

Procurement Through Commercial E-Commerce Portals

Implementation Plan

March 2018

Signature Page

GSA is pleased to submit this initial implementation plan, which was developed in close consultation with the Office of Management and Budget, and details our approach and policy assessment associated with the proposed implementation of e-commerce portals outlined in Section 846 of the FY18 National Defense Authorization Act (NDAA). We look forward to continuing to work with Congress, agency stakeholders, and industry partners in support of this important initiative.



Emily W. Murphy, Administrator
General Services Administration

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1. Executive Summary

The National Defense Authorization Act (NDAA) for Fiscal Year 2018, Section 846, Procurement Through Commercial E-Commerce Portals, directs the Administrator of the General Services Administration (GSA) to establish a program in partnership with the Office of Management and Budget (OMB) to procure commercial off-the-shelf (COTS) items through commercial e-commerce portals. Section 846 seeks to align Government buying to commercial practices and technology. OMB was tasked with delivering the first phase of an implementation plan within 90 days of the law's enactment in December 2017. Consistent with section 846, this initial implementation plan, which was developed by GSA in close consultation with OMB, identifies opportunities, recommends legislative changes that allow migration to more commercial practices, and defines the approach and timeline for implementation.

During this initial phase, GSA and OMB have gathered feedback from stakeholders and used those insights to contribute to the approach, to help structure risk mitigation, and to better understand the opportunity available across the Government. Initial research indicates that the current environment for purchasing COTS items is overly burdensome on the Government's acquisition workforce and imparts high administrative costs on product suppliers.¹

In support of this initiative, the plan recommends the following legislative changes to simplify and streamline the COTS item buying experience:

- Raise the micro-purchase threshold from \$5,000 for DOD and \$10,000 for civilian Federal Agencies to \$25,000 for purchases through GSA-approved portals, while requiring transactional data be recorded and shared across the Government;
- Revise the statutory definition of 'commercial e-commerce portal' to ensure that GSA can include a variety of electronic procurement business models, while enabling a more dynamic and competitive marketplace environment; and
- Amend the application of statutory competition requirements to include the procedures established by the Administrator of General Services for purchasing through the commercial e-commerce portals. A second change is recommended to increase GSA's flexibility when awarding contracts for commercial e-commerce portals.

The stakeholder engagement conducted thus far has deepened the knowledge of the commercial practices, the industry perspective, and the intersection of Federal acquisition laws and regulations. Due to the rapidly changing technology and scale of the implementation, OMB and GSA intend to pursue a phased implementation to benefit from the use of commercial e-commerce portals while continuing to identify ways that acquisition can be improved through evolving technology. The statutory relief described above is necessary to ensure fully successful implementation of this effort and would allow for GSA to implement this ahead of the timelines identified in the legislation. GSA and OMB look forward to continue working with DOD (the largest purchaser of COTS items) and agency partners, the supplier community, commercial e-commerce portal providers, and other interested stakeholders in the implementation of this effort.

¹ Similar findings were made by the Section 809 Panel, in its recently-released report, *Report of the Advisory Panel on Streamlining and Codifying Acquisition Regulations* (Volume 1 of 3, January 2018, at pp. 32-35, 38-39): https://section809panel.org/wp-content/uploads/2018/01/Sec809Panel_Vol1-Report_Jan18_FINAL.pdf The Panel was created by Section 809 of the FY16 NDAA to find ways to streamline and improve the defense acquisition process.

2. Overview / Opportunity Statement

2.1 Opportunity Overview

Section 846 directs GSA and OMB to “...establish a program to procure commercial products through commercial e-commerce portals for purposes of enhancing competition, expediting procurement, enabling market research, and ensuring reasonable pricing of commercial products.” The opportunity exists to change Federal buying behaviors by modernizing the buying experience in partnership with commercial portal providers. This legislation comes at a time of much innovation (and disruption) in the procurement space, with the environment changing at a rapid pace.² The solution will need to be dynamic, flexible and continuously benefit from an ever-evolving market.

This modernization effort falls squarely within GSA’s core mission to “...deliver value and savings in real estate, acquisition, technology, and other mission-support services across Government”, many of which are at the core of this opportunity. Three of GSA’s four³ key priorities will drive this effort:

- Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government;
- Improve the way Federal agencies buy, build, and use technology;
- Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.

2.2 Stakeholder Feedback

2.2.1 Feedback from Request for Information

GSA released a *Federal Register* notice in December 2017⁴ to solicit public comments and invite interested parties to attend a public meeting in January 2018. The notice sought input on the overall program design, commercial-buying practices, and considerations for implementation. (See Appendix A for a summary of the comment respondents) Attendees of the public meeting were made up of a large cross-section of stakeholders including (see Appendix B for attendee list):

- Industry associations
- Portal providers / integrators
- Suppliers
- Procurement attorneys
- Consulting industry
- Socioeconomic community
- Agency partners

Key themes from the meeting and public comments included:

² CEB / Gartner report: <https://www.cebglobal.com/global-locations/ceb-australia/procurement-digital-investments.html>

³ GSA’s fourth priority: *Save taxpayer money through better management of Federal real estate.*

⁴ 82 FR 59619; see <https://www.gpo.gov/fdsys/pkg/FR-2017-12-15/html/2017-26964.htm>

- *Regulation balance* -- Maintain a balance so as to not under- or over-regulate with respect to commercial terms and conditions versus the need for unique Government requirements.
- *Compliance* -- Significant emphasis on the valid public policy reasons for existing regulations (e.g., Javits–Wagner–O'Day Act, Trade Agreements Act, Buy American Act) and unique Government requirements (e.g. data ownership needs, maintaining secure supply chains, delivery to secure locations, product standards).
- *Product value* -- The lowest price should not always be the most important factor. The ordering agency needs to consider the total cost of ownership and specific terms associated with a product, not just the unit price of an item (e.g., shipping costs, delivery terms, and warranties).
- *Transparency* -- Any marketplace fees need to be transparent to the Government and suppliers selling through the marketplaces. Marketplaces need to be open to all suppliers selling to the Government.
- *Implementation* -- GSA should offer access to multiple e-marketplaces and have a phased implementation approach exploring various technologies and solutions.
- *Security* -- Sufficient protections need to be in place to ensure the appropriate safeguarding against supply chain risks, (e.g., cyber threats, and counterfeit items).
- *Transition Planning* -- GSA will need to execute a comprehensive change management strategy that clearly communicates the value of this initiative to both new and existing suppliers and documents the roles and responsibilities of those involved.

2.2.2 Agency Feedback

In late January 2018, GSA began meeting with partner agencies to seek their feedback on the implementation of this initiative. These meetings are part of a broader outreach effort that will continue throughout the second phase of the implementation process.

Agency feedback from these and other outreach efforts included:

- *Data ownership and security concerns* -- The Government needs to own the data associated with the program, while ensuring it is safeguarded throughout the lifecycle of a transaction.
- *Managing risk* -- Mitigation strategies will need to be in place to ensure compliance as risk shifts from the contracting officer to the purchase card holder.
- *Mission-critical requirements* -- Agencies provided insights into distinct requirements that need to be accounted for in the implementation of commercial e-commerce portals. The end solution will need to be flexible, dynamic, and iterative to account for a constantly changing environment.
- *Reduced burden on acquisition workforce* -- By streamlining the work associated with the purchase of COTS items, the acquisition workforce can focus their efforts on high-value, mission-oriented activities for their agency.

- *Policy relief* -- In order to adopt commercial e-commerce portals, agencies indicated relief would be required from existing policies for the purchase of COTS items from these marketplaces. (See attached Legislative Proposal).

2.3 Portal Provider Models

The term e-commerce encompasses a range of business models. A deep understanding is required of each in order to determine viable alternatives. From the research conducted thus far, three main provider models have emerged: E-Commerce, E-Marketplace, and E-Procurement. High-level attributes are identified below, with initial research suggesting that many companies fall along a spectrum instead of wholly aligning with one specific model.

- **E-Commerce Model:** Product vendors that leverage an online platform to sell their own proprietary or wholesale products. The vendor is responsible for the fulfillment of product orders, including invoicing and delivery. Given the limited competition within this business model, the focus is on selling proprietary products online with little to no horizontal price comparison. E-commerce businesses generate profit mainly from product prices that they directly manage and control.
- **E-Marketplace Model:** Online marketplaces connect buyers with a portal provider's proprietary products, third-party vendors, or both. Portal providers and third-party vendors are generally responsible for fulfilling orders for their respective products with some exceptions where the portal provider may complete order fulfillment for additional fees. There is increased competition within this business model given the access to both proprietary and third-party products. Profits in this model are mainly derived through commissions on products sold by third-party vendors, supplier-listing fees, service-upgrade fees, or a combination of these fees.
- **E-Procurement Model:** E-procurement is a software-as-a-service model that is managed by the buying organization, and often has workflows connecting the internal procurement organizations to financial systems. The portal provider does not sell products in this model; instead, contracted suppliers are responsible for fulfilling orders -- many from outside marketplaces -- thus allowing for a larger supplier pool and horizontal price comparisons. Profits in this model are mainly derived from a combination of transaction fees and tiered subscription fees. These tiered subscription fees generally increase as the volume of transactions on the platform increase; however, most portal providers also cap transaction fees to encourage a high volume of transactions.

Working with various portal providers across the spectrum of these business models can have major impacts on implementation to include (but not exhaustive of) scope of competition within the marketplace, compliance ownership and responsibility, data transparency, and user experience. GSA's implementation will use an appropriate mix of these components to create an optimal experience for suppliers and buyers. Further research will be conducted in Phase II to continue to refine GSA's understanding of the attributes of each portal provider business model.

2.4 Initiative Goals

Given the potential impacts this initiative represents, it is important to establish a framework for decision-making and to identify the specific desired Government outcomes. The movement to use commercial e-commerce portals raises important considerations of how to re-think the vision and related policies for the purchase of COTS items.

Fundamentally, COTS item acquisition should:

- Satisfy the customer in terms of cost, quality, and timeliness of the delivered product by:
 - using contractors who have a track record of successful past performance or who demonstrate a current superior ability to perform
 - promoting competition;
- Minimize administrative operating costs;
- Conduct business with integrity, fairness, and openness; and
- Fulfill public-policy objectives.

In addition to the fundamentals of the COTS item acquisition, GSA will use these project principles to guide this initiative:

- Focus on the user experience and best-value purchasing
- Consult and inform stakeholders on key activities

Based on stakeholder feedback received to date, the Government is seeking to attain the following specific objectives for each of the identified stakeholder communities:

- Federal buyers / acquisition workforce:
 - Make it easier to buy COTS items;
 - Achieve buyer's confidence in best-value purchasing with increased competition;
 - Modernize Federal user experience to be on par with their consumer experience; and
 - Improve transparency and data reporting.
- Industry:
 - Establish the commercial portal as an attractive business partner/opportunity;
 - Ensure transparency across the marketplaces; and
 - Minimize the administrative, financial, and business burdens placed on suppliers.

Throughout the course of this initiative, these outcomes will be tested and refined to ensure that GSA is achieving the intended outcomes of maximizing industry COTS solutions and providers to meet mission needs.

3. Policy Assessment

3.1 Modernize the Acquisition of Commercial Off the Shelf (COTS) Items

For the Government to realize benefits and maximize the potential that is possible from using commercial e-commerce portals, it needs to modernize the way that COTS items are purchased.

Policies created for the acquisition of COTS items were crafted long before e-commerce and do not reflect the nature of today's dynamic marketplaces. Today, supply chains are more complex, timelines to produce results are ever-shrinking, and expectations of all parties are greater. GSA will partner with ecommerce providers to implement a program that reflects the speed of today's

commercial marketplace with the flexibility to evolve as future technology enhancements and innovations are introduced.

Aligning Policy to Solutions

Federal requirements make COTS purchases overly burdensome, a central theme that emerged through stakeholder feedback. The Government's current acquisition policies attempt to mirror the policies of commercial marketplaces. However, Government requirements and commercial policies differ in some important ways, and slow down Federal acquisition, add administrative costs, and discourage industry participation. Congress recognized these trends and tasked GSA with implementation of Section 846. For this program to be successful, the portals should reflect commercial-buying practices as closely as possible.

The central challenge to moving toward buying using commercial e-commerce portals is to find the balance between gaining commercial-level efficiency to satisfy requirements and reduce administrative costs, while keeping the necessary protections for maintaining integrity, fairness, openness and public policy objectives. As the dollar value of a specific acquisition increases, additional statutory and regulatory requirements generally apply, adding complexity and burden to buying COTS items.

There are important public-policy considerations which GSA must fully examine, as part of the long-term plan around the portals. These include:

- Opportunities for small businesses within the portals;
- Item-sourcing issues and supply-chain security;
- Existing trade laws and treaties relevant to implementing commercial e-commerce portals; and
- Unique Government requirements that advance key national interests, for example, the requirement to buy certain supplies from mandatory sources such as AbilityOne and Federal Prison Industries.

Phased Approach for Implementation

GSA believes one of the key tests of the program is its ability to bring new sources or providers into the marketplace and have them offer highly competitive pricing and best-value terms and conditions. Therefore, GSA intends to pursue a phased implementation in which electronic marketplaces are established and open for business, in an environment where data can be collected, and results analyzed. To make this approach feasible, there needs to be clear benefits for Government buyers and commercial sellers. GSA will work with agencies to carefully select products and product categories that are suitable for purchase on commercial e-commerce portals and ensure agencies are able to prevent use of the program to purchase items that may pose undue risks for the Federal supply chain.

3.2 Legislative Recommendations

Based upon stakeholder feedback, GSA and OMB recommend four legislative changes necessary to begin to implement purchasing through commercial e-commerce portals -- and to do so ahead of the proposed timelines in the NDAA legislation. GSA and OMB will continue to review and provide additional legislative recommendations, as necessary, at the end of other implementation phases, when more information is gathered and considered.

Increase the micro-purchase threshold to \$25,000 to facilitate simple comparison shopping for purchases made through GSA approved portals under the program

A clear benefit to buyers and sellers is to increase the micro-purchase authority and the threshold for purchase of COTS items through GSA-approved commercial e-commerce portals. GSA proposes raising the threshold from \$5,000 for DOD and \$10,000 for Federal Agencies to \$25,000 and ensuring spend data is captured and shared across the Government. This will allow purchase card users, with the assistance of technology, to easily conduct comparative shopping while simultaneously permitting experienced contracting officers to focus on more complex, mission-oriented acquisitions. Raising the micro-purchase threshold enables buying with commercial practices to the maximum extent practicable while maintaining important Government policy objectives such as for mandatory sources of supply (including the AbilityOne program and Federal Prisons Industry).

Empower GSA to develop modernized competition requirements for the program

Before technological methods were available, competition practices in statute (first codified in Competition in Contracting Act, 41 U.S.C. 3301, et. seq.) outlined that the Government would ensure competition by compiling bidders' mailing lists, publicly advertising opportunities, and actively building awareness of individual buying opportunities. The Government issued paper solicitations and mailed or faxed its responses to a "bid room" -- even for small procurements. Even now, public-posting requirements begin at \$15,000, and must be posted for at least 10 days or until quotations have been opened.

Technology creates opportunities to improve all phases of the traditional, outdated process. Today, commercial e-commerce portals can lower the cost of entry, reach more small businesses than ever before, reduce administrative costs, and inject speed back into the acquisition system. Therefore, GSA proposes a legislative change to update the applicability of competition practices to this program, bringing the policy in line with today's technological capabilities.

In 41 U.S.C. § 152(3), Congress provided that the ordering procedures set by the GSA Administrator for the Federal Supply Schedules are competitive, so long as participation is open to all responsible sources and orders and contracts using these procedures result in the lowest overall cost alternative. GSA proposes that Congress update Section 846 by crafting a similar designation. This will enable GSA to combine competition with speed, and will allow the procedures to evolve as technology advances.

Authorize GSA to take advantage of contractual arrangements that maximize efficiency for buyers, portal providers, and sellers.

Over the years, GSA has leveraged the use of indefinite-delivery indefinite-quantity (IDIQ) contracts to perform a number of contracting functions centrally so that agency buyers and sellers do not have to engage unnecessarily in redundant contracting activities. For this program, GSA anticipates a direct contractual relationship only with commercial e-commerce portal providers. However, GSA may consider use of an IDIQ contract that allows GSA to have a relationship with both a portal provider and suppliers that sell on the portal platform, if such strategy might generate greater efficiencies for products that are identified as suitable for the program. The requested statutory authority would allow GSA, at its discretion, to use IDIQ contracts to achieve certain acquisition efficiencies, as described above, without also having to negotiate up front pricing with suppliers. This relief would avoid reintroducing the very inefficiency the program is seeking to prevent and instead permit fair and reasonable pricing to be established unencumbered by GSA through effective competition between sellers on the participating portals.

Clarify and broaden the definition of commercial e-commerce portal

Technology is serving as a disruptor to the purchasing experience in our everyday lives and is moving at a rapid pace. Throughout the dialogue with portal providers, a wide range of business models emerged, and these models are evolving daily. To keep pace with the changing technology environment, technical revisions to the statutory definition of “commercial e-commerce portal” are needed for the Government to take advantage of both current and future business models -- E-commerce, E-marketplace and E-procurement, etc. This technical revision would ensure that GSA can include a variety of electronic procurement business models in the program, while enabling a more dynamic and competitive marketplace environment and empowering the Government buyer through a simple and streamlined comparative shopping experience.

By adjusting the “commercial e-commerce portal” definition and providing flexibility to include any future business models, GSA will be able to better create a dynamic and competitive environment.

These recommendations are necessary to fully achieve the benefits of COTS item purchasing through commercial e-commerce portals. The recommendations reflect an initial assessment -- further analysis and recommendations will follow in Phase II.

4. Implementation Approach

GSA will meet or exceed the outlined phases identified in the NDAA legislation, which include:

- Phase 1 (90 days): Implementation plan and policy assessment
- Phase 2: (90 days + 1 year) Market Research & Consultation
- Phase 3: (90 days + 2 years) Implementation Guidance
- Phase 4: (by end of FY19) Potential Initial Rollout
- Phase 5: (by end of FY20) Assess and Scale Rollout

To adhere to the phases listed above, the tactics identified below will be followed. A key assumption is that the recommended legislative proposals are passed into law in the FY19 NDAA to allow for the initial rollout to occur later in FY19.

FY18
Define the opportunity: Conduct research on COTS buying practices and use of commercial e-commerce portals across agencies.
Conduct Market Analysis: Research electronic commercial providers, e-marketplaces, and other models to understand the commercial terms and conditions.
Consult with agency stakeholders: GSA will meet with DOD and other agency partners to understand Government unique

requirements and solicit feedback with respect to the implementation approach.

Determine in-scope items: The Government will determine the appropriate products and/or product categories that are suitable for purchase on the commercial e-commerce portals.

Develop and begin change management strategy: GSA will take a leading role in facilitating this change across the Federal Government starting with an initial change management plan.

Initiate impact assessment to existing programs: GSA will begin to understand the potential impacts facing existing programs and stakeholders.

Proof of concept: Begin exploration of options for an initial proof of concept.

FY19

Finalize policy assessment and recommendations: Refine assessment to reflect the insights from market analysis and feedback from agency stakeholders.

Assess impact to existing programs and stakeholders: Determine potential impacts to programs such as the Multiple Award Schedules, the National Supply System, small business, socioeconomic and other preference programs.

Develop data ownership and cyber safeguards rules: The Government will identify its data ownership and cybersecurity needs in order to maintain a transparent and secure environment.

Conduct acquisition for initial rollout: An acquisition strategy will be developed in order to achieve initial benefits of working with commercial portal providers.

Draft implementation guidance for initial rollout: An overarching governance structure will be created to guide the iterative implementation of this effort.

Initial rollout: Initiate proof of concept to a limited audience to begin testing the approach and assessing the potential impacts.

Continue cross-Government buy-in: Execute change management plan across Government agencies, to include training.

FY20

Assess initial rollout to determine the appropriate path forward that will achieve the identified outcomes, which will be continually updated throughout the previous phases.

Expand and scale rollout.

Change management and stakeholder communication.

Final policy recommendations related to the implementation.

5. Conclusion

The NDAA Section 846 is an opportunity for the Government to review, assess, and modernize its current approach toward the buying of COTS items. Commercial technology has made buying easier, increased transparency, and opened opportunities to a broader pool of suppliers. The online markets continue to evolve through new technology, streamlining commercial business practices and emerging suppliers. The implementation plan lays out the approach for the Government to maximize those benefits and includes initial findings; legislative relief requirements and recommendations; and an aggressive but achievable timeline to evolve COTS buying across the whole Government. With the requested legislative relief, GSA is prepared to begin an initial implementation of this effort ahead of the original timelines proposed in the NDAA legislation. The Government will need to continue to iterate its approach to stay aligned with, and benefit from, commercial practices for the purposes of expediting procurement and ensuring programs can focus their attention on mission critical activities.

Appendix A: Federal Register Notice Respondents (Summary)

[Link to full comments on Regulations.gov](#)

Statistics and Respondent Overview

- Total Comments: 82
- Pages: 247 (including text of Federal Register notice)
- Unique Respondents: 76

<u>Stakeholder Type</u>	<u># of Respondents</u>
• Attorney	1
• Individual	2
• Industry Association	10
• Portal Provider	7
• Seller / Supplier	11
• Socioeconomic Community	45
Grand Total	76

Appendix B: Public Meeting Attendees (In-Person)

Allen	Larry	Allen Federal Business Partners	Marsh	Carolyn	IBM
Allen	Lance R.	CACI	Matheson	Jesse	CACI
Anderson	Kristen	3GIMBALS	Mathew	Daria	XSB, Inc.
Anderson	James	National Association of Wholesaler-Distributors	McCullough		Marc Essendant
Armstrong	Steve	MSC Industrial Supply Co	Mendrysa	Mike	Government Scientific Source, Inc.
Arndt	Christopher	The Gormley Group	Mersch	Mary	NG
Aronie	Jonathan	Sheppard Mullin	Meseretu	Yelake	Shelder Shelby Distributions Inc.
Avary	Bobby	Hurt, Norton & Associates (rep. Staples)	Miller	Jason	Federal News Radio
Babb	Joshua	Health Industry Distributors Association (HIDA)	Miller	Paul	Miller/Wenhold Capitol Strategies
Barnett	Kenneth R.	Blind Industries and Services of Maryland	Miller	Sara	Walmart
Benson	Amy	SAC	Montalto	William B.	Retired Congressional Staffer
Blake	Stephanie	SourceAmerica	Morton	Erin	ML Strategies, LLC
Bohn	Rob	Amazon Business	Murphy	Denis	Noble Supply and Logistics
Bourne	Robin	GSA	Myers	Susan	GSA OIG
Braatz	Pamela	South Texas Lighthouse for the Blind	Myung	Crystal	Kaiser Associates, Inc.
Breychak	Andrew	Sapient	Nagel	Joe	Staples Business Advantage
Burgess	Raymound	FEMA	Neilson	Linda	Department of Defense
Burton	Robert A.	Crowell & Moring LLP	Nguyen	Vicky	The Gormley Group
Byers	Keith	Amazon Business	Nichols	Benjamin	W.W. Grainger, Inc.
Canales	Mike	DPAP	Niedzialek	Jerry M.	Amazon Web Services
Carr	Josh	Distributed Solutions	Noble III	Thomas	Noble Supply and Logistics
Carroll	Shawne	Aronson LLC	Nulty	Sean	The Coalition for Government Procurement
Chapman	Anthony	Motion Industries, Inc	O'Shea	Annemarie	Walmart eCommerce
Chvotkin	Alan	Professional Services Council	Pak	Chol	Thermo Fisher Scientific
Coen	Bob	SAP Americas	Perez	Gabe	Coupa Software
Cordell	Carten	FedScoop	Rautenbach	Justin	The Rehancement Group
Cromar	Matthew	SAP Ariba	Roberts	Adarryl	DoD
Cummins	Kevin	Professional Services Council	Rockwell	Mark	Federal Computer Week
Davis	Bryan	SupplyCore	Rollins	Greg	GSA
Drabkin	David	CODSIA	Ruderman	Lori	HHS Program Support Center
Edelman	Kathryn	Amazon	Rutledge	Dana	Graybar Electric Company, Inc.
Edwards	Geoff	FedBid	Sateri	Gissa	REI Systems
Edwards	Jean	Staples	Scales	Georgetta	The Gormley Group
Ellinport	Jeffrey	immixGroup, Inc.	Scioli	Adrian	VWR International, LLC
Endicott	Jason	National Industries for the Blind	Sebastian	John	3M
Eyre	Annelie	National Industries for the Blind	Sell	Buddy	EnvisionXpress (a NIB/Ability One Affiliated Agency)
Franklin	Erik	Amazon Web Services	Sellentin	Steve	Government Scientific Source, Inc.
Freedman	Andrew	Staples	Shah	Farah	Stryker
Gattuso Korpon	Tess	Deloitte LLP	Sharma	Raj	Public Spend Forum
Gormley	Bill	The Gormley Group	Sherman	Laura	Amazon Business
Greenauer	Derek	UL LLC	Sherwood	Evan	Covington & Burling LLP
Griffin	Eminence	ITAPS	Shim	Chae	Compusearch
Grubbs	Julian	Shelby Distributions Inc.	Shmigelsky	Vasily	W.W. Grainger, Inc.
Haak	Jeffrey W.	National Geospatial Intelligence Agency	Shonerd	Jon	The Gormley Group
Hadeka	Stacy	Hogan Lovells US LLP	Sisti	Tom	SAP America, Inc.
Hahn	Kelly	Censeo Consulting	Sisti	Andrew	The Coalition for Government Procurement
Harris	David	---	Skolnik	Samuel	Bloomberg Government
Hart	Amber	AOC Key Solutions Inc.	Smith	Judith	Staples Business Advantage
Hartley	Angela	National Industries for the Blind	Smith	Michael	Unisys
Hawting	Jeffrey	LCI	Snead	Mark	W.W. Grainger, Inc.
Hay	Paul	OSD	Snyder	Benjamin	SAP Ariba
Hecht	Alexander	ML Strategies, LLC	Solomon	Bob	Software Platform Consulting, Inc.
Hetherington	Sean	Sapient	Soloway	Stan	Celero Strategies
Hettinger	Michael	Hettinger Strategy Group LLC	Spencer	MaryBeth	Health Industry Distributors Association (HIDA)
Hill	Jason	Walmart	Stark	Timothy	Defense Logistics Agency
Hoellerer	Joseph	Security Industry Association (SIA)	Strackbein	Ashlie	SourceAmerica
Hutchinson	Steve	GSA	Strain	Byron	Hurt, Norton & Associates (rep. Staples)
Hyser	Michael	EnvisionXpress (a NIB/Ability One Affiliated Agency)	Straub	Scott M.	Neustar
Interiano	Luis	National Industries for the Blind	Sumptner	Leantha	DPAP
Jaeger	Gregory	Advanced Technology International	Suryavanshi		Kunal J. IBM
Jerkatis	Bryan	OSD	Talwar	Aneesh	The Rehancement Group
Johnson	Jill	SourceAmerica	Temple	Jason	Office Depot
Jordan	Roger	Unisys	Thatcher	Scott	SAP Americas
Jurkowski	Michael	AbilityOne	Tiaht	Todd	Nat'l Assoc. for the Employment of People who are Blind
Kayatta	Paul	IBM	Tucker	Michael S.	Indep. Office Products & Furniture Dealers Association
Kelly	Jim	Dell EMC Federal	Tucker	James	SAP Ariba
Kerr	Jill	Amazon	VanGorder	Robert	The Gormley Group
Krzmarzick	Andrew	Amazon Business	Veerasamy	Ravikumar	Leidos
Lambert	Stephanie	Staples	Voller	Patrick	SupplyCore
Larimer	Don	Document Imaging Dimensions, Inc.	Wagner	Michael	Covington & Burling LLP
Layson	Brett	Home Depot	Waldron	Roger	The Coalition for Government Procurement
Lebron	Luis	Virginia Industries for the Blind	Walker	Pamela	ITAPS
Leishear	Christopher	GSA	Ward	Justin	GSA
Liberko	James	OSD	Weaver	Cynthia	National Geospatial Intelligence Agency
Lyle	Brock	Overstock.com	Woolley	Aubrey	The Coalition for Government Procurement
Lynch	Kevin	National Industries for the Blind	Youel Page	Kevin	Onetegrity
Malay	Andrew	Coupa Software	Zavala	Eliana	OFPP

*In the virtual webcast, over 325 unique individuals attended the session throughout the day and are not accounted for above.