award Schedule (MAS) Supplier Onboarding Process - Under FAS's MAS program, FAS plans to build and deploy journey maps to identify inconsistencies throughout the program. FAS will review all entry points to the program and determine what can be consolidated or removed to streamline the supplier experience. FAS will use the journey maps to help suppliers understand how they can improve the information they provide and to identify systems requirements. FAS will also create training for new suppliers to strengthen their business marketing, leading to more connections with customer agencies and increased supplier retention under the MAS program.

Improving the Digital Experience of Customers & Suppliers - Using Agile methodologies and in partnership with its stakeholders, the Digital Experience (DX) team is developing a single platform that integrates all of FAS' online tools into one seamless digital experience that will support every phase of the acquisition journey starting from market research to a final transaction. With ongoing user feedback as the basis for any change, existing FAS tools will evolve and/or converge with the new DX solution. The initial focus is on developing an entry portal that provides streamlined access to acquisition support tools. The Digital Experience will

iteratively evolve to eventually incorporate all FAS product & service offerings and become the premier online, self-service FAS buying site.

Building the Services Marketplace - The Services Marketplace - part of the overall FAS Federal Marketplace (FMP) - is a collective of contract offerings and initiatives that support the Federal Government's services procurement spend which is currently over 80 percent of common Federal procurement spend. The Services Marketplace (SMP) will improve FAS' services initiatives and offerings to streamline operations; improve the customer, supplier, & workforce experiences in buying and selling services; and increase use of FAS managed indefinite delivery/indefinite quantity (IDIQ) contracts (including the Multiple Award Schedules).

Adapting the Workforce to Reentry and Hybrid Work - COVID and the global pandemic demonstrated that working remotely is a proven concept. However, moving into the post-COVID world, the norm will be a hybrid workplace - with some workers coming into the office, while others remain remote. In this hybrid environment, employees will simultaneously have to be both more consistent and more flexible, building leadership skills, trust, and confidence to manage a successful hybrid workplace. Supervisors will also need to create an inclusive environment that equally values in-person and remote workers. FAS will need to support and develop its workforce to remain engaged and productive in this new workplace.

Modernize Through Technology

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.

Enhancing 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.

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.

During FY 2021 and continuing through FY 2022 and FY 2023, the Catalog Management project will execute three core systems modernizations: (1) a Common Catalog Platform (CCP) to replace antiquated and burdensome catalog management systems; (2) an Authoritative Catalog Repository (ACR) to provide a cloud-based, extensible catalog data storage environment; and (3) a Verified Product Portal (VPP) to improve product catalog data quality and compliance.

Developing an Enterprise Contract Writing System - FAS is developing an enterprise Contract Acquisition Lifecycle Management (CALM) system to provide a modern, efficient contract writing system that supports the acquisition workforce. A pilot of CALM was completed in FY 2021 with a FAS business line, which resulted in the execution of the release to the public and award of the first solicitation using the system. CALM added source selection functionalities during the last quarter of FY 2021 and will incorporate artificial intelligence and machine learning capabilities to increase its efficiency during FY 2022 and FY 2023.

Fully Transitioning to the Next Generation of Telecommunications Contracts - Enterprise Infrastructure Solutions (EIS) is the Government-wide joint voice, video, data, and security service acquisition vehicle targeted for full adoption by FY 2024. These contracts efficiently leverage the scale of Government buying power while standardizing and optimizing major portions of the Federal technological infrastructure.

Compliance, Security, Sustainability, & Equity

FAS is playing a major role implementing many Administration policies because of the reach and impact of its acquisition and technology solutions. Full confidence in the statutory and regulatory compliance of all FAS solutions has always been part of FAS's value proposition to agency customers. However, the value of that alignment to policy does not stop at meeting minimum requirements. Instead, FAS is driving important changes to the Government and the markets it participates in through these policies such as improving digital and supply chain security, environmental sustainability, and equity between its stakeholders.

Electrifying the Federal Fleet - 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 vehicle manufacturing. Further details on funding

requested for the electric vehicles initiative can be found in the Electric Vehicles Fund section of GSA's FY 2023 Congressional Justification.

Leveraging Acquisition to Identify, Deter, and Respond to Cyber Threats - GSA will support the Administration's goal of preventing, detecting, assessing, and remediating cyber incidents to protect national and economic security. GSA will achieve this goal through interagency collaboration; policy and regulation guidance; moving towards a Zero Trust Architecture; developing and implementing vendor, customer, and acquisition workforce communications of new cyber requirements; and monitoring vendor offerings on GSA acquisition vehicles.

Supply Chain Risk Management (SCRM) - FAS has made SCRM an enterprise priority. The United States faces increasing supply chain risk in a global supply chain 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.

Over the past several years, FAS has worked diligently with customer agencies and suppliers to implement Section 889 of the FY 2019 NDAA (hereafter referred to as "Section 889"). Successfully implementing Section 889 and assisting customers through navigating its impact continues to be a priority for FAS. Section 889 prohibitions on purchasing covered telecommunications equipment and services and prohibitions on contracting with entities using certain covered telecommunications equipment and services as well as video surveillance equipment impacted transactions through the ASF's various acquisition vehicles in FY 2021 and will continue to impact transactions through FY 2023. Accordingly, the various FAS programs are actively working to mitigate any impacts on the supply chain.

In FY 2021, implementation of Section 889 had a neutral impact on transactions through the ASF's various acquisition vehicles as FAS leveraged automated acquisition processes and communicated extensively with industry and customers before the prohibition effective date to mitigate potential negative impacts. When 889 Part B took effect, FAS rapidly modified many of the existing contract vehicles which minimized delays in orders under those contracts.

For FY 2022 and FY 2023, it is projected that implementation of Section 889 will have a minimal impact to the ASF as a result of the prohibition being fully implemented for most programs by the end of FY 2021. However, "white label" products represent a significant Section 889 implementation challenge. White labeling occurs when a covered entity manufactures telecommunication and video surveillance equipment, but the equipment is labeled with a different company name. It is currently very difficult for GSA to identify white label products, but in FY 2022 and FY 2023, FAS will implement acquisition risk mitigation strategies to remove and exclude white label products from its contracts. FAS will continue to adapt to the impacts of implementing Section 889 in order to safely and securely achieve its mission.

In addition to implementing Section 889, FAS will continue ongoing compliance initiatives that support the goals represented in Executive orders. Specifically in relation to E.O. 14005, “*Ensuring the Future Is Made in All of America by All of America’s Workers*,” which seeks to maximize the purchase and use of goods, products, and materials produced in, and services offered in, the United States; FAS executes an automated acquisition process to help ensure that Schedule products are TAA-compliant and/or that products correctly list the country of origin as “US”. Since FAS began running the process in 2018, the number of TAA flagged items and incorrect “US” designations has decreased by 89% and 44%, respectively. FAS will also encourage expanded use of the Verified Products Portal (VPP), a manufacturer-facing portal containing authoritative product content. The data populated by participating manufacturers and wholesalers in the VPP will be used to standardize vendor catalogs and ensure products across GSA marketplaces are accurately represented.

As part of FAS efforts around SCRM, FAS and GSA IT partnered with DoD CIO’s office to pilot commercially available vendor risk tools in FY 2021. One tool aggregates unclassified data using a series of algorithms to produce supply chain illumination maps and to rate risks related to cyber, financial, foreign influence and control, supplier relationships, and logistical and supply risks associated with COVID-19 impacts and other global events. The second tool specializes in cybersecurity risk ratings and has the capability to assist the Government in moving beyond self-attestation for vendors patching certain vulnerabilities, among other items. FAS has assessed the highest risk programs to determine which meet the criteria to be entered and monitored in the vendor risk tool pilot. GSA IT has used this pilot to assess its highest risk suppliers and FAS is currently in the process of extending these pilots in partnership with the DoD CIO.

Developing Equitable Post Award Support Strategies for New Suppliers - FAS believes that the Federal Supply Schedules are the best entry point for new contractors to Federal procurement. As FAS works to streamline onboarding of new contractors — many of which are expected to be in various Small Disadvantaged Business (SDB) categories — it will lead a companion effort to help these new entrants succeed.

GSA Small Business Government-wide acquisition contracts (GWACs) provide customer agencies an efficient way to access highly qualified small business IT service providers. With Polaris, GSA is looking to expand the industry partner base, provide greater access to emerging technologies, simplify proposal submission requirements, and improve the overall customer experience.

As part of GSA’s commitment to equity in procurement, it will develop a supplier diversity plan focused on key issues and actions GSA will take to increase opportunity for suppliers in Small Disadvantaged Business (SDB) categories. One approach will include plans for regular on-ramping of key acquisition vehicles.

COVID-19 Pandemic Impact

The COVID-19 pandemic had a mixed effect on the financial operations of ASF in FY 2020 and FY 2021, and its impact on FY 2022 and FY 2023 is uncertain given the frequently changing nature of the pandemic.

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 and the Fleet program has been impacted by vehicle resale market conditions, manufacturing shutdowns, and supply chain interruptions and delays. 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 2022 and FY 2023 in response to the COVID-19 pandemic and its impact on FAS customers and suppliers.

Summary of Request

The FY 2023 Request for the ASF provides a total of \$24.9 billion and 3,850 full-time equivalent (FTE) employees. This is an increase of \$426.5 million and an increase of 47 FTE from the FY 2022 Plan. The FY 2022 Plan and FY 2023 Request reflect FAS's concerted effort to increase savings Government-wide by increasing the utilization of current offerings and achieving internal operational efficiencies.

The FY 2023 Request includes an increase of \$426.5 million from the FY 2022 Plan:

- \$694.1 million for inflation on goods and services sold
- \$324.7 million in additional business volume through FAS Offerings
- \$24.2 million for increases in Login.gov obligations funded through the TMF ARP award
- \$21.4 million for the FY 2023 Pay Increase
- \$15.8 million in FTE costs to support business priorities

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- \$15.8 million for increases in the WCF Bill
- \$12.4 million for increased costs for Operation and Maintenance of equipment
- -\$1.5 million decrease from Transitioning the PIF Program to the Federal Citizen Services Fund
- -\$4.3 million decrease from Transitioning the HR QSMO out of GSA
- -\$10.0 million decrease in Operational Contractual Services and Miscellaneous Spending
- -\$12.0 million decrease in Reserve Investment Spending
- -\$654.1 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 |
|------------------------|-----------|-------------------|
| 2022 Plan..... | 3,803 | \$ 24,428,476 |
| 2023 Plan..... | 3,850 | \$ 24,855,006 |
| Net Change..... | 47 | \$ 426,530 |

| | FTE | Obligations |
|--|-----------|---------------------|
| Maintaining Current Levels: | | |
| FY 2023 Pay Increase | | \$ 21,374 |
| Inflation on Goods and Services Sold | | \$ 694,088 |
| Subtotal, Maintaining Current Levels..... | - | \$ 715,462 |
| Program Changes | | |
| Increase in Business Volume through FAS Offerings | | \$ 324,728 |
| Increase in Login.gov Obligations funded through TMF ARP Award | | \$ 24,249 |
| Increase in FTE to Support Business Priorities | 47 | \$ 15,797 |
| Increase in WCF Bill | | \$ 15,792 |
| Increase in Costs for Operation and Maintenance of Equipment | | \$ 12,380 |
| Decrease from Transitioning the PIF Program to the Federal Citizen Services Fund | | \$ (1,452) |
| Decrease from Transitioning the HR QSMO PMO out of GSA | | \$ (4,268) |
| Decrease in Operational Contractual Services & Other Misc. Spending | | \$ (10,050) |
| Decrease in Reserve Investment Spending | | \$ (11,995) |
| Decrease in ITC Cost of Goods Sold due to Telecom Transition ¹ | | \$ (654,115) |
| Subtotal, Program Changes..... | 47 | \$ (288,932) |
| Net Change..... | 47 | \$ 426,530 |

1 - 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)

| | | 2021 Actual | 2022 Plan | 2023 Plan |
|-------------|---|----------------------|----------------------|----------------------|
| 11.1 | Full-time permanent..... | \$ 376,785 | \$ 449,322 | \$ 476,256 |
| 11.3 | Other than permanent..... | \$ 33,428 | \$ 183 | \$ 204 |
| 11.5 | Other personnel compensation..... | \$ 11,252 | \$ 9,900 | \$ 10,493 |
| 11.9 | Total personnel compensation..... | \$ 421,465 | \$ 459,405 | \$ 486,953 |
| 12.1 | Civilian personnel benefits..... | \$ 146,702 | \$ 160,129 | \$ 169,752 |
| 13.0 | Benefits for Former Personnel..... | \$ - | \$ - | \$ - |
| 21.0 | Travel and transportation of persons..... | \$ 192 | \$ 9,764 | \$ 10,054 |
| 22.0 | Transportation of things..... | \$ 32,451 | \$ 8,674 | \$ 8,986 |
| 23.1 | Rental payments to GSA..... | \$ 30,178 | \$ 29,126 | \$ 29,426 |
| 23.3 | Communications, utilities, and miscellaneous charges..... | \$ 1,354,919 | \$ 1,031,818 | \$ 384,555 |
| 24.0 | Printing and reproduction..... | \$ 1,829 | \$ 2,276 | \$ 2,278 |
| 25.1 | Advisory and Assistant Service..... | \$ 15,008,940 | \$ 17,868,972 | \$ 18,749,622 |
| 25.2 | Other good and services from non-Federal sources..... | \$ 1,237 | \$ 5,077 | \$ 5,107 |
| 25.3 | Other purchases of goods and services from Federal sources..... | \$ 318,354 | \$ 301,910 | \$ 318,192 |
| 25.4 | Operation and maintenance of facilities..... | \$ 80 | \$ - | \$ - |
| 25.7 | Operations and maintenance of equipment..... | \$ 210,608 | \$ 123,470 | \$ 135,850 |
| 26.0 | Supplies and materials..... | \$ 1,400,631 | \$ 1,380,045 | \$ 1,477,022 |
| 31.0 | Equipment..... | \$ 2,672,344 | \$ 3,020,675 | \$ 3,025,859 |
| 32.0 | Land and structures..... | \$ 83 | \$ 35 | \$ - |
| 42.0 | Insurance claims and indemnities..... | \$ 753 | \$ - | \$ - |
| 43.0 | Interest and Dividends..... | \$ - | \$ 5 | \$ 5 |
| | Total new obligations..... | \$ 21,600,766 | \$ 24,401,380 | \$ 24,803,661 |
| | Subtotal, PC&B..... | \$ 568,167 | \$ 619,534 | \$ 656,705 |
| | Subtotal, Non-labor..... | \$ 21,032,599 | \$ 23,781,847 | \$ 24,146,956 |
| 99.0 | Obligations, appropriated (multi-year) | \$ - | \$ 27,095 | \$ 51,345 |
| 99.9 | Total obligations | \$ 21,600,766 | \$ 24,428,476 | \$ 24,855,006 |
| | Civilian full-time equivalent employment..... | 3,485 | 3,803 | 3,850 |
| | Net Outlays..... | (517,000) | (438,000) | (928,000) |

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, the ASF returned \$3.5 million to the Treasury. In FY 2022 and FY 2023, total ASF Revenue is projected to be \$20.7 billion and \$21.0 billion respectively. The projected ASF Revenue in FY 2023 is less than the total obligation request for FY 2023, because the total obligation request includes anticipated flow-thru obligations that will not be recognized as Revenue until subsequent fiscal years. This revenue is generated across FAS's six business portfolios and initiatives. Revenue is projected to increase from FY 2022 to FY 2023 for all portfolios, except for ITC and IAE, 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 \$286.4 million increase in anticipated Revenue from FY 2022 to FY 2023:

- \$852.4 million increase in AAS due to continued growth in customer orders
- -\$689.6 million decrease in ITC as agencies transition from ITC's Networx contract to the lower rates on the Enterprise Infrastructure Solutions (EIS) contract
- \$71.1 million increase in TTL due to the increased activity in the Fleet Leasing program and the anticipated recovery from the negative impacts of the COVID-19 pandemic
- \$50.4 million increase in GS&S associated with the expansion of store operations
- \$32.1 million increase in TTS associated with initiatives such as Login.gov
- -\$32.9 million decrease in IAE associated with collections from customers returning to steady-state levels after experiencing an increase in collections in FY 2022 due to the planned reimbursement for the cost of extending the contract with Dun & Bradstreet (D&B)
- \$2.9 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)

In FY 2022 and FY 2023, reserve expenses include funding the modernization of business systems and offerings, enhancements to the IAE, contract transition for the Network Services Program, and support of initiatives such as improving the Federal Marketplace, MAS Consolidation, and SCRM.

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' 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' 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' direct operating expenses include maintenance costs of vehicles leased to customers and payments to GSA's Working Capital Fund.

FAS achieved a result of 31.2 percent in FY 2021 compared to the target of 35.4 percent. For FY 2022 and FY 2023, FAS is targeting 35.3 percent and 35.3 percent respectively. FAS was more efficient than the target in FY 2021 due to strong growth in gross margin coupled with lower expenses driven primarily by below-plan FTE levels. The efficiency metric is projected to decrease slightly in FY 2022 and FY 2023 as staffing levels rebound to normal levels and FAS continues to spend in support of Administration priorities. 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.

Results of Operations by Program

(Dollars in Thousands)

| Income and Expense Statement | FY 2021 Actual | FY 2022 Plan | FY 2023 Plan |
|---|-------------------|-----------------|-----------------|
| 1. Assisted Acquisition Services (AAS) | | | |
| Revenue | \$ 14,566,331 | \$ 14,371,241 | \$ 15,223,679 |
| Acquisition Training Fund | \$ - | \$ - | \$ - |
| Cost of Goods Sold | \$ 14,172,877 | \$ 13,966,840 | \$ 14,796,107 |
| Gross Margin | \$ 393,454 | \$ 404,401 | \$ 427,572 |
| <i>Cost of Operations</i> | | | |
| Program Expenses | \$ 184,337 | \$ 244,371 | \$ 265,218 |
| Corporate Overhead | \$ 65,117 | \$ 74,453 | \$ 82,603 |
| Other Cost of Operations | \$ 1,686 | \$ 2,372 | \$ 2,353 |
| Total Cost of Operations | \$ 251,140 | \$ 321,196 | \$ 350,174 |
| Net Operating Results | \$ 142,314 | \$ 83,205 | \$ 77,398 |
| Reserve Expenses | \$ 13,826 | \$ 21,687 | \$ 21,051 |
| Net Financial Impact | \$ 128,488 | \$ 61,518 | \$ 56,347 |
| 2. General Supplies and Services (GSS) | | | |
| Revenue | \$ 1,376,131 | \$ 1,447,418 | \$ 1,497,820 |
| Acquisition Training Fund | \$ (2,825) | \$ (2,855) | \$ (2,900) |
| Cost of Goods Sold | \$ 1,131,889 | \$ 1,190,198 | \$ 1,231,985 |
| Gross Margin | \$ 241,417 | \$ 254,365 | \$ 262,935 |
| <i>Cost of Operations</i> | | | |
| Program Expenses | \$ 167,835 | \$ 188,481 | \$ 195,378 |
| Corporate Overhead | \$ 50,210 | \$ 49,622 | \$ 52,583 |
| Other Cost of Operations | \$ 4,358 | \$ 955 | \$ 989 |
| Total Cost of Operations | \$ 222,403 | \$ 239,058 | \$ 248,950 |
| Net Operating Results | \$ 19,014 | \$ 15,307 | \$ 13,985 |
| Reserve Expenses | \$ 14,609 | \$ 13,887 | \$ 11,507 |
| Net Financial Impact | \$ 4,405 | \$ 1,420 | \$ 2,478 |
| 3. Information Technology Category (ITC) | | | |
| Revenue | \$ 1,661,151 | \$ 1,266,590 | \$ 576,925 |
| Acquisition Training Fund | \$ (9,867) | \$ (8,663) | \$ (8,905) |
| Cost of Goods Sold | \$ 1,254,904 | \$ 917,950 | \$ 264,921 |
| Gross Margin | \$ 396,380 | \$ 339,977 | \$ 303,099 |
| <i>Cost of Operations</i> | | | |
| Program Expenses | \$ 219,951 | \$ 231,824 | \$ 228,083 |
| Corporate Overhead | \$ 62,501 | \$ 61,448 | \$ 63,065 |
| Other Cost of Operations | \$ 4,208 | \$ 1,809 | \$ 1,878 |
| Total Cost of Operations | \$ 286,660 | \$ 295,081 | \$ 293,026 |
| Net Operating Results | \$ 109,720 | \$ 44,896 | \$ 10,073 |
| Reserve Expenses | \$ 12,272 | \$ 17,608 | \$ 18,622 |
| Net Financial Impact | \$ 97,448 | \$ 27,288 | \$ (8,549) |

U.S. General Services Administration
Acquisition Services Fund

| Income and Expense Statement | FY 2021 Actual | FY 2022 Plan | FY 2023 Plan |
|---|-------------------|-----------------|-----------------|
| 4. Professional Services & Human Capital (PSHC) | | | |
| Revenue | \$ 116,901 | \$ 117,216 | \$ 120,082 |
| Acquisition Training Fund | \$ (5,626) | \$ (5,861) | \$ (6,003) |
| Cost of Goods Sold | \$ - | \$ - | \$ - |
| Gross Margin | \$ 111,275 | \$ 111,355 | \$ 114,079 |
| <i>Cost of Operations</i> | | | |
| Program Expenses | \$ 72,237 | \$ 82,375 | \$ 86,517 |
| Corporate Overhead | \$ 22,204 | \$ 23,100 | \$ 24,667 |
| Other Cost of Operations | \$ 515 | \$ 570 | \$ 591 |
| Total Cost of Operations | \$ 94,956 | \$ 106,045 | \$ 111,775 |
| Net Operating Results | \$ 16,318 | \$ 5,310 | \$ 2,304 |
| Reserve Expenses | \$ 1,877 | \$ 5,383 | \$ 5,869 |
| Net Financial Impact | \$ 14,441 | \$ (73) | \$ (3,565) |
| 5. Travel, Transportation, and Logistics (TTL)¹ | | | |
| Revenue | \$ 2,635,895 | \$ 3,291,937 | \$ 3,363,075 |
| Acquisition Training Fund | \$ (656) | \$ (703) | \$ (818) |
| Cost of Goods Sold | \$ 1,221,890 | \$ 1,780,766 | \$ 1,774,780 |
| Gross Margin | \$ 1,413,349 | \$ 1,510,468 | \$ 1,587,477 |
| <i>Cost of Operations</i> | | | |
| Program Expenses | \$ 397,808 | \$ 568,676 | \$ 647,780 |
| Corporate Overhead | \$ 54,026 | \$ 53,938 | \$ 56,523 |
| Other Cost of Operations | \$ 606,190 | \$ 611,936 | \$ 618,212 |
| Replacement Cost Pricing ² | \$ 345,049 | \$ 250,541 | \$ 246,585 |
| Total Cost of Operations | \$ 1,403,073 | \$ 1,485,091 | \$ 1,569,100 |
| Net Operating Results | \$ 10,276 | \$ 25,377 | \$ 18,377 |
| Reserve Expenses | \$ 16,891 | \$ 25,034 | \$ 20,361 |
| Net Financial Impact | \$ (6,615) | \$ 343 | \$ (1,984) |
| 6. Integrated Award Environment (IAE) | | | |
| Revenue | \$ 70,206 | \$ 100,995 | \$ 68,112 |
| Acquisition Training Fund | \$ - | \$ - | \$ - |
| Cost of Goods Sold | \$ 67,769 | \$ 87,075 | \$ 83,081 |
| Gross Margin | \$ 2,437 | \$ 13,920 | \$ (14,969) |
| <i>Cost of Operations</i> | | | |
| Program Expenses | \$ 8,283 | \$ 11,153 | \$ 10,931 |
| Corporate Overhead | \$ 6,745 | \$ 6,400 | \$ 6,216 |
| Other Cost of Operations | \$ 3,893 | \$ 3,975 | \$ 5,543 |
| Total Cost of Operations | \$ 18,921 | \$ 21,528 | \$ 22,690 |
| Net Operating Results | \$ (16,484) | \$ (7,608) | \$ (37,659) |
| Reserve Expenses | \$ 43,755 | \$ 60,268 | \$ 38,038 |
| Net Financial Impact | \$ (60,239) | \$ (67,876) | \$ (75,697) |

U.S. General Services Administration
Acquisition Services Fund

| Income and Expense Statement | FY 2021 Actual | FY 2022 Plan | FY 2023 Plan |
|--|-------------------|-----------------|-----------------|
| 7. Technology Transformation Services (TTS) | | | |
| Revenue | \$ 96,269 | \$ 123,841 | \$ 155,981 |
| Acquisition Training Fund | \$ - | \$ - | \$ - |
| Cost of Goods Sold | \$ 42,798 | \$ 58,977 | \$ 85,523 |
| Gross Margin | \$ 53,471 | \$ 64,864 | \$ 70,458 |
| <i>Cost of Operations</i> | | | |
| Program Expenses | \$ 59,036 | \$ 73,667 | \$ 73,994 |
| Corporate Overhead | \$ 12,576 | \$ 14,295 | \$ 14,184 |
| Other Cost of Operations | \$ (31) | \$ 1,010 | \$ 932 |
| Total Cost of Operations | \$ 71,581 | \$ 88,972 | \$ 89,110 |
| Net Operating Results | \$ (18,110) | \$ (24,108) | \$ (18,652) |
| Reserve Expenses | \$ 2,297 | \$ 6,756 | \$ 2,448 |
| Net Financial Impact | \$ (20,407) | \$ (30,864) | \$ (21,100) |
| 8. HR Quality Service Management Office PMO (HR QSMO) | | | |
| Revenue ³ | \$ 700 | \$ - | \$ - |
| Acquisition Training Fund | \$ - | \$ - | \$ - |
| Cost of Goods Sold | \$ 291 | \$ - | \$ - |
| Gross Margin | \$ 409 | \$ - | \$ - |
| <i>Cost of Operations</i> | | | |
| Program Expenses | \$ 2,784 | \$ 4,937 | \$ - |
| Corporate Overhead | \$ 573 | \$ 894 | \$ - |
| Other Cost of Operations | \$ 110 | \$ 102 | \$ - |
| Total Cost of Operations | \$ 3,467 | \$ 5,933 | \$ - |
| Net Operating Results | \$ (3,058) | \$ (5,933) | \$ - |
| Reserve Expenses | \$ 1,216 | \$ 1,555 | \$ - |
| Net Financial Impact | \$ (4,274) | \$ (7,488) | \$ - |

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

| Income and Expense Statement | FY 2021 Actual | FY 2022 Plan | FY 2023 Plan |
|---|-------------------|-----------------|-----------------|
| 9. Total Acquisition Services Fund (ASF) | | | |
| Revenue ⁴ | \$ 20,523,584 | \$ 20,719,238 | \$ 21,005,674 |
| Acquisition Training Fund | \$ (18,974) | \$ (18,082) | \$ (18,626) |
| Cost of Goods Sold | \$ 17,892,418 | \$ 18,001,806 | \$ 18,236,397 |
| Gross Margin | \$ 2,612,192 | \$ 2,699,350 | \$ 2,750,651 |
| <i>Cost of Operations</i> | | | |
| Program Expenses | \$ 1,112,271 | \$ 1,405,484 | \$ 1,507,901 |
| Corporate Overhead | \$ 273,952 | \$ 284,150 | \$ 299,841 |
| Other Cost of Operations | \$ 620,929 | \$ 622,729 | \$ 630,498 |
| Replacement Cost Pricing ² | \$ 345,049 | \$ 250,541 | \$ 246,585 |
| Total Cost of Operations | \$ 2,352,201 | \$ 2,562,904 | \$ 2,684,825 |
| Net Operating Results | \$ 259,990 | \$ 136,446 | \$ 65,826 |
| Reserve Expenses | \$ 106,743 | \$ 152,178 | \$ 117,896 |
| Net Financial Impact | \$ 153,247 | \$ (15,732) | \$ (52,070) |

1 - TTL Portfolio Revenue and Cost of Goods Sold include \$1,009.8 million, \$1,095.0 million, and \$1,172.7 million in intra-GSA sales of vehicles that GSA Fleet plans to purchase from GSA Automotive in FY 2021, FY 2022, and FY 2023, 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 FY 2021 Revenue for the HR QSMO reflects the receipt of Cross Agency Priority (CAP) Goal funding.

4 - Total FY 2023 ASF Revenue is \$3,849.3 million less than the total obligation request of \$24,855.0 million for FY 2023. 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 2021 Actual | FY 2022 Plan | FY 2023 Plan |
|---|-------------------|-----------------|-----------------|
| Portfolios & Initiatives | 2,899 | 3,088 | 3,117 |
| Assisted Acquisition Services | 612 | 689 | 739 |
| General Supplies Services | 457 | 478 | 490 |
| Information Technology Category | 602 | 635 | 644 |
| Professional Services & Human Capital | 233 | 250 | 254 |
| Travel, Transportation, & Logistics | 677 | 700 | 708 |
| Integrated Award Environment | 28 | 26 | 24 |
| Technology Transformation Services | 282 | 305 | 258 |
| HR Quality Service Management Office PMO | 6 | 4 | - |
| Integrators | 586 | 715 | 733 |
| Office of the Commissioner | 10 | 10 | 7 |
| Regional Commissioners | 98 | 118 | 119 |
| Office of Enterprise Strategy Management | 100 | 153 | 171 |
| Office of Customer & Stakeholder Engagement | 234 | 251 | 252 |
| Office of Policy & Compliance | 46 | 57 | 58 |
| Office of Systems Management | 31 | 46 | 46 |
| Contracting | 67 | 81 | 81 |
| Total ASF FTE¹ | 3,485 | 3,803 | 3,850 |

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 in GSA's 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 2021, AAS's business continued to grow significantly over prior years with obligations increasing by eight percent from FY 2020 levels and Business Volume ending the year at \$14.6 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, two AAS CSCs were given permanent authority by GSA's Senior Procurement Executive (SPE) to provide assisted acquisition services for Small Business Innovation Research (SBIR) Phase III work. In February of 2021, the SPE expanded the authority to allow authorized AAS CSCs to support customer agencies with all phases of SBIR/ and Small Business Technology Transfer (STTR) work contracts. With this expanded authority, two CSCs were approved to support Phases I and II and four CSCs were approved to support Phase III. 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 Southeast Sunbelt Region 4 CSC managed a \$74 million task order that provided support to the CDC's National Contact Center (CDC INFO) program. This

program is an important component of the CDC's communications infrastructure, and is responsible for ensuring that appropriate health and safety information on thousands of public health issues is disseminated quickly and effectively to public health professionals and the public at large. By March of 2020 inquiries to CDC-INFO reached a peak of more than 20 times normal, establishing an absolutely critical demand for the accurate and credible public health and safety information provided through the CDC INFO Contact Center services. Throughout the spring and summer of 2020 as the pandemic continued to spread, the level of inquiries received through CDC-INFO's communication channel (calls and emails) remained at levels 4 times higher than those of the "steady state" (normal) levels experienced prior to January 2020. This partnership serves as a foundation for future growth as customer agencies focus on their critical missions.

In FY 2022 and FY 2023, 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 Supply Chain Management, Retail Operations, Acquisition Management, and 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 2021, SCM continued to build on key initiatives and improve the program. The domestic direct vendor delivery model was expanded to include overseas military customers operating in the Outside Continental United States (OCONUS) Combatant Commands (COCOMs) which improved service levels and shortened customer wait times. SCM awarded and implemented

four new OCONUS direct vendor delivery contracts in the INDOPACOM area of operations (AOR) (Korea, Japan, Guam, and Hawaii) that vastly improved service delivery times for customers in that area from about 45 days to 3-5 business days. In addition, by implementing a contract solution for a commercial third-party logistics provider (3PL), SCM was able to significantly reduce the cost to ship orders to overseas military customers. The 3PL solution is a less costly and more efficient alternative than the previous approach, and is expected to save \$3M per year.

SCM also played a significant role in responding to the COVID pandemic during FY 2021, successfully fulfilling 123,111 customer COVID-related orders valued at \$63.6 million and resolving major supply chain issues caused by the pandemic. Additionally, the program also developed an initiative to help Federal customers adapt to an ever increasing virtual/home office environment by promoting the use of Global Supply for home office orders.

In FY 2022 and FY 2023, SCM will utilize a strategic forward supply point solution to increase requisition support to Federal agencies and expand the 'OCONUS fast delivery initiative' to the U.S. Central Command (CENTCOM) AOR (Middle East). This effort will further expand the Global Supply product base for high demand items, while continuing to improve the customer ordering experience in obtaining these items. Expanding the special order (Global Supply assisted acquisition) program will lead to lower costs and improve service delivery, while modernizing NSN Management (Cataloging) will lead to faster/more timely NSN updates and improved customer service.

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 45 locations around the world and continues to grow.

In FY 2021, the impact of COVID-19 on operations was reduced substantially compared to FY 2020, which provided increased opportunities to support the customer mission. The reduced impact of COVID-19 on operations resulted in an increase in Revenue in FY 2021 compared to FY 2020. For FY 2022 and FY 2023, RO plans for significant growth in the number of locations after signing a Memorandum of Agreement (MOA) with Naval Facilities Command (NAVFAC). A planned roll out of locations begins with three NAVFAC Regional operations that includes seven new locations in FY 2022 and an additional seven locations in FY 2023.

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 awards and administers contracts to support GSS' Global Supply, Retail Operations, Personal Property Management, and the Commercial Platforms Initiative.

The Global Supply contract 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 National Stock Number (NSN) and commercial part number items via GSA Global Supply.™ AM's goals for FY 2022 and FY 2023 with regard to Global Supply are to continue to award contracts to support customers outside the United States (for faster delivery than shipping from the U.S.), and to continue to have contractors report order status and improve delivery times.

AM is also awarding new Blanket Purchase Agreements (BPAs) to support the growth of Retail Operations stores across the globe. The new process will allow new stores to be opened without awarding a new BPA each time, and will assist RO in expanding their business during FY 2022.

AM has also awarded three contractors to support the Commercial Platforms Initiative. The initiative offers agencies a 'managed channel' for their open-market online spend, specifically for the purchase of routine commercial items. AM plans to review renewing these contract vehicles, as well as working to expand the contractors and program in the future, working with the Commercial Platform Initiative Program Management Office.

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.

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 \$145 million to partner agencies in FY 2020, and returned \$175 million through the end of FY 2021.

In FY 2021, the Personal Property Sales program continued to support the COVID-19 pandemic response by partnering with other Federal agencies to identify property that could be used for response efforts. Due to the closure of Federal facilities and curtailed in-person operations during the pandemic, the amount of property reported by agencies for sale declined slightly; however, it is expected that program volumes will rebound once in-person agency operations are restored.

PPM continues to expand into new markets, the sale of Cryptocurrency being the latest. On March 17, 2021, PPM conducted its first ever sale of seized/forfeited cryptocurrency on behalf of GSA's disposal customers. The sale of 0.7501 bitcoin generated about \$53 thousand in revenue, 28% more than the market value at the time. In FY 2021, PPM has conducted additional cryptocurrency sales, generating over \$1.4 million in revenue. With these sales, PPM not only expanded its service offerings, but also attracted a new segment of customers to GSA Auctions.

In FY 2022 and FY 2023, the PPM program will focus on new Exchange/Sale opportunities. There will be new opportunities to increase sales of Army Blackhawks for the U.S. Army's helicopter pilot training program, and an updated agreement with the U.S. Army's Tank and Automotive Command to sell heavy equipment and watercraft.

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 Personal Property Management System (PPMS) will merge multiple legacy systems covering all aspects of the disposal process into one system, providing integral interfaces for GSA users and customer agencies. PPM expects to deploy the new modernized PPMS during FY 2022.

Additionally, the Personal Property Utilization & Donation Reimbursable program was transferred 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 (please see OE-8 for a description of the Personal Property Utilization & Donation Appropriated program).

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.

Information Technology Category

The Office of Information Technology Category (ITC) provides IT and telecommunications products and solutions to high quality, innovative suppliers and small businesses. ITC offers emerging, transformative technology and innovations, making them available Government-wide to support the Federal Government's priorities and objectives.

ITC delivers wide ranging and flexible IT solutions and services to support agency missions and drive innovative and agile improvements by promoting best practices and applying leading-edge solutions through five sub-categories. ITC also serves as the Government-wide IT Category Manager, overseeing over 13 BIC acquisition vehicles housed in GSA, HHS, NASA and DoD Army. In addition, the Government-wide IT Category also leads the Information Technology Vendor Management Office (ITVMO), which provides Government-wide market intelligence services to Federal agencies to support better IT buying practices for the Federal Government.

In FY 2021, ITC saw increases in Business Volume, Customer Loyalty Survey scores, and Employee Viewpoint Survey scores. Key initiatives in FY 2022 and FY 2023 include increasing the maturity and reach of SCRM processes and improving the customer experience.

The following offices within ITC assist in the management of the IT procurement and services operations, which include Enterprise Technology Solutions, IT Hardware, IT Software, IT Services, and IT Security:

Office of Enterprise Technology Solutions (ETS) - 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, managed security, network support, and cloud services.

Within ETS, the Enterprise Infrastructure Solutions (EIS) contracts address all aspects of Federal agency IT telecommunications, infrastructure, and cybersecurity requirements. With nine contracts and a ceiling of \$50 billion, EIS is one critical path for agencies to evolve to more modernized and secure IT infrastructures and away from legacy technologies that are vulnerable to security risks. Agencies are transitioning over seven million active services from GSA's seven Networkx contracts and 85 Local Service Agreements to EIS. The transition to EIS impacts 228 Federal agencies and other Government entities that purchase over \$2 billion in services.

Based on lessons learned from the previous transition to Networx, ETS offered 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 31, 2023, providing agencies with additional time to execute their transition to EIS. In response to the risk that some agencies may not complete their transition off the expiring contracts by the May 31, 2023 expiration date, GSA intends to invoke the Continuity of Service (CoS) clause on the expiring contracts. The CoS period will give agencies who sign an MOU with GSA up to May 31, 2024 to either complete their transition or develop an alternative solution to ensure their services continue. If agencies don't use the additional time to complete transition or put in place a solution, all remaining services will be disconnected at the end of the CoS period.

Beyond EIS, the ETS portfolio also includes Complex Commercial SATCOM Solutions (CS3) and the Multiple Award Schedule (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. GSA IT Hardware saw a 36.4 percent increase in spending for standard configuration desktops and laptops in FY 2021 compared to FY 2020, saving customer agencies over \$94.9 million in FY 2021 alone. FY 2021 growth was particularly positive for the category since spend levels showed very large laptop investments across Government in FY 2020 in response to the pandemic and transition to telework. There may be some decline in purchase of laptops in FY 2023 as part of a Government-wide mid lifecycle period for this hardware.

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 (e.g. Apple). In FY 2022, cross-category success has been realized with the Veterans Affairs leveraging the IT Hardware relationship/engagements to revisit acquisition strategies for ETS/Mobility.

In FY 2021, ITC launched the five-year period of performance 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, SCRM, data collection, and vendor support relative to IT hardware and software purchasing through ITC's Best In Class MAS contracts. 2GIT will serve as a testbed for scalable, enhanced processes, and automation that can later be rolled out as needed to all of MAS IT. In FY 2022, the 2GIT Program Office has been challenged with commercial supply chain issues, like many categories, that have made it difficult to manage the price of products on contract and to predict when orders will be fulfilled/reported. ITC has worked in FY 2022 to adjust policies and processes such that contract modifications are more streamlined and allow for the price increases being seen across the entire world economy. ITC is optimistic that these adjustments will position GSA and its MAS IT contractors to be fully ready to address the busy season in quarter four of FY 2022 and beyond into FY 2023.

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, Infrastructure-as-a-Service, Platform-as-a-Service, and cloud-related IT Professional Services.

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 2021, 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 MAS IT Cloud SIN in FY 2019. The category also worked with MAS IT contract holders to ensure they were aware of the changes and to encourage migration of cloud-related professional services to the Cloud SIN.

The Cloud Information Center (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. 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.

Defense Enterprise Office Solution (DEOS) was awarded in November 2020 and is available to all Department of Defense (DoD) organizations as the preferred contract vehicle to obtain commercial cloud hosting modernization services to transition legacy office productivity and collaboration applications with an approved standard cloud-based solution. Under DEOS, DoD mission partners can implement the transition of Microsoft Office 365 and associated capabilities to a cloud environment. DEOS interoperability will help the DoD streamline use of cloud email and collaborative tools while enhancing cybersecurity and information sharing capabilities. GSA's Assisted Acquisition Services (AAS) assists mission partners by providing cradle to grave acquisition support. The BPA is currently achieving a 10% volume discount based on order volume.

In FY 2022, ITC will launch a new Multiple Award Schedule (MAS) Special Item Number (SIN) to house the Department of Treasury's Financial Management Quality Service Management Office (FM QSMO) Marketplace. The Marketplace housed in the new MAS SIN will provide access to commercial cloud-based core financial management systems, other related IT solutions, and IT professional services use Government-wide, in the following subcategories:

- Core Financial Management Solutions (Core FS)
- Additional Financial Management (FM) Solutions
- Financial Management (FM) Service/Solution Adoption and Transition Services
- Financial Management (FM) Technology Operations Support Services

The new FM QSMO Marketplace will also provide agencies with access to innovative and proven financial management solutions and expert guidance that will advance Government-wide financial management objectives and modernized systems, including:

- Standardized processes and data
- Reduced operations and maintenance costs
- Modernized and automated processes
- Improved customer satisfaction

IT Services — invests in the development of the next generation of Government-wide Acquisition Contracts (GWACs). Agencies spend approximately \$18.9 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 designated BIC vehicles by OMB.

For decades, the GWACs have promoted the growth of the small business community. In FY 2021, ITC awarded the 1st cohort of the 8(a) STARS III GWAC to 430 8(a) program participants on June 17, 2021. This is the follow-on to the 8(a) STARS II GWAC, whose ordering period

ended on August 30, 2021. GSA's successful 8(a) small business set-aside GWACs provide 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 on STARS II from \$10 billion at the start of FY 2019 to \$22 billion in July of FY 2020. Due to the past success of GSA's 8(a) GWACs, STARS III has a \$50 billion ceiling, with a 5-year initial ordering period and a 3 year option.

Additionally, planning is underway on the first GSA GWAC to feature multiple small business programs through a single offering. This GWAC, Polaris, will bring emerging technologies, innovation, and IT modernization to the Government and allow small businesses across various socioeconomic categories to support Government agencies in these critical areas.

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 SCRM 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 IT Security 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.

Within the IT Security Subcategory, the USAccess HSPD-12 Managed Service Office provides Federal Information Processing Standard Publication 201 compliant Personal Identity Verification (PIV) card issuance services to over 600,000 Federal employees and contractors with 104 Federal agencies, commissions, and boards.

In response to the COVID-19 pandemic in the first quarter of FY 2021, the USAccess HSPD-12 Managed Service Office's launched a pilot in collaboration with the United States Postal Service (USPS) to maintain enrollments, card issuance/printing, and card maintenance services. Due to customer demand, the pilot was extended beyond its initial 90-day operations and is now under consideration for permanent operating capabilities across the country. In FY 2022, the program will continue to work with USPS to explore opportunities for future expansion efforts, with next steps to include a partnership with the Department of Veterans Affairs.

Also, within the IT Security subcategory, 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, GSA's SmartPay® 3 commercial payment solutions program, and leads the Federal Government's professional services category management activities.

PSHC's goals are to:

- Be tenaciously customer centric by improving Federal agencies' and its suppliers experience by making it easier to work with the organization and the contract programs it manages
- Collaborate for innovation by developing market-leading shared services that help customers more efficiently use taxpayer dollars
- Shift toward modernization by providing customer-centric secure marketplaces - of quality services providers - which drives standardization, integrates solutions, and responds to agency business needs

Professional Services - is the second-largest category of contract spend in the Federal Government. In FY 2021, \$101.2 billion in total contract obligations were awarded of which about \$21.9 billion were awarded through PSHC's Multiple Award Schedule (MAS-PS) and OASIS contract programs. Overall, the category experienced 13% growth in total obligations compared to FY 2020, with PSHC Government-wide contracts realizing business volume growth of 4%.

Through its two Government-wide contract programs, PSHC manages 4,528 MAS-PS contracts and 1,285 OASIS contracts. Small business contracts account for 3,622 (80%) of the MAS-PS contracts and 899 (70%) of the OASIS contracts. In FY 2021, MAS-PS business volume increased slightly (less than 2%) with \$11.2 billion in reported sales, with \$4.3 billion (38%) of sales awarded to small businesses. In FY 2021, OASIS business volume increased by about 7% with \$10.7 billion in reported obligations, with \$4.1 billion (38%) of these obligations awarded to small businesses through 279 task orders.

In FY 2022 and FY 2023, PSHC will continue to support agencies in achieving their professional services category management goals through various efforts.

Such efforts include:

- Co-leading a cross-functional team to build a Services Marketplace for Federal agencies' use
- Awarding a new and improved services Multi-Agency Contract (MAC) as well as completing MAS consolidation efforts
- Expanding use of the best-in-class OASIS contract, and its new OASIS 8(a) contract program
- Strategically supporting high-spend Federal agencies with procurement spend analysis and tailored acquisition strategies
- Publishing new acquisition planning packages (playbooks) for commonly acquired services
- Hosting professional services contract opportunities forecasting events for industry
- Educating and training agency acquisition professionals and industry partners through webinars, social media, and in-person events
- Expanding its supplier relationship management program and its Civilian Services Acquisition Workshop (CSAW) program to promote the use of performance-based contracting

GSA SmartPay® - 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. Best-in-class 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 \$5.2 billion in agency refunds since its inception in 1998. In FY 2021 alone, the program supported more than 69 million in agency transactions through 5.4 million accounts, totaling \$29.2 billion in spend and resulting in \$389.8 million in agency refunds.

The COVID-19 pandemic continues to have a significant impact on Government operations, particularly with regard to ongoing decreased official travel spend on Government travel charge cards. In FY 2021, agencies spent a total of \$5.5 billion through these cards as compared to FY 2019 pre-pandemic travel card spend of \$9 billion, a 39% reduction. This decrease in travel charge card usage resulted in reduced Office of Charge Card Management revenue in FY 2021. Reduced program revenue is projected to continue into FY 2022 and FY 2023, despite slightly increased agency GSA SmartPay program spend through purchase and fleet charge cards.

In FY 2022 and FY 2023 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 approximately 700 Tier 2 SUM contractors through GSA's MAS program. In FY 2021, agencies have spent \$740 million through these contracts. In FY 2022 and FY 2023, MAS-HC will continue to 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. In FY 2021, GSA added 44 8(a) companies to HCaTS 8(a) Pool 1 and Pool 2. These awards provide the 8(a) community expanded access to the HCaTS BIC contract program while creating more options for Federal agencies to meet their 8(a) business

development program goals through both competitive 8(a) set-asides and 8(a) direct task order awards. GSA and the Small Business Administration are excited to expand access to a Tier 3 BIC contract within the 8(a) community while creating more options for Federal agencies to meet their socio-economic goals.

In FY 2022 and FY 2023, PSHC will focus on supporting Federal buyers using the HCaTS contracts through the program's expanded industrial base. The program will actively engage with vendors and Federal customers to ensure agency requirements are well defined and that the industrial base is well positioned and informed to meet agency needs. 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. The operations for TTS are funded by both the ASF as well as through appropriations to the Federal Citizen Services Fund (FCSF). The operations funded by the FCSF enable public access and engagement with the Government through an array of public and agency-facing products and programs. The FCSF-funded initiatives within TTS help individuals, businesses, other governments, and the media to easily interact with Federal information, services, benefits, and business opportunities. Additionally, the ASF-funded portions of TTS help 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 2022 and FY 2023, 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 - is a team of designers, engineers, product managers, and acquisition specialists. 18F is a technology consultancy for the Government, inside the Government, that works with agencies to successfully deliver digital strategies and efficient, easy-to-use, and accessible digital services to the public. 18F works in the open to iteratively build roadmaps and systems, and assist agencies in modular procurement by focusing on the needs of users while using agile development techniques to move quickly and reduce risk.

The 18F program underwent changes in FY 2020 and FY 2021 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 more in business development and more robust business structures which includes the creation of the Public Benefits Portfolio, the National Security and Intelligence Portfolio, and the Justice and Courts Portfolio.

In FY 2020 and FY 2021, 18F did experience some negative impacts of the pandemic as some potential customer projects were lost as customers focused on pandemic-specific activities including the ability to operate in a completely virtual environment. 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 U.S. Tax Court build and launch a new, open-source case management system, named DAWSON, that makes it easier for the public to resolve tax disputes. For the first time, people without lawyers can start a new case online in an easy-to-understand process. The new system is also easier for Court staff as well – with streamlined processes and better usability.

In FY 2022 and FY 2023, 18F will continue to focus on making the organization run more effectively by testing a new weekly billing model and partnering with designated High-Impact Service Providers (HISPs) to work on improving the public's most meaningful priority life experiences.

Presidential Innovation Fellows (PIF) Program - unites industry's brightest technologists, designers, and strategists with Federal leaders to tackle issues at the convergence of technology, policy, and process. By embedding senior-level technology leaders into agencies as trusted advisors and "entrepreneurs in residence," PIF empowers partner agencies to challenge existing paradigms, rethink problems, and pilot and scale novel, agile approaches.

In FY 2021, PIF grew to 62 fellows leading initiatives at 22 agencies. The PIF program improved on several key financial and performance metrics in FY 2021 and was fully cost recoverable for the fourth year in a row. PIF also doubled down on AI efforts with 12 of PIF's 26 agency projects in FY 2021 focused on AI, and 15 Fellows in the newest cohort have deep technical expertise across areas like computer vision, natural language processing (NLP), neural networks, and advanced predictive and prescriptive analytics.

The impact of AI in Government is profound, as PIF's AI work will:

- Help combat hiring biases with the U.S. Department of Labor Office of Disability Employment Policy
- Protect human health and the environment with the Department of Energy and Environmental Protection Agency
- Advance COVID-19 diagnostics and at-home testing with the National Institute for Biomedical Imaging and Bioengineering
- Use data to advance civil rights with the U.S. Department of Justice Civil Rights Division.

In FY 2021, PIF continued to work hand-in-hand with agency leaders to advance the human-centered COVID-19 response. PIF worked with the U.S. Department of Veteran Affairs (VA) to develop the VA's coronavirus chatbot, a conversational technology that helps veterans and caregivers find important information, answering 150K+ COVID-19 questions from veterans, and cutting the call center volume in half, enabling providers to focus on urgent needs. Additionally, PIF helped to maximize telehealth coverage with the launch of telehealth.hhs.gov, a site that equips patients and providers with plain language resources on telehealth. Feedback from this effort has been positive, and the site reached more than 995K users.

In FY 2022, the PIF program is continuing 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.

In FY 2023, the PIF program will be transferred from the ASF to the FCSF at the start of FY 2023 to facilitate improved operations. The PIF program is fully cost recoverable and currently operates under the Economy Act, which prevents it from entering into agreements across fiscal years. Transferring PIF to the FCSF will enable the program to use the broadened reimbursable authority of the FCSF as requested in GSA's Administrative Provisions, which will allow the program to enter into agreements that cross fiscal years and better serve its partner agencies.

Login.gov — is an authentication and identity verification 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. At the end of FY 2021, Login.gov was serving 221 agency applications in production, with over 38 million registered users. It is continuing to grow rapidly, with an average of over 2.5 million authentications per week as of the end of quarter one of FY 2022.

Demand for identity verification is also very strong. The program has successfully launched with several partners in FY 2021 and projects additional agency launches in FY 2022. While Login.gov has achieved a 95% renewal rate, it has had to delay some launches as it lacked the capacity to support them in FY 2021. Login.gov anticipates growing its team commensurate with exponential demand for identity verification services (and a steadily growing authentication user base). A demand that is looking to increase its identity verification services tenfold to several million validated identities in FY 2023.

Additionally, at the end of FY 2021 the Login.gov program was awarded \$187 million from the Technology Modernization Fund's (TMF) American Rescue Plan appropriation. This TMF funding will allow GSA to further scale the Login.gov shared service by increasing cybersecurity identification and protection for current and future users, adding equitable identity verification and in-person options for vulnerable populations, and growing the Login.gov environment by reducing the barrier to entry for agencies to allow for Login.gov to increase usage to a higher percentage of citizen participation. The resulting benefits of this project include increasing identity verification services, reducing fraud, expanding access to digital services for millions of citizens, and reducing Government-wide costs at scale.

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 2021, cloud.gov operated in 25 Federal agencies and was used in 54 production systems. Cloud.gov has a renewal rate of 95 percent and maintains a growing and dedicated user-base. In FY 2022 and FY 2023, 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 2021, Federalist hosted over 137 production websites in 22 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 2022 and FY 2023.

Forms.gov — is a cloud-based software-as-a-service (SaaS) designed for agencies to expedite delivery of digital forms with secure electronic signatures. Forms.gov is built to simplify security compliance, shorten time to market, and provide a consistent user experience with highly-secure, accessible forms delivered on-demand. The demand for forms.gov is driven by multiple legislative and policy initiatives requiring Federal agencies to provide digital, easy-to-use and accessible forms with electronic signatures. The system was built to maximize leveraging of private-sector innovation through existing COTS and open-source software. Partner agencies have the option to build their own custom form-based applications using the forms.gov platform or they may choose to leverage out-of-the-box capabilities requiring low/no-code development. The forms.gov platform handles the security and maintenance of all the necessary front-end,

API's, backend services and data management infrastructure and facilitates data integration with agency backend systems.

By the end of FY 2021, Forms.gov had officially launched their first live form for the *Made in America* initiative to support administration priorities outlined in E.O. 14005. Forms.gov currently is expanding its scope to handle Moderate-level data as part of its existing Authority to Operate (ATO). In FY 2022, Forms.gov anticipates expanding partnerships with agencies to provide a Government-wide shared service offering. In FY 2023, Forms.gov anticipates continued demand growth due to several planned initiatives and planning for an eventual FedRAMP authorization in FY 2024.

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

In FY 2021, the CoE experienced some challenges that negatively impacted operations compared to FY 2020. Challenges included an overall decrease in the number of new agreements signed as customers reprioritized activities to address pandemic-related workforce and continuity-of-operations issues, as well as an unexpected decrease in billable staff due to unplanned attrition combined with limited ability to hire new staff.

Despite these challenges, the CoE engagement portfolio remained strong. The CoE completed two engagements at DoD's Joint Artificial Intelligence Center (JAIC) and the U.S. Department of Homeland Security's Federal Law Enforcement Training Centers (FLETC). Additionally, the CoE signed continuation agreements for partnerships with the U.S. Department of Agriculture, (USDA), U.S. Department of Housing and Urban Development (HUD), U.S. Office of Personnel Management (OPM), U.S. Department of Labor (DOL), Centers for Medicare & Medicaid Services (CMS), U.S. Department of Health and Human Services (HHS) National Institutes of Health Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD), NIH National Libraries of Medicine (NLM), U.S. Food and Drug Administration (FDA), and the United States Library of Congress, Copyright Office. CoE also launched new engagements at the Federal Emergency Management Agency (FEMA), the U.S. Department of Veterans Affairs (VA), and the Centers for Disease Control (CDC).

These engagements further demonstrate the ability of CoE's modernization implementations to improve agency IT operations and the public's interaction with the Federal Government. Significant customer impacts achieved in 2021 include:

- Delivering the ATO and Release 1.0 for the Joint Common Foundation at JAIC
- Designing and delivering FDA's people and culture transformation strategy, called "New Ways of Working" (NWOW), then leveraging NWOW to assist the FDA in achieving priority elements of their Technology Modernization Action plan
- Laying infrastructure for DoL to execute on the American Rescue Plan Act (ARPA) and co-creating an end state data structure, providing senior level guidance, education, and coaching
- Creating a remote infrastructure for NLM employees
- Creating a cloud-based data catalog for STB (Surface Transportation Board)
- Enabling GAO's first instance on the Cloud and standing up an innovation lab
- Modernizing OPM's retirement calculator including its migration plan to cloud and helping to address the people part of the change to cloud through the CoE innovation adoption practice
- Creating a roadmap for Copyright to modernize its public facing contact center to reduce lines and delays

In FY 2022 and FY 2023, the CoE will continue its growth and technology modernization approach to improving Government and the public's experience, while implementing business model changes designed to achieve full cost recoverability. The CoEs anticipate expansion to 24 cumulative agencies and 45 cumulative functional centers engaged across the 24 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 FY 2021 and is projected to continue to impact the program in FY 2022. The pandemic has resulted in substantial decreases in customer demand for every TTL offering as customers are not driving as many miles, buying as many new vehicles, traveling, or transporting as many goods.

Operations within this portfolio include two major business lines: the Office of Fleet Management (GSA Fleet), and 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.

During FY 2021, GSA Fleet took an active role in helping agencies to plan for and deploy zero emission vehicles (ZEVs) within available resources. This is a major priority of the Administration that requires dedicated resources, including GSA appropriations requested in the Electric Vehicles Fund, to support a surge in electrification. GSA has been working with agencies to plan and do limited deployments within current budget levels. In FY 2022 and beyond this type of support will continue and is anticipated to grow as dedicated funds are provided to purchase and deploy ZEVs and charging infrastructure. GSA Fleet also is actively engaged with suppliers to ensure that as new models of vehicles are released, they can be made available to Federal customers and incorporated into the Federal Fleet.

In FY 2022, GSA Fleet will continue to build upon the progress made in FY 2021 to modernize and migrate its suite of fleet management applications and their datasets from mainframe-based legacy systems to a single application with a cloud-based architecture called GSAFleet.gov. The system's 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 — GSA is the 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, including law enforcement, ambulatory/wheelchair accessible, 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 established BPAs for charging infrastructure and is pursuing 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 and other eligible customers 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
- 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. In support of the Administration's goal of electrifying the Federal fleet, GSA is requesting \$300 million in funding in FY 2023 for the Electric Vehicles Fund. If authorized, this funding will be transferred and merged with the funds of Federal agencies, including the ASF, for the procurement of ZEVs and the associated charging infrastructure. The GSA Fleet Leasing operating model provides agencies self-sustaining options for obtaining ZEVs 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 ZEVs in the GSA leased fleet through purchasing ZEV 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 2020, GSA Fleet successfully transitioned 1,597 agency-owned vehicles into GSA's leased fleet and ordered 2,632 additional vehicles for customers to support expanded mission requirements, replace commercial leases or replace agency-owned vehicles. In FY 2021 GSA Fleet consolidated 2,951 agency-owned vehicles into the leased fleet and purchased 3,061 additional vehicles for existing leasing customers.

In FY 2021, GSA Fleet continued rolling out its telematics program, installing devices on leased vehicles. Installations of telematics devices will continue into FY 2022, leading to improved data collection and better fleet management both by GSA and its customers.

COVID-19 has continued to impact the Fleet program in FY 2021 through reduced miles driven on the leased fleet, supply chain issues and delays, and resulting market effects. The impact of COVID-19 on GSA Fleet Leasing in FY 2022 is uncertain as there are many economic factors related to the pandemic that have an impact on Fleet's operations and financial performance. The supply chain impacts that result from surges in COVID-19 cases, stimulus bills, and return-to-facilities plans across the Federal Government will all impact how GSA Fleet performs financially in FY 2022. These factors are directly related to GSA Fleet vehicle miles traveled, fuel costs, maintenance and repair 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 2022, 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 2 (ETS2), GSA's City Pair Program (CPP), FedRooms®[®], and the Travel Category Schedule.

The Travel Management Division has seen significant declines in travel as a result of COVID-19. For FY 2021, travel utilization was approximately 43 percent of FY 2019 levels based on airfare data. The program anticipates travel will slowly rebound in FY 2022, 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 2022 are somewhere between 43 to 65 percent of FY 2019 levels.

ETS2 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 2021, 59 agencies are deployed on 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 2021, partner agencies used the City Pair Program to purchase about 1.85 million tickets, saving about \$992 million 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 with access to over 8,900 properties globally, and in FY 2021, has saved about \$40.7 million Government-wide.

In FY 2022 and FY 2023, the Travel Management Division will look to increase utilization of 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 its revenue and expense model to look 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 2021, the program secured more than 88 percent agency adoption with civilian agencies. In FY 2022 and FY 2023, 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: multimodal freight, and transportation schedule services. Both services offer competitive rates, industry expertise, and management of transportation services for civilian customers Government-wide. In FY 2021, 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 2022 and FY 2023, the program intends to leverage its Tier 2 Category Management designation to increase spend under management Government-wide.

The Office of Systems Management

The Office of Systems Management (OSM) is composed of the Integrated Award Environment (IAE), the Common Acquisition Platform (CAP), and the FAS Systems Governance Committee (FSGC).

Integrated Award Environment (IAE) - is an E-Government initiative that provides centralized technology and processes to support a modernized Federal award environment. IAE operates several legacy systems, which are in the process of being modernized and converged, to reduce the administrative burden and improve user experience and compliance for Federal and industry officials alike across the Federal award processes.

In response to the ongoing crisis of the COVID-19 pandemic, the passage and enactment of the ARPA provided economic revitalization to entities seeking various forms of monetary relief through a defined set of financial assistance programs to be administered by multiple Departments and Agencies. In order to access this relief, many entities are required to register with the Government via IAE Systems. IAE quickly aligned resources to meet the surge in registrations from applicants seeking relief.

IAE continues to successfully move forward on the large-scale modernization effort to consolidate the 10 disparate IAE systems into a cohesive, modern infrastructure. As of the end of 2021, five of the 10 IAE systems have been fully retired, along with a major component of a sixth system, leaving just over four remaining systems on the roadmap to retire.

IAE is actively supporting the grant programs enacted in the Consolidated Appropriations Act of 2021 and the ARPA, ensuring that grant programs being implemented across the executive agencies are able to revitalize the American economy and the economic security of American companies.

In early FY 2021, IAE successfully launched the new Contract Data Reports module in beta.SAM.gov and retired the FPDS Reports module. As a result, SAM.gov (formerly called beta.SAM.gov) is the only place to create and run static, standard, administrative, and ad hoc contract data reports.

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 completed the Federal Service Desk (FSD) transition to a new supporting contractor by launching the new FSD.gov

site with a new user experience in December 2020 with enhanced analytics capabilities. As a result of user and stakeholder feedback, IAE unveiled the new design of SAM.gov in April 2021, a design offering an enhanced search experience, new landing pages for each domain, as well as a centralized space for help and training resources.

IAE is actively addressing the shift from the DUNS Number to the Government issued and managed Unique Entity Identifier. By April of 2022, the Federal Government will stop using the DUNS number to uniquely identify entities registered in the System for Award Management

(SAM). At that point, entities doing business with the Federal Government will use a Unique Entity Identifier (UEI) created in SAM.gov. These entities will no longer have to go to a third-party website to obtain their identifier. Active registrants will have their UEI assigned and viewable within SAM.gov; there is no action for registered entities to take at this time. This transition allows GSA to streamline the entity identification and validation process, making it easier and less burdensome for entities to do business with the Federal Government.

IAE continues to be 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.

In FY 2022 and FY 2023, 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 (CAP) - 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. CAP is driving enterprise-wide adoption of standard Agile software development best practices to improve product performance and user experience. CAP launched a new FAS-wide quarterly discussion series "Agile in Action" to share Agile best practices and lessons learned to promote the benefits of Agile which include enhanced and incremental value delivery, improved user experience, and delivery of quality, secure, and user-centered solutions to the FAS internal and external users. In FY 2021, CAP began to implement standard JIRA Project Templates across all modernization efforts to enable a standard view into project status. In FY 2022, CAP will begin implementing performance dashboards with metrics to gauge business value and project success.

CAP plays a critical role in the implementation of the Federal Marketplace Strategy (FMP). As a key participant in an overarching FMP coordination committee, CAP assists with identifying convergence issues across business systems to include dependencies, risks, and overlaps to

drive transparency and cross-portfolio collaboration, which drives improved investment management and a reduction in redundant business applications. CAP is leading the implementation of the enterprise CALM system to provide a modern, efficient contract writing system that supports the acquisition workforce.

CAP stood up the FSS19 Business Modernization Committee in FY 2021, which was established to create a formal governance process for identifying, assessing, and prioritizing changes and enhancements to the FSS19 modernization. This committee enables each stakeholder business line and/or FAS program initiative to fully collaborate and coordinate, resulting in shared ownership and assuring that the needs of all FSS19 users are met as best as possible.

CAP supports the Catalog Management effort as the product owner for the Authoritative Catalog Repository (ACR), leading and facilitating agile ceremonies to develop and establish a data repository to intake new MAS catalog products and services and provide a means for downstream applications to efficiently consume the data. CAP serves as the co-lead with GSA IT for the Unique Entity Identifier (UEI) initiative to ensure that 30 impacted FAS systems are ready by the April 2022 deadline. CAP is also a member of the Data Evidence and Governance Board (DEGB) and serves as the lead for DEGB's Data Processing and Systems Team (DPST).

CAP also supports other modernization efforts serving as product manager and providing varying levels of customized support for the Personal Property Management System (PPMS), G-Invoicing, and the Advanced Fleet Platform. CAP played a key role in the Multiple Award Schedule Consolidation effort leading the change management process and requirements definition to modify all impacted legacy systems and ensure a seamless transition when the consolidated schedule was launched. CAP was integral to the development of a standard implementation of a Multi-Factor Authentication solution which was successfully implemented on a number of existing legacy systems to include Advantage, OCMS, eOffer/eMod, and others. The implementation, which also included a PIV/CAC login capability, improved the customer experience by standardizing access to multiple GSA systems.

FAS Systems Governance Committee (FSGC) - provides a transparent and rigorous review of proposed funding for new initiatives as well as the continued evaluation of in-process initiatives. 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 addition to conducting standardized and diligent reviews of proposed investments and in-process initiatives, the FSGC facilitates regular check-ins to ensure enterprise alignment between program owners and support offices. These check-ins also support the budget formulation process by ensuring transparency and alignment of the FAS IT budget.

In FY 2021, the FSGC established a subcommittee to study potential refinements to the investment funding process and criteria to ensure value is delivered in smaller increments and at reduced risk. This effort involved collaboration across GSA and across Government agencies. In FY 2022 and FY 2023, the FSGC will build on the insights and lessons learned to drive better outcomes across the enterprise.

Additionally, in FY 2022 and FY 2023, 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.

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.

Additionally, in FY 2021 the Human Resources Quality Service Management Office (HR QSMO) Project Management Office (PMO) transitioned from the Working Capital Fund (WCF) to the ASF under Executive Direction. The PMO continued to make significant progress in advancing the work needed to ensure that the HR QSMO is successful. In FY 2022, GSA's budget request focused on the expansion of human capital data standards work along with completing architectural reviews and associated analyses of the "as is" and "to-be" state of Shared Services Provider (SSP) technical environments. In FY 2022, OMB designated OPM as the lead agency for the HR QSMO. As a result, GSA's FY 2023 budget request does not account for any HR QSMO related activity, including the PMO funded by the ASF. GSA will transfer all intellectual property associated with the HR QSMO to OPM.

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 2021 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 virtual training events to share lessons learned and acquisition techniques in key market segments.

Office of Enterprise Strategy Management (OESM) - manages FAS's strategic planning, helps FAS programs develop and execute business plans to meet their goals, and 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 2022, 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. In FY 2023, Federal Marketplace improvements will focus on continued improvements to 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 CALM system. In addition, the FAS Digital Experience effort will continue iterating on improvements to the customer buying process, and debut new tools to enhance the experience of suppliers doing business in the Federal marketplace. 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 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 2022 and FY 2023, OPC will continue to lead several FAS SCRM-related initiatives. OPC will continue to pilot third party risk management assessment tools to identify and assess third party risk. OPC also will continue its efforts 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 and 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).

Additionally, OPC will continue to monitor changes to the statutory/regulatory environment and execute policy actions associated with administration priorities such as trade, small business, sustainability, climate, and made in America initiatives.

Contracting Division - supports the acquisition needs of client agencies doing business with the AAS and ITC portfolios. By providing pre-award 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 2021, FAS IT continued to utilize its multiple award BPA for system development and operations (COMET). Since awarding the COMET BPA, 18 call orders have been awarded for management and modernization of the FAS portfolio of applications. In FY 2021, FAS IT re-opened the solicitation to on-ramp additional small businesses because nearly all of the original COMET small business vendors had graduated. As a result, eight Small Business vendors were awarded contracts on the COMET BPA in December of 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 2022 and FY 2023, 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.

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