



U.S. General Services Administration

FY 2024 Congressional Justification



U.S. General Services Administration

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Fiscal Year 2024 Congressional Justification

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In this moment of profound change, the U.S. General Services Administration (GSA) is uniquely positioned to help the Government improve how it supports its workforce, engages its stakeholders, serves its customers, and delivers for the public. With the funding from this budget request, GSA will partner with Federal agencies to transform their workspaces for the future, making the Federal footprint more sustainable and cutting costs for taxpayers; create new avenues for disadvantaged and underserved communities to benefit from Federal investments and opportunities, improving outcomes for everyone; and modernize the Government's digital infrastructure, making it easier for the American people to simply and securely access the resources they need. This budget request optimizes GSA's performance in alignment with the Administration's highest priorities to address the country's most urgent issues: recovering from the pandemic, tackling the climate crisis, promoting economic opportunity, and advancing equity.

GSA maximizes the effectiveness of public investments with the Federal Acquisition Service (FAS) supporting more than \$87 billion in contracts awarded Government-wide and the Public Buildings Service (PBS) maintaining, building, leasing, and operating more than 365 million rentable square feet of space that safely house 1 million Federal employees in more than 2,200 communities across the country. GSA achieves cost savings and efficiencies through responsible management of Federal real estate, smarter acquisitions, transformative use of technology, and leading best practices across the Government. As GSA delivers on its mission, it strives to make it easier for industry to do business with the Government, while also promoting partnerships with small and innovative entrepreneurs and companies.

In response to input from GSA's partners in Federal agencies, local communities, and the commercial sector, there are four strategic goals that drive the budget request for fiscal year (FY) 2024 while supporting the current Administration's primary objectives.

Strategic Goals

Real Estate Solutions – Financially and environmentally sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce.

GSA will lead the Federal Government's real estate optimization efforts as part of the "future of work." GSA will also invest in climate adaptation tools and strategies to minimize negative climate impacts on GSA-controlled facilities.

Acquisition – A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs.

As the Federal Government's primary provider of acquisition services, GSA is committed to delivering value, innovation, and an exceptional customer experience. GSA plays an important role in advancing the Administration's priorities through leadership in Government-wide

acquisition including economic growth, climate resiliency, and strengthening diversity, equity, inclusion, and accessibility.

Digital Government – A digital Government that delivers for the public through trusted, accessible, and user-centered technologies.

GSA is positioned to create transformative change across Government as agencies modernize and secure Federal IT and Federal networks.

Government Operations – A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people.

Government agencies are best able to execute their mission when they have well-informed decision-making capabilities, affordable and readily accessible solutions to operate key functions, and strong policy development and implementation practices. GSA plays a unique role in bringing together Federal agencies, industry, academia, and subject matter experts to make Government more effective, efficient, and responsive to the American people.

GSA's unwavering commitment to a culture of high performance and customer focus is reinforced by the agency's values of service, accountability, and innovation that are the key to helping Federal partners deliver on their mission. When GSA does its job well, the American people win.

The FY 2024 budget requests \$1.012 billion in discretionary budget authority for GSA programs. This request includes new investments in GSA's annual direct appropriations to modernize and secure IT systems across the Government, electrify the Federal fleet, streamline the Federal rule-making process, enhance citizen facing products and services that make it easier for the Government to provide them digitally, and make Federal buildings more energy efficient and resilient.

FAS continues to support efficient and effective acquisition solutions across the Federal Government. In FY 2024, FAS will develop a single platform that integrates all of FAS's online tools into one seamless digital experience that will support every phase of the acquisition journey starting from market research to a final transaction; improve the Federal Marketplace buying experience by consolidating FAS's acquisition vehicles; build out its supply chain risk management capability; improve the supplier experience and enhance equity by reducing barriers to small businesses in Federal procurement; and address climate change by investing in zero emission vehicles as well as continuing to incorporate sustainability and climate risk management into the acquisition process.

PBS is requesting \$11.1 billion in New Obligational Authority (NOA), which includes \$407 million in net positive budget authority, in addition to a full reinvestment of the estimated FY 2024 revenue and collections expected to be deposited into the Federal Buildings Fund (FBF). At the

U.S. General Services Administration
Summary of the FY 2024 Request

requested level, PBS will begin to reduce its significant deferred maintenance liabilities, release over one hundred thousand rentable square feet of leased space, and save millions in annual future lease payments. It will also support the Agency's goal to transition to 100% renewable energy in GSA's federally-owned buildings - on the path to 100% carbon pollution free-electricity Government-wide - and allow PBS to guide the Federal Government's post-COVID pandemic efforts and reduce the size of the Federal real estate inventory.

Summary of Appropriations

(Dollars in Thousands)

	FY 2022 Enacted	FY 2023 Enacted	FY2024 Request
Federal Buildings Fund (FBF), New Obligational Authority			
Construction and Acquisition	\$ 299,476	\$ 807,809	\$ 239,235
Repairs and Alterations	\$ 581,581	\$ 662,280	\$ 1,865,268
Installment Acquisition Payments	\$ -	\$ -	\$ 233,333
Rental of Space	\$ 5,665,148	\$ 5,561,680	\$ 5,724,298
Building Operations	\$ 2,796,000	\$ 2,981,381	\$ 3,073,386
Sub-Total, New Obligational Authority	\$ 9,342,205	\$ 10,013,150	\$ 11,135,520
Annual Appropriations, Budget Authority			
Government-wide Policy	\$ 68,720	\$ 71,186	\$ 74,389
Operating Expenses	\$ 52,540	\$ 54,478	\$ 58,733
Former Presidents	\$ 5,000	\$ 5,199	\$ 5,500
Civilian Board of Contract Appeals	\$ 9,580	\$ 10,352	\$ 10,597
Federal Citizen Services Fund	\$ 55,000	\$ 90,000	\$ 90,000
Office of the Inspector General	\$ 69,000	\$ 74,583	\$ 78,618
Asset Proceeds and Space Management Fund	\$ 4,000	\$ -	\$ 16,000
Technology Modernization Fund	\$ -	\$ 50,000	\$ 200,000
Working Capital Fund	\$ 4,000	\$ 5,900	\$ 11,300
Electric Vehicles Fund	\$ -	\$ -	\$ 50,000
Pre-Election Presidential Transition	\$ -	\$ -	\$ 10,413
Sub-Total, Annual Appropriations	\$ 267,840	\$ 361,698	\$ 605,550
Supplemental Appropriations, Budget Authority			
Federal Buildings Fund - Infrastructure Investment and Jobs Act	\$ 3,418,008	\$ -	\$ -
Federal Buildings Fund - Inflation Reduction Act	\$ 3,375,000	\$ -	\$ -
Federal Buildings Fund - Disaster Recovery Supplemental	\$ -	\$ 36,788	\$ -
Sub-Total, Supplemental Appropriations	\$ 6,793,008	\$ 36,788	\$ -
Mandatory Appropriations, Budget Authority			
Federal Capital Revolving Fund	\$ -	\$ -	\$ 10,000,000
Transportation Audit Contracts and Contract Administration	\$ 15,641	\$ 16,059	\$ 16,527
Acquisition Workforce Training Fund	\$ 11,922	\$ 16,678	\$ 21,300
Expenses, Disposal of Surplus Real and Related Personal Property	\$ 9,815	\$ 10,876	\$ 10,876
Sub-Total, Mandatory Appropriations, Budget Authority	\$ 37,378	\$ 43,613	\$ 10,048,703
Total Gross Budget Authority	\$ 16,440,431	\$ 10,455,249	\$ 21,789,773

Real Estate Solutions

PBS's FY 2024 budget request highlights specific capital investments that achieve immediate value by improving the safety and utilization of Federal buildings and long-term savings generated by reducing the Government's dependence on leasing privately-owned space. The FY 2024 budget request recognizes that GSA had an \$8.5 billion unavailable fund balance at the end of FY 2022 and anticipates accumulating an additional \$439 million in FY 2023, for a total of nearly \$9 billion. This fund balance has grown as a result of \$12.4 billion in FBF revenues and collections that could have been appropriated as NOA to the FBF, but instead was used to offset increases for other agencies over the 12 of the last 13 fiscal years due to limitations in the Financial Services and General Government Appropriations Subcommittee's funding allocations. This represents a trend in which GSA is collecting commercially equivalent rent from its occupant agencies but is precluded from reinvesting in the aging Federal facilities occupied by those rent-paying agencies.

Support of PBS's full FY 2024 budget request, including the \$2.3 billion requested for capital program investments, will enable GSA to help address this concern. The FBF request includes \$407 million above the estimated expected revenues PBS projects to collect in FY 2024. This will allow the agency to invest in GSA's federally owned properties and reduce GSA's reliance on privately leased space to deliver the best possible value in real estate management for our partners across Government. GSA will use this funding to begin to reduce its significant deferred maintenance liabilities, which will allow the agency to release over one hundred thousand rentable square feet of leased space and save millions in annual future lease payments. GSA operates in over 2,200 communities so this investment in GSA's federally owned properties will positively impact those communities through enhanced economic activity and opportunities for underserved populations.

GSA's FY 2024 Budget request continues to seek investment in the Federal Capital Revolving Fund, to be established within GSA in FY 2024, and is intended to support the execution of the Federal Government's largest civilian real property projects. GSA's FY 2024 budget includes appropriations language supporting the capital investment of \$3.5 billion. This funding will be used to support the construction of the Federal Bureau of Investigation's (FBI) new suburban headquarters campus.

As the Government's civilian real estate provider, GSA will play a key role in the transformation of agency space requirements, and the facilitation of the Federal Government's transition to what is likely to be a smaller, less costly real estate footprint as a result of the way the COVID-19 pandemic transformed the way agencies work. GSA and Federal agency alignment around the opportunity to transform GSA's real estate portfolio into one that is high performing, more efficient, and physically smaller than today's inventory has never been better. This crucial opportunity is substantiated by the Office of Personnel Management's Fiscal Year 2021 Status of Telework in the Federal Government Report to Congress concluding that the Federal employee telework participation rates grew from 22% in 2019 to approximately 47% in 2021. These increased telework rates, taken together with the fact that over half of the leases held by

PBS is expiring in the next five years, illustrate how this budget request and others in the near future will determine the makeup, condition, size, and functionality of tomorrow's real estate portfolio.

There are significant opportunities across the PBS portfolio where capital investment can be used to achieve long-term savings. Investment in major building improvements, new construction, and consolidation projects will reduce the cost of operations by improving condition and support agencies that seek to improve space utilization and consolidation opportunities.. In order to improve utilization of and consolidation from leases, a significant saving opportunity for the taxpayer, it is imperative that GSA has access to capital funds to reinvest in its federally-owned properties that will make this transition successful. As such, GSA's FY 2024 Budget Request includes a proposal that will help ensure that GSA is provided full access to the annual revenues and collections deposited in the FBF. Agencies make rental payments to GSA with the expectation that such funds will be used to properly maintain the facilities they occupy, which GSA has been unable to do over the past decade due to a lack of resources. Modernizing Federally owned facilities should enable GSA to consolidate and reduce the Federal Government's heavy reliance on space leased from private entities, which should provide savings many times over.

Efficient and Effective Acquisition Solutions

GSA is committed to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors. Generating economies of scale is the cornerstone of GSA's acquisition solutions, enabling us to negotiate better prices. Every day, GSA helps its customers make smart purchasing decisions to acquire the goods and services they need.

GSA is dedicated to improving the contract vehicles, services, and products provided to Federal agencies, military, state, and local entities as applicable. GSA makes access to the Government market easier, faster, and less costly to providers by designing and delivering solutions that meet customers' current needs and anticipate their future requirements.

GSA will continue to improve the Federal Marketplace to optimize the buying and selling experience by enhancing FAS's acquisition vehicles, focusing on human-centered processes and systems to improve customer experience, and emphasizing workforce readiness. In FY 2024, FAS will continue to work on enhancing its customers' digital experience across every phase of the acquisition journey starting from market research to a final transaction. FAS will also be improving the Multiple Award Schedule (MAS) supplier onboarding process to streamline GSA's industry partner's experiences with the MAS program. Additionally, FAS will continue to build out the Services Marketplace, a collective of contract offerings and initiatives that supports over 80% of common Federal procurement spending.

GSA will also work to modernize technology to enable more efficient and effective mission-driven acquisition across the Government. This will make 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. FAS will continue to develop an enterprise contract writing system and enhance GSA's existing catalog management capabilities, which will enable increased efficiency as well as improve the experience for customers and industry partners navigating the Federal procurement process.

Lastly, GSA is playing a major role implementing many Administration policies because of the reach and impact of its acquisition and technology solutions. FAS is driving important policies such as improving digital and supply chain security, environmental sustainability, and equity between its stakeholders, while ensuring compliance with all statutory and regulatory authorities. FAS is working to leverage acquisition to help the Government identify, deter, and respond to cyber threats. As a consequence, FAS is working to prevent and mitigate risk to the supply chain by establishing processes, leveraging technology, and educating the workforce to mitigate this risk. FAS is working to develop equitable post award support strategies to help increase supplier diversity, simplify proposal submission requirements, and improve the overall customer experience.

Innovative Technology

Technology is critical to how agencies accomplish their missions and serve the public. It is at the core of running mission-support operations, safeguarding critical information, and analyzing program data for agency decision making. Agencies are tasked with achieving an array of critical goals involving enhanced IT security, greater use of cloud-based services, and the overall consolidation and modernization of IT networks. GSA is well-positioned to help agencies meet these goals.

GSA offers the full spectrum of technology assistance, including experts who assess system design, apply user-centered research and design techniques, and ensure alignment with agency needs.

GSA drives more efficient and innovative Government procurement of technology services. GSA improves technology procurements at customer agencies through acquisition consulting and assistance by identifying and incorporating best practices in technology acquisition, offering hands-on assistance to agencies during the acquisition process, and sharing the skills and knowledge developed within GSA across the Federal workforce.

The Technology Modernization Fund (TMF) will continue to drive digital transformation by providing up-front funding for IT projects to move agencies from antiquated legacy systems to more secure modern platforms - and to ensure effective oversight and successful delivery of high-priority investments. GSA's FY 2024 request of \$200 million will help strengthen Federal cybersecurity, retire outdated and obsolete legacy technology systems, and improve mission delivery through accessible and effective services. Through the use of this innovative funding tool, agencies will move to more secure and effective IT systems and infrastructure, such as cloud-enabled technologies and shared services, reducing technical debt and improving mission

delivery. Prior to the American Rescue Plan (ARP), the program received a few dozen proposals over the previous three years. However, the increased funding available and the maturity of the TMF have increased demand significantly. Since ARP funding became available, the TMF has received over 220 proposals representing over \$3.5 billion in funding demand. Absent additional appropriations, the TMF will continue shepherding investments with available resources, but will not be able to tackle large-scale investments needed to advance policy priorities nor meet the significant demand shown for the Fund.

The Information Technology Category (ITC) within the Federal Acquisition Service is improving the customer agency buying experience by providing access to quality IT and telecommunications services through multiple acquisition vehicles. These vehicles provide access to small businesses and high quality, innovative suppliers. These contracts will shape and lead future IT category management efforts and facilitate Government-wide IT modernization. ITC's contracts enable faster acquisition, compliance with Federal acquisition regulations, and competitive pricing.

The Telecommunications subcategory within the ITC is focused on the successful transition of Government agencies to the Enterprise Infrastructure Solutions (EIS) contract. The EIS contract is expected to rapidly improve cybersecurity capabilities, introduce Software Defined Networking in Federal agency networks and serve as a vehicle to help agencies achieve Federal IT modernization goals in the telecommunications and enterprise network space. Transitioning to EIS affects more than \$2 billion in Federal telecommunications spending annually and impacts 228 Federal agencies and other Government entities. Many agencies currently rely on the expiring Network and Local Service Agreement contracts for mission-critical services such as telecommunications, network connectivity, and cybersecurity solutions. These services must be successfully transitioned before the contracts expire to avoid mission-impacting gaps in service.

The FAS Assisted Acquisition Services (AAS) portfolio offers customized acquisition, project management and financial management services for large and complex projects at the best value to the Government. AAS's highly trained contracting, project, and financial management professionals provide direct assistance to partner agencies on the Government's complex IT and cybersecurity challenges.

GSA offers platforms and services that assist agencies in using modern IT tools and practices, including moving to the cloud, authentication and authorization services, system modernizations, and tools to communicate with the public.

As part of the Federal Citizen Services Fund (FCSF), the Technology Transformation Service (TTS) will continue to grow and maintain the newly reimagined USA.gov and USA.gov en Español. The newer version of the websites are intended to serve as the modern "Federal Front Door" so that the public can navigate to all Government benefits, services, and programs. USA.gov is a High Impact Service Provider (HISP) under the "Improving customer Experience (CX)" Executive Order. TTS will deliver the content and tools in English and Spanish that data shows the public most needs and wants, as well as enable greater flexibility in content

presentation, content management and technical integrations. TTS also maintains Vote.gov, which directs the public to official U.S. Government information on voting and elections. The site helps users learn about the election process, voter ID requirements, and how to register to vote in their state of residence. TTS ensures that Vote.gov complies with accessibility standards, language translation services, and other modernization related to the 21st Century Integrated Digital Experience Act.

TTS' Secure Cloud Portfolio's FedRAMP program provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. The program has experienced double-digit growth in new products achieving FedRAMP authorization year after year (almost a 20 percent increase in FY 2022 alone) due to increased agency and cloud service provider participation. Over 294 unique cloud offerings have gone through the FedRAMP process and have been reused over 5,100 times across the Federal Government. Through the lifetime of the program, it is estimated that the program has helped the Government avoid over \$700 million in one-off Agency assessment and authorization costs. In FY 2024, GSA plans on using direct appropriations as well as agency contributions to allow TTS to keep pace with the demand for FedRAMP services.

Within the Acquisition Services Fund, TTS's 18F, Centers of Excellence, Login.gov and Cloud.gov programs use modern methodologies and technologies to assist Federal agencies in improving the public's experience with the Government. 18F is a team of designers, engineers, product managers, and acquisition specialists that works with agencies to improve the public's most meaningful priority life experiences, broadly share its practices and approaches, help its partners meet the needs of those who depend on their services, and also continue to focus on making the organization run more efficiently. The Centers of Excellence program provides consulting agencies on the following functional areas: Artificial Intelligence, Cloud Adoption, Contact Center, Customer Experience, Data Analytics, and Infrastructure Optimization, along with Practice Areas for Innovation Adoption and Acquisition. Login.gov is an authentication and identity verification system available for use by Government partners. Login.gov simplifies secure access to online Government services for the public while reducing costs for taxpayers and agencies. At the end of FY 2022, Login.gov was serving 300 agency applications in production, with over 41 million active users. Cloud.gov is a cloud-based platform-as-a-service, tailored for the needs of the Federal Government that provides a strong security and compliance foundation for new digital services and Government websites. In FY 2022, Cloud.gov operated in 27 Federal agencies and was used in 66 production systems and hosted over 130 production websites.

The Office of Technology Policy (formerly the Office of Information Integrity and Access) within the Office of Government-wide Policy supports and enables agency implementation of Government-wide IT policies and programs. This office helps IT decision-makers address complex Federal IT challenges such as the impact of new and emerging technology (e.g., artificial intelligence, internet of things, quantum computing) on the Government, Identity, Credential, and Access management, Section 508 compliance, and IT infrastructure modernization.

GSA continues to make significant progress with the development, implementation and maintenance of automations that return significant value to GSA. GSA has an internal Robotic Process Automation (RPA) Program that develops internal automations that generate savings and increase capacity for the agency. In addition to managing its own RPA program, GSA’s Federal Robotic Process Automation Community of Practice (CoP) promotes the adoption of emerging automation technologies and rapid process transformation. GSA provides leadership within the RPA CoP as it mentors other agencies and provides regular Government-wide engagements and best practices that include RPA, Intelligent Automation, and adoption of process transformation methodologies.

GSA continues to support an administrative provision to allow GSA to transfer lapsed funding from several of its appropriations to the “Major equipment acquisitions and development activity” under the Working Capital Fund. Congress granted GSA this authority in Section 602 of Division E in the FY 2023 appropriations bill, P.L. 117-328. Continuing this provision in FY 2024 will allow GSA to fund investments such as the regular upgrade of its financial systems and modernize its financial data reporting capabilities without needing to bill its internal customers, keeping their appropriations requests low.

Lastly, in FY 2024 GSA will be investing in its cybersecurity capabilities in order to implement the mandates laid out in Executive Order 14028, “Improving the Nation’s Cybersecurity” as well as the subsequent OMB Memoranda and Cybersecurity and Infrastructure Security Agency Binding Operational Directives. Here is a table of GSA’s FY 2024 cybersecurity investments by National Institute of Standards and Technology category and fund:

NIST Category (\$ in '000s)	Acquisition Services Fund	Federal Buildings Fund	Federal Citizen Services Fund	Working Capital Fund	Transportation Audits	Office of Government-wide Policy	Operating Expenses	GSA Total
Detect	\$570	\$0	\$0	\$2,262	\$0	\$0	\$0	\$2,832
Identity	\$2,778	\$60	\$29,748	\$18,802	\$50	\$0	\$0	\$51,438
Protect	\$11,350	\$475	\$8,840	\$49,853	\$0	\$30	\$40	\$70,588
Recover	\$90	\$0	\$0	\$1,532	\$0	\$0	\$0	\$1,622
Respond	\$80	\$0	\$0	\$2,677	\$0	\$0	\$0	\$2,757
M-22-16*	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$20
Total	\$14,888	\$535	\$38,588	\$75,126	\$50	\$30	\$40	\$129,257

*Cyber Human Capital & Securing Infrastructure Investments

Expanded Shared Services

The FY 2024 budget supports GSA’s fourth strategic goal — to design and deliver expanded shared services within GSA and across the Government. One of GSA’s most widely utilized shared services is the GSA Fleet leasing program with over 200,000 motor vehicles. In support of the Administration’s goal of transitioning to a clean, zero emission fleet, GSA’s FY 2024 budget requests \$50 million to procure zero emission and electric vehicles and associated charging infrastructure. This funding will serve as a down payment to reduce the environmental impact of the Federal Government’s vehicle operations. In collaboration with the Office of

Management and Budget and other key stakeholders, GSA is leading the way in a multi-year transformation of the Federal fleet in an effort to combat climate change and position the United States as the global leader in electric vehicles manufacturing.

The FY 2024 budget request also includes investments in OGP's Office of Shared Solutions and Performance Improvement (OSSPI). This Office specializes in solutions for big, systematic problems across the Federal Government. OSSPI improves mission delivery and implementation of the Administration's priorities by bringing Government together to drive innovation, foster collaboration, and shape effective policy. Working through its three functional areas of Executive Councils, Shared Services, and the President's Management Agenda support team, OSSPI improves mission delivery by: (1) informing and shaping policy; (2) coordinating governance and executing program management for shared services; and (3) building strategies and support for agencies as they plan for and execute transformational initiatives set forth in the Administration's priorities.

Advancing Equity

GSA will continue to advance the Administration's goal of advancing equity throughout the Federal Government. GSA's unique role as an acquisition, real estate, and technology related service provider allows it to amplify the Federal Government's efforts to promote equity and access in a way that maximizes benefits to all communities impacted by GSA's mission.

GSA is focused on four key high-impact program areas aimed at advancing equity to benefit the American public: 1) advancing equity and increasing supplier diversity in Federal procurement; 2) advancing equity and accessibility in Federal technology; 3) advancing equity and sustainability through the Federal buildings footprint; and 4) advancing civil rights and access to Federal resources. Focusing on these areas, GSA will use its unique position of delivering mission-critical services and core products across Government to act as a force multiplier in advancing equity and removing barriers for underserved communities. These actions include:

- Improving success for underserved businesses;
- Enhancing technical assistance for underserved communities;
- Ensuring equitable technology design and delivery;
- Enhancing access to opportunities for socioeconomic and small disadvantaged businesses to participate on the Multiple Award Schedule contract vehicle;
- Enhancing supplier diversity and vendor education;
- Supporting the positive economic and environmental justice impacts of the current and future public building footprint to advance the livability and vitality of communities;
- Prioritizing equitable design and user experience when developing and delivering Federal digital services; and
- Improving civic tech performance on older devices and accessibility for mobile, rural, and low-bandwidth users

Additionally, in response to Executive Order 14035 *Diversity, Equity, Inclusion and Accessibility in the Federal Workforce* (June 25, 2021), GSA's FY 2022 - 2026 Strategic Plan introduced the new Key Capability of "a people-first culture that prioritizes DEIA." Under this banner, GSA will make investments that enhance employee experience and success outcomes, including: 1) opportunities to address improvements throughout the human capital lifecycle; 2) broaden pipelines to Federal service for underrepresented and underserved communities; and 3) align with other Government-wide strategic priorities that advance gender equity, combat bias, reduce barriers, and improve accessibility.

GSA's collective equity efforts in our workforce, organizational culture, and mission delivery establish the foundation for the agency to continue to enable a high-performing diverse Federal workforce that is positioned to deliver an equitable and exceptional customer experience and meet the mission-critical needs for the future of Government.

Good Accounting Obligation in Government Act

GSA is working to meet the requirements of the Good Accounting Obligation in Government Act. GSA's most recent report on the status of public recommendations by the U.S. Government Accountability Office and the GSA Office of Inspector General that have been open for at least a year can be found on GSA's website at the following address:

<https://www.gsa.gov/reference/reports/budget-performance/administrators-semiannual-management-report>

Request for New Obligational Authority

(Dollars in Thousands)

	FY 2022 Enacted	FY 2023 Enacted	FY2024 Request
Total Revenues	\$10,144,615	\$ 10,488,857	\$ 10,728,410
Federal Buildings Fund (FBF), New Obligation Authority			
Construction and Acquisition	\$ 299,476	\$ 807,809	\$ 239,235
Repairs and Alterations	\$ 581,581	\$ 662,280	\$ 1,865,268
Installment Acquisition Payments	\$ -	\$ -	\$ 233,333
Rental of Space	\$ 5,665,148	\$ 5,561,680	\$ 5,724,298
Building Operations	\$ 2,796,000	\$ 2,981,381	\$ 3,073,386
Infrastructure Investment and Jobs Act	\$ 3,418,008	\$ -	\$ -
Inflation Reduction Act	\$ 3,375,000	\$ -	\$ -
Disaster Relief Supplemental	\$ -	\$ 36,788	\$ -
Total New Obligation Authority	\$16,135,213	\$ 10,049,938	\$ 11,135,520
FBF Net Budget Authority	\$ 5,990,598	\$ (438,919)	\$ 407,110

FY 2022 Capital Investment Program

(Dollars in Thousands)

CONSTRUCTION AND ACQUISITION Program:

Executive Agencies	\$	239,235
New Obligational Authority, CONSTRUCTION AND ACQUISITION Program	\$	239,235

REPAIRS AND ALTERATIONS Program:

Non Prospectus (Basic) Repairs and Alterations Program	\$	480,978
Special Emphasis Programs	\$	197,000
Major Repairs & Alterations	\$	1,187,290
New Obligational Authority, REPAIRS AND ALTERATIONS Program	\$	1,865,268
Total New Obligational Authority, Capital Investment Program	\$	2,104,503

U.S. General Services Administration
 Summary of the FY 2024 Request

GSA Net Budget Authority

Annual Appropriations, Request for Net Budget Authority

(Dollars in Thousands)

	FY 2022 Enacted	FY 2023 Enacted	FY2024 Request
Discretionary Budget Authority			
FBF Net Budget Authority	\$ (1,266,558)	\$ 378,121	\$ 407,110
Annual Appropriations	\$ 267,840	\$ 361,698	\$ 595,137
GSA Discretionary Budget Authority	\$ (998,718)	\$ 739,819	\$ 1,002,247
FBF Infrastructure Investment and Jobs Act	\$ 3,418,008	\$ -	\$ -
FBF Inflation Reduction Act	\$ 3,375,000	\$ -	\$ -
FBF Disaster Recover Supplemental	\$ -	\$ 36,788	\$ -
Pre-Election Presidential Transition	\$ -	\$ -	\$ 10,413
Additional Programs Budget Authority	\$ 6,793,008	\$ 36,788	\$ 10,413
Transportation Audit Contracts and Contract Administration	\$ 15,641	\$ 16,059	\$ 16,527
Acquisition Workforce Training Fund	\$ 11,922	\$ 16,678	\$ 21,300
Expenses, Disposal of Surplus Real and Related Personal Property	\$ 9,815	\$ 10,876	\$ 10,876
GSA Mandatory Budget Authority	\$ 37,378	\$ 43,613	\$ 48,703
Mandatory Appropriations			
Mandatory Proposals			
Federal Capital Revolving Fund	\$ -	\$ -	\$ 10,000,000
Appropriated GSA Mandatory Budget Authority	\$ -	\$ -	\$ 10,000,000
Total GSA Net Budget Authority	\$ 5,831,668	\$ 820,220	\$ 11,061,363

GSA Total Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Plan	FY 2024 Request
11.1 Full-time permanent	\$ 1,316,185	\$ 1,557,289	\$ 1,665,751
11.3 Other than full-time permanent	\$ 46,436	\$ 6,999	\$ 7,345
11.5 Other personnel compensation	\$ 36,912	\$ 39,673	\$ 42,319
11.8 Special personnel service payments	\$ 2,757	\$ 2,531	\$ 2,530
12.1 Civilian personnel benefits	\$ 520,901	\$ 589,602	\$ 602,356
13.0 Benefits for former personnel	\$ 1,495	\$ 1,507	\$ 1,536
21.0 Travel and transportation of persons	\$ 10,427	\$ 30,786	\$ 30,982
22.0 Transportation of things	\$ 43,212	\$ 8,733	\$ 9,169
23.1 Rental payments to GSA	\$ 58,259	\$ 61,582	\$ 60,032
23.2 Rental payments to others	\$ 5,580,504	\$ 5,669,158	\$ 5,747,776
23.3 Communications, utilities, and misc. charges	\$ 1,306,406	\$ 1,107,838	\$ 799,456
24.0 Printing and reproduction	\$ 2,651	\$ 3,534	\$ 3,567
25.1 Advisory and assistance services	\$ 20,945,752	\$ 18,112,133	\$ 19,161,774
25.2 Other services from non-Federal sources	\$ 422,350	\$ 467,301	\$ 464,405
25.3 Other goods and services from Federal sources	\$ 499,822	\$ 556,021	\$ 603,169
25.4 Operation and maintenance of facilities	\$ 452,388	\$ 466,780	\$ 504,114
25.5 Research and development contracts	\$ 2,185,133	\$ 1,943,071	\$ 1,985,944
25.6 Medical Care	\$ 124	\$ 5	\$ 5
25.7 Operation and maintenance of equipment	\$ 2,303	\$ 141,980	\$ 149,013
25.8 Subsistence and support of persons	\$ 8,237	\$ 35,916	\$ 40,926
26.0 Supplies and materials	\$ 256,048	\$ 1,360,195	\$ 1,465,674
31.0 Equipment	\$ 1,041,072	\$ 3,533,607	\$ 4,213,314
32.0 Land and structures	\$ 1,043,844	\$ 2,084,871	\$ 2,850,643
33.0 Investment and Loans	\$ -	\$ -	\$ -
41.0 Grants, subsidies, and contributions	\$ -	\$ -	\$ -
42.0 Insurance claims and indemnities	\$ 994	\$ 709	\$ 659
43.0 Interest and dividends	\$ 30,730	\$ 49,155	\$ 44,806
44.0 Refunds	\$ 16	\$ -	\$ -
91.0 Unvouchered	\$ 2	\$ 10	\$ 233,343
94.0 Financial Transfers	\$ -	\$ 16,000	\$ 3,566,000
99.0 Total Obligations.....	\$ 35,814,960	\$ 37,846,986	\$ 44,256,608
<i>Subtotal, PC&B.....</i>	<i>\$ 1,924,686</i>	<i>\$ 2,197,601</i>	<i>\$ 2,321,837</i>
<i>Subtotal, Non-labor.....</i>	<i>\$ 33,890,274</i>	<i>\$ 35,649,385</i>	<i>\$ 41,934,771</i>
<i>American Rescue Plan Act</i>	<i>\$ 337,639</i>	<i>\$ 723,353</i>	<i>\$ 223,298</i>
<i>Infrastructure Investment and Jobs Act</i>	<i>\$ 128,863</i>	<i>\$ 316,153</i>	<i>\$ 469,539</i>
<i>Inflation Reduction Act</i>	<i>\$ -</i>	<i>\$ 494,000</i>	<i>\$ 988,000</i>
<i>Pre-Election Activities</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 10,413</i>

U.S. General Services Administration
Summary of the FY 2024 Request

GSA Total FTE

	FY 2022 Actual			FY 2023 Plan			FY 2024 Request		
	Direct	Reimb.	Total	Direct	Reimb.	Total	Direct	Reimb.	Total
Annual Appropriations									
Office of Government-wide Policy	135	23	158	159	28	187	159	28	187
Operating Expenses	183	4	187	215	7	222	220	7	227
Civilian Board of Contract Appeals	29	0	29	41	0	41	41	0	41
Federal Citizen Services Fund	75	5	80	137	111	248	148	165	313
Office of Inspector General	264	2	266	267	2	269	285	2	287
Subtotal, Annual Appropriations	686	34	720	819	148	967	853	202	1,055
Revolving Funds									
Federal Buildings Fund	5,083	270	5,353	5,247	316	5,563	5,247	316	5,563
Technology Modernization Fund	9	0	9	26	0	26	29	0	29
Acquisition Services Fund	0	3,647	3,647	0	3,979	3,979	0	4,056	4,056
Working Capital Fund	0	1,917	1,917	0	2,147	2,147	0	2,399	2,399
Subtotal, Revolving Funds	5,092	5,834	10,926	5,273	6,442	11,715	5,276	6,771	12,047
Permanent Budget Authority									
Transportation Audits	26	0	26	32	0	32	32	0	32
Acquisition Workforce Training Fund	10	0	10	18	0	18	26	0	26
Subtotal, Permanent Budget Authority	36	0	36	50	0	50	58	0	58
GSA TOTAL	5,814	5,868	11,682	6,142	6,590	12,732	6,187	6,973	13,160

Note: FCSF used American Rescue Plan funding to hire term employees in FY 2022 and plans to continue to do so in FY 2023 and FY 2024.

Explanation of Changes, Federal Buildings Fund
(New Obligational Authority, Dollars in Thousands)

	Construction and Acquisition	Repairs and Alterations	Installment Acquisition Payments	Rental of Space	Building Operations	Disaster Recovery	TOTAL
FY 2023 Enacted	\$ 807,809	\$ 662,280	\$ -	\$ 5,561,680	\$ 2,981,381	\$ 36,788	\$ 10,049,938
Change in Construction for Executive Agencies	\$ (413,674)						\$ (413,674)
Change in Courthouses	\$ (154,900)						\$ (154,900)
Change in Basic R&A program		\$ 82,181					\$ 82,181
Change in Line-Item R&A program		\$ 942,507					\$ 942,507
Change in Special Emphasis programs		\$ 178,300					\$ 178,300
Unobligated Balances Used to Meet FY 23 Requirement				\$ 44,838			\$ 44,838
Annualization of remaining FY 2024 Program Changes				\$ (32,440)			\$ (32,440)
NOA Conversion of FY2024 IA Base				\$ 138,672			\$ 138,672
Lump Sums (Taxes, IBAs, RWAs, Double Rent, Others)				\$ 34,721			\$ 34,721
FY24 PYC of Program Changes				\$ 35,832			\$ 35,832
Rent Changes (Step Rent, CPIs, Escalations)				\$ 49,384			\$ 49,384
Potential Buyouts				\$ 400,000			\$ 400,000
Cancellations				\$ (100,777)			\$ (100,777)
Expansions				\$ 10,389			\$ 10,389
COVID-19 Cleaning for Confirmed Cases				\$ 5,000			\$ 5,000
Unobligated Balances Used to Meet FY24 Requirement				\$ (423,000)			\$ (423,000)
Change in Base Building Cost					\$ (19,240)		\$ (19,240)
Change in Other/ Miscellaneous Building Cost					\$ 9,405		\$ 9,405
Change in PBS Administrative Cost					\$ 66,171		\$ 66,171
Change in Other / Miscellaneous PBS Administrative Cost					\$ 6,669		\$ 6,669
Change in Other Funding Sources					\$ 29,000		\$ 29,000
Repayments to Federal Capital Revolving Fund			\$ 233,333				\$ 233,333
Reduction for One Time Supplemental Funding						\$ (36,788)	\$ (36,788)
FY 2024 Request	\$ 239,235	\$ 1,865,268	\$ 233,333	\$ 5,724,298	\$ 3,073,386	\$ -	\$ 11,135,520

U.S. General Services Administration
Summary of the FY 2024 Request

Explanation of Changes, GSA Annual Appropriations
(Budget Authority, Dollars in Thousands)

	Government-wide Policy		Operating Resources		Civilian Board of Contract Appeals		Former Presidents		Federal Citizen Services Fund		Inspector General		Technology Modernization Fund		Asset Proceeds Management Fund		Working Capital Fund		Electric Vehicles Fund		Pre-Election Transition		Total					
	FTE	Appropriation	FTE	Appropriation	FTE	Appropriation	FTE	Appropriation	FTE	Appropriation	FTE	Appropriation	FTE	Appropriation	FTE	Appropriation	FTE	Appropriation	FTE	Appropriation	FTE	Appropriation	FTE	Appropriation				
PY 2023 Enclosed	129	\$ 71,186	2,15	\$ 54,478	41	\$ 10,352	0	\$ 5,200	113	\$ 60,000	207	\$ 74,583	26	\$ 60,000	0	\$ 0	0	\$ 0	0	\$ 0	0	\$ 0	827	\$ 361,699				
Program Increase:																												
Automating Modernization													3	\$ 150,000										0	\$ 5,400			
TMF Increases																									0	\$ 150,000		
AFSME Projects																										0	\$ 16,000	
Personnel Compensation and Benefits	0	\$ 1,768	5	\$ 2,710		\$ 259					18	\$ 5,404														0	\$ 10,141	
Travel and Transportation																											0	\$ 441
Rent																											0	\$ 844
Communication and Utilities																											0	\$ 6
Advisory and Assistance Services																											0	\$ 5,660
Contractual Services																											0	\$ 1,305
Electric Vehicle Fund																											0	\$ 50,000
Business Assets and Equipment																											0	\$ 900
Information Systems																											0	\$ 2,099
SIG and Network Support																											0	\$ 1,332
Data and Analytics Portfolio Support																											0	\$ 2,092
Public Benefits Studio																											0	\$ 902
Accelerators Division																											0	\$ 1,218
10X																											0	\$ -
Innovation Portfolio																											0	\$ 2,492
Secure Cloud Portfolio Support																											0	\$ 712
Business Management Portfolio																											0	\$ 2,648
MAM.gov																											0	\$ 258
GSA IT OAM and DMAE program support																											0	\$ 797
WOP Bill																											0	\$ 638
Increase for Former President Trump																											0	\$ 48
Increase for Former President Obama																											0	\$ 75
Increase for Former President Bush																											0	\$ 61
Increase for Former President Clinton																											0	\$ 61
Increase for Former President Carter																											0	\$ 55
Program Decrease:																											0	\$ (127)
Contractual Services																											0	\$ (749)
Operation and maintenance of facilities																											0	\$ (18)
Operation and maintenance of equipment																											0	\$ (100)
Federal Acquisition Regulation																											0	\$ (100)
Federal Audit Clearinghouse Support Direct Funding																											0	\$ (1,548)
FOIA Direct Funding																											0	\$ (11,133)
PY 2024 Request	129	\$ 74,888	2,20	\$ 68,723	41	\$ 10,697	0	\$ 6,600	148	\$ 60,000	286	\$ 78,618	29	\$ 200,000	0	\$ 16,000	0	\$ 11,200	0	\$ 60,000	0	\$ 10,413	878	\$ 606,660				

U.S. General Services Administration
FEDERAL BUILDINGS FUND
Fiscal Year 2024 Congressional Justification

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Federal Buildings Fund / Public Buildings Service Overview

The mission of the U.S. General Services Administration's (GSA) Public Buildings Service (PBS) is to provide effective, flexible, sustainable workspace solutions for Federal agencies at the best value for the taxpayers. PBS fulfills its mission by maintaining, building, leasing, and operating more than 365 million rentable square feet of space that safely house 1 million Federal employees (nearly 50% of the total Federal civilian workforce) in more than 2,200 communities across the country. These facilities are visited annually by tens of millions of members of the public, including veterans, Medicare and Social Security beneficiaries, small business owners, victims of disasters, plaintiffs and defendants, contractors, and others. Additionally, these facilities support among other things, vital national security, law enforcement, commerce, and research and development missions.

The GSA fiscal year (FY) 2024 budget request for the Federal Buildings Fund (FBF) supports these communities, Federal employees and their missions, as well as the Biden-Harris Administration's priorities, including investing in Federal infrastructure, tackling the climate crisis, creating new business and job opportunities, and advancing equity. The budget request proposes sound, cost-effective investments to address the growing backlog of critical repairs and renovations, enhance Federal facilities' climate posture and resiliency, and reduce the costs of maintaining underutilized facilities as well as reduce the Government's reliance on costly leases. It also positions GSA to respond to this historic opportunity to rightsize the Federal footprint, reduce long-term real estate costs, and meet the future workspace needs of Federal agencies and the public they serve.

This budget request invests in: addressing life-safety and other deficiencies to protect the Federal workforce; advancing long-standing consolidation and facility modernization plans; implementing agencies' post-COVID real estate strategies and modernizing Federal buildings to meet customers' evolving real estate needs; implementing technology that enables PBS to more efficiently operate, maintain, and utilize Federal facilities; and preparing Federal facilities to be more climate resilient.

PBS is requesting \$407.1 million in net positive obligational authority for a total of \$11.1 billion in FBF New Obligational Authority (NOA). This budget request will enable PBS to:

- Address backlogged repairs and alterations, begin to reduce significant deferred maintenance liabilities, release several hundred thousand rentable square feet of leased space, and save millions in annual future lease payments.
- Enhance the sustainability and resilience of Federal facilities, including transitioning GSA's federally owned buildings to 100% carbon pollution-free electricity by 2030; and modernizing and acquiring secure information technology that will enable PBS to efficiently operate and maintain Federal facilities.
- Enable PBS to support the development of the Federal Government's future of work plans and reduce the size of the Federal inventory.

Additionally, GSA's FY 2024 FBF Budget Request includes a proposal to change the budgetary treatment of the rent revenues deposited in the Federal Buildings Fund and the associated obligations from legislative scoring guidelines. This proposed treatment parallels the recently enacted scoring treatment for the Harbor Maintenance Trust Fund in the CARES Act (P.L. 116-136, 134 Stat. 281, 526) that allows Congress to allocate the full value of funds. Adopting similar scoring treatment for the FBF will help ensure that GSA is provided full access to the annual revenues and collections deposited in the FBF. Agencies make rental payments to GSA with the expectation that such funds will be used to properly maintain the facilities they occupy, which GSA has been unable to do over the past decade due to lack of resources. Modernizing owned facilities should enable GSA to consolidate and reduce the Federal Government's heavy reliance on space leased from private entities, which should provide savings many times over.

Real Estate Investment and Savings Opportunities

Since its establishment in 1949, GSA has continually worked to improve Government operations, streamline acquisitions, and provide efficient real estate services to allow its customers in the executive, legislative, and judicial branches to complete the essential functions of Government. GSA's FY 2024 budget request has been formulated using the same tenets that led to its establishment 74 years ago. However, many things have changed since GSA was established. For one, GSA's buildings are now, on average, over 49 years old and many of the buildings have not undergone any significant modernizations since they were constructed. In addition, over the last 13 fiscal years since FY 2011, the average FBF funding shortfall of \$1 billion per year has hit the Repair & Alteration budgets the hardest, which has contributed to growing deficiencies in the portfolio of federally owned facilities managed by PBS.

GSA and occupant agency alignment around the opportunity to transform GSA's real estate portfolio into one that is high performing, more efficient, and physically smaller than today's inventory has never been better, with the opportunity for substantial savings to taxpayers. Increased workplace flexibility, taken together with the fact that approximately half of all active leases in PBS' leased inventory, which account for 78 million rentable square feet or of leased space, are expiring in the next five years, illustrate how this budget request and others in the near future will determine the makeup, condition, size, and functionality of tomorrow's portfolio.

For PBS, every major program in FY 2024 was developed with the goal of being as efficient and effective as possible for the taxpayer.

- The Capital Investment Program was developed with the intent to reduce Government liabilities, build better workplaces within Federal buildings that are safe, improve customer mission delivery, reduce operating expenses, promote adaptability to future changes in Government space needs, and increase resilience to climate change.
- The Rental of Space Allocation was based on known customer space needs, while also providing the needed flexibility for customers and GSA to make prudent decisions for U.S. taxpayers as customer needs evolve. This strategy will allow our program to align with evolving customer requirements, as lessons learned during the COVID-19

- pandemic about future workplace requirements are incorporated into space layouts.
- The Building Operations Allocation was developed to support a diverse and effective PBS workforce that has the tools to reduce operating costs, provide a safe workspace for over 1 million Federal tenants, and to leverage the Government's purchasing power to achieve its 2030 goal for 100% carbon pollution-free electricity in federally owned GSA-controlled facilities, including 50 percent 24/7 carbon pollution-free electricity.

Capital Investment Program: Rightsizing the Federal Footprint

Since FY 2011, the total revenues and collections deposited into the FBF have substantially exceeded the annual NOA appropriated by Congress. Over the past decade, GSA's Capital Investment Program has been underfunded compared to the President's budget request by over \$13 billion, with the New Construction and Acquisition Programs receiving \$4.1 billion less in appropriations of NOA than requested by GSA. GSA's Minor Repairs and Alterations Program has received \$376 million less in appropriations of NOA than requested by GSA, while the Major Repairs and Alterations Program has endured the greatest diminution receiving over \$6.9 billion less in appropriations of NOA than requested by GSA. Congress must close the gap between the annual revenues and collections deposited into the FBF and NOA appropriated so that GSA may begin to reverse the cumulative impacts of underinvestment in deferred maintenance and necessary capital improvements among its federally owned facilities. In the absence of such reinvestment, GSA's federally owned assets will deteriorate further and can only offer future liabilities with compounding effects, not future returns - and we will fail to take advantage of this critical opportunity to transform the Federal workspace, shift agencies from costly leases into federally owned space, and dramatically reduce long-term real estate costs while supporting Federal employees and the public they serve.

The FY 2024 Capital Investment Program was developed, in part, with early insights gained from future workplace plans brought about by the COVID-19 pandemic. As the future workplace of the Federal Government becomes clearer, it is becoming evident that changes are needed in both the composition of physical infrastructure and space layouts within federally owned buildings. There is a finite window of opportunity presented by the quickly evolving workplace needs to reposition GSA's inventory to make federally owned space as effective as leased space in meeting the demands of the Federal workforce. GSA will need to address the space needs of the Federal Government as each agency calibrates to new norms in the workplace. If early predictions are correct, there will be many changes in the types of space and amount of physical office, storage and other special space required by the Government. Fully supporting GSA's Capital Investment Program is a prerequisite in order to meet these new demands and to realize the enormous potential for reducing the size of GSA's leased inventory.

Many of the proposed FY 2024 projects include essential infrastructure work, and alterations necessary to position these facilities for long-term Federal occupancy. For example, fire suppression and alarm systems need to function with readily available replacement parts; elevators need to operate without causing entrapment; heating, ventilation and air conditioning (HVAC) systems need to adequately ventilate and condition air for health and comfort; electrical

systems need to support basic building operation and an increasingly digital workplace; and exterior building facades need to be sound and secure as a matter of occupant agency safety and building efficiency. With these investments, GSA's federally owned inventory will offer a viable alternative to leasing for the Government's future space needs. Without them, leasing space will become the preferred alternative, which is proven to cost the taxpayers significantly more than properly maintaining the buildings already owned by the Federal Government.

The FY 2024 Capital Investment Program includes \$239 million for New Construction and Acquisition activities, including the funding necessary to facilitate the ongoing consolidation of the Department of Homeland Security (DHS) onto the St. Elizabeths Campus. This investment will eliminate multiple and inefficient workplace facilities in dispersed locations and replace them with functional integration and build the synergies of a campus environment. Additionally, the New Construction and Acquisition request will provide for the final request for funding in support of the remediation at the Southeast Federal Center in Washington, DC, the remediation of the former Hardesty Federal Complex in Kansas City, MO, and the design of a replacement facility in Seattle, WA for the National Archives and Records Administration (NARA).

Additionally, the FY 2024 Capital Investment Program includes \$1.87 billion for Repairs and Alterations, including \$481 million for Minor (non-prospectus/basic) Repairs and Alterations, \$1.19 billion for Major Repairs and Alterations projects and \$197 million for the Special Emphasis Programs. Of the 17 projects requested for Major Repairs and Alterations, 13 projects were previously included in a prior year's President's budget request. As these projects were not funded previously, the cost of the 13 projects has increased cumulatively by over \$300 million since their original submissions. In addition to increases in the overall Major Repairs and Alterations request, GSA will be forced to continue to utilize Minor Repairs and Alterations funds for interim repairs in these buildings, which become more difficult and costly to make over time. Continued delays in funding will further exacerbate the problems and repairs will more frequently turn into replacements, with system failures that could result in cascading impacts to occupant agency missions and potential relocation to leased space until such time that the repairs are made.

The proposed \$1.19 billion requested in GSA's FY 2024 Major Repairs and Alterations program will be reinvested in more than 17 high-value assets spread across 13 states and the District of Columbia and the \$197 million in Major Repairs and Alterations Special Emphasis Programs will be expended nationwide. In total, the Major Repairs and Alterations program will address the following critical work items:

- **\$551 million** for new HVAC, mechanical, electrical and plumbing systems, upgrades to improve building functionality and meet safety codes, and enhancements to reduce building energy consumption;
- **\$335 million** to address site infrastructure, facades, and inefficient deteriorating window systems. These repairs will: address life-safety concerns due to falling debris, improve building security, reduce energy consumption, and improve the climate resilience of buildings; and correct and reduce seismic risks associated with structural and non-structural seismic hazards, such as bracing and strengthening of facade elements.

- **\$106 million** for interior space alterations and repairs, interim leases where needed, and ancillary support services.
- **\$115 million** in fire protection and life-safety improvements to address outdated fire alarm and sprinkler systems. This work will correct hazards and reduce risks to Government personnel and the general public. This does not include any Special Emphasis projects.
- **\$50 million** in conveyance systems replacements and repairs to improve building operations, reduce energy consumption and reduce the chance of entrapments.
- **\$104 million** in scope-related demolition and hazardous materials abatement.
- **\$197 million** in five special emphasis programs addressing Consolidation Activities, Judiciary Capital Security, Fire Protection and Life Safety, Energy and Water Retrofit and Conservation Measures, and Inventory Risk Mitigation and Resilience Programs. These Special Emphasis Programs will provide the necessary funds to improve the condition, safety, and utilization of multiple facilities nationwide.

GSA is also proposing an increase to the prospectus threshold from \$3.613 million to \$10 million in alignment with a recent U.S. Government Accountability Office (GAO) report in order to reduce the timeline for project delivery and provide better service to other Federal agencies' need for space for those projects that fall beneath the revised proposed prospectus threshold.

As the Capital Investment Program begins to reposition GSA's federally owned inventory and makes it more effective for the Federal workforce, it will do so in a way that improves the climate resiliency and sustainability of the inventory. Individual projects will aim to incorporate the White House Council on Environmental Quality's longstanding *Guiding Principles for Sustainable Federal Buildings* and other green building certification standards. Wherever possible, building and parking garage designs will incorporate electric vehicle charging infrastructure. Additionally, GSA has identified climate resilience and energy and water conservation as two key areas of special emphasis, and the Capital Investment Program will incorporate projects in Federal buildings across the country designed to reduce climate change vulnerabilities and improve buildings' energy efficiency and water consumption. GSA is also exploring the incorporation of low-carbon standards for building materials as these investments are delivered.

A fully funded annual Capital Investment Program can also serve as a catalyst for job creation, strengthening small businesses and supporting local communities across the country. Each dollar invested will have a long-term multiplying effect on these economies, directly supporting architectural, engineering, and construction industries and indirectly supporting industries that will sustain the Federal workforce occupying these buildings.

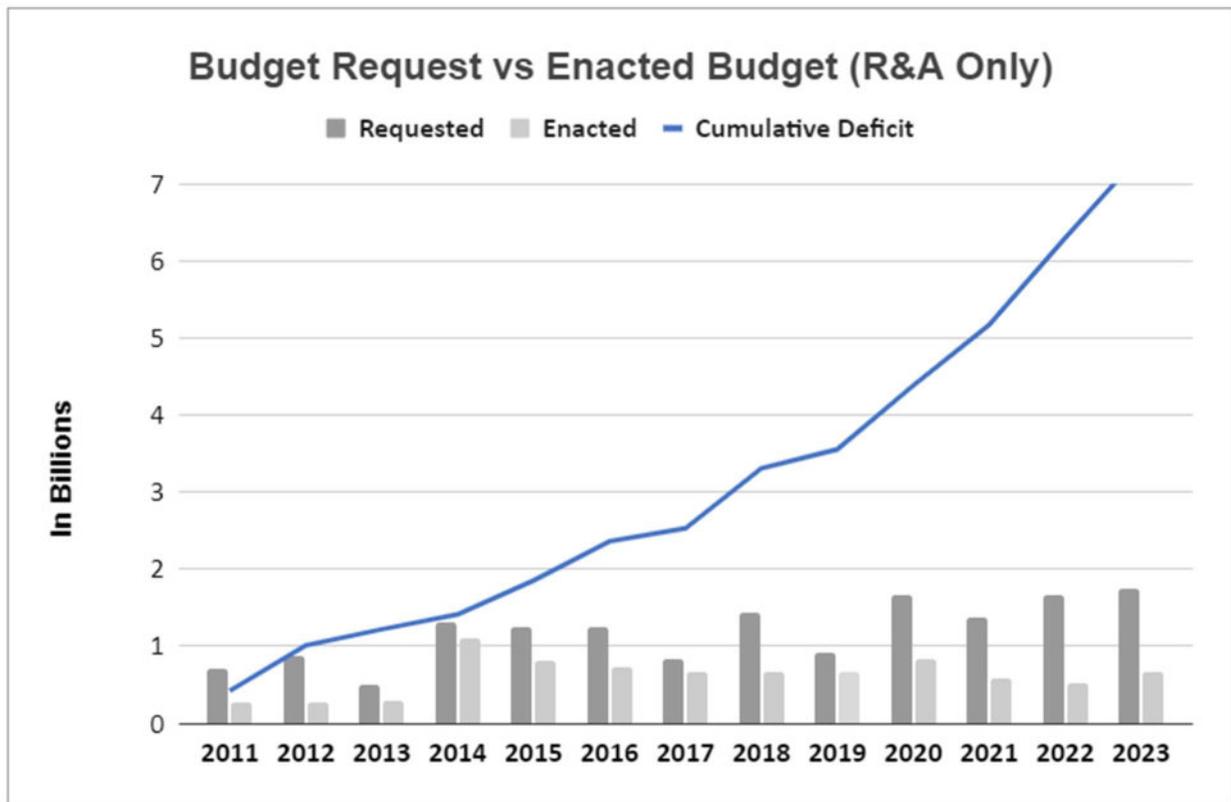
Modernizing and Optimizing Federal Workplaces

PBS will play a key role in the transformation of agency space requirements, and the facilitation of the Federal Government's transition to what is likely in the long term to be a smaller, less costly real estate footprint. As agencies are evaluating how they can most effectively deliver on their missions, GSA has an opportunity to partner with its Federal Government occupant agencies in the strategic planning of their future space needs. Over the next five fiscal years

through FY 2028, approximately half of all active leases, accounting for 78 million rentable square feet of leased space, will expire across the country. As occupant agencies work through their long term human capital policy and likely incorporate flexibility into future space needs, a significant opportunity exists for potential consolidation into a modernized and optimized work space that will reduce the Government’s reliance on costly leased space.

To capitalize on this opportunity, GSA’s federally owned buildings will need infrastructure investments that provide flexibility to handle dynamic working arrangements and increased reliance on technology that occupant agencies need for the future. Building system modernization is also necessary to increase mission resilience and reduce emissions. The net positive budget authority requested in the FY 2024 budget will position GSA to enact many long-term cost savings initiatives and ensure that Federal employees across Government have access to high functioning work spaces that improve mission delivery. Taking advantage of the full opportunity to reduce costly lease expenses can only be realized through direct investment in the current federally owned infrastructure.

FBF Funding Trends
Revenue Collected vs. Reinvested



Note: This table represents the Minor and Major R&A budget numbers.

The FY 2024 budget request recognizes that GSA had an \$8.5 billion unavailable fund balance at the end of FY 2022 and anticipates accumulating an additional \$439 million in FY 2023, for a total of nearly \$9 billion. This fund balance has grown as a result of \$12.4 billion in FBF

revenues and collections that could have been appropriated as NOA to the FBF, but instead was used to offset increases for other agencies over the 12 of the last 13 fiscal years due to limitations in the Financial Services and General Government Appropriations Subcommittee's funding allocation. This represents a trend in which GSA is collecting commercially equivalent rent from its occupant agencies but is precluded from reinvesting all of these funds in its aging Federal facilities and other activities occupied by those rent-paying agencies. This underfunding relative to revenue generation is almost entirely offset and absorbed through PBS's New Construction and Repairs and Alterations programs. As such, there are dramatic differences between what is needed and what is funded.

Habitual underfunding of needed reinvestments is the driving factor behind PBS's growing deferred maintenance. Those projects, and needed capital to complete them, are in addition to the reinvestment dollars that should be allocated for a portfolio of PBS's size and structure to keep pace with depreciation and degradation. As shown in the table below, the appropriations process generally provided funding authority at or above the level of revenues and collections prior to FY 2011. However, over the past 13 fiscal years, the enacted funding has fallen well below the annual revenues and collections deposited in the FBF in all years except one.

Net Budget Authority - 15 Year History

(Dollars in Thousands)

	President's Budget Revenue Estimate	Enacted NOA	Net Budget Authority
FY2009	\$ 8,134,239	\$ 8,427,771	\$ 350,397
FY2010	\$ 8,222,539	\$ 8,443,585	\$ 287,406
FY2011	\$ 8,870,933	\$ 7,597,540	\$ (1,202,123)
FY2012	\$ 9,302,761	\$ 8,017,967	\$ (1,205,174)
FY2013	\$ 9,777,590	\$ 8,024,967	\$ (1,665,003)
FY2014	\$ 9,950,560	\$ 9,370,042	\$ (580,518)
FY2015	\$ 9,917,667	\$ 9,238,310	\$ (679,357)
FY2016	\$ 9,807,722	\$ 10,196,124	\$ 388,402
FY2017	\$ 10,178,339	\$ 8,845,147	\$ (1,333,192)
FY2018	\$ 9,950,519	\$ 9,073,938	\$ (876,581)
FY2019	\$ 10,131,673	\$ 9,285,082	\$ (846,591)
FY2020	\$ 10,203,596	\$ 8,856,530	\$ (1,347,066)
FY2021	\$ 10,388,375	\$ 9,065,489	\$ (1,322,886)
FY2022**	\$ 10,636,648	\$ 9,342,205	\$ (1,294,443)
FY2023	\$ 10,488,857	\$ 10,013,150	\$ (475,707)
15 Year Total Underfunding			\$ (11,802,436)

Note: Net Budget Authority does not include rescission of prior year funding, transfers, or supplemental appropriations. FY2022 excludes the \$3.418 billion appropriation from the Infrastructure Investment and Jobs Act (IIJA) and the \$3.375 billion appropriation from the Inflation Reduction Act (IRA). The use of these funds are limited to LPOEs and other border related projects (IIJA) as well as sustainable building improvements (IRA). The funding cannot be used for the regular upkeep and maintenance of GSA's federally owned buildings portfolio. FY 2023 does not include \$36.8 million in disaster recovery funding for necessary expenses related to the consequences of Hurricane Ian.

Providing Full Access to Annual Revenues and Collections in the Federal Buildings Fund

The continued lack of sufficient funding, year after year, to carry out necessary capital improvements especially repairs and alterations to reinvest FBF collections back into GSA's federally owned portfolio has resulted in an inventory of deteriorating buildings that have rapidly escalating fire and life-safety liabilities and increasingly do not meet customer agency mission and security requirements. When GSA is unable to provide suitable space from within its federally owned inventory for Federal agencies, it must procure leased space, usually at significantly higher costs.

In response to feedback from members of Congress, and in recognition of the significant opportunity to rightsize the Federal inventory and save taxpayers substantial amounts of money,

the below draft legislative proposal was developed to will facilitate access to the full amount of annual FBF revenues and collections, as was originally intended when the FBF was first created, to maintain and improve public buildings responsibly, while preserving Congress's role in authorizing and appropriating NOA to the FBF. The language directs both the Congressional Budget Office and the Office of Management and Budget to subtract new Budget Authority and Outlays from their application of legislative scoring guidelines for the FBF, as well as collections deposited into the Fund. This scoring adjustment would apply only to funds annually deposited into the FBF and used to support FBF-authorized purposes. The maximum amount of this scoring adjustment is limited to the revenues and collections expected to be deposited into the FBF for that fiscal year.

Sec. 527. For fiscal year 2025 and each fiscal year thereafter, the following amounts shall be subtracted from the estimate of discretionary budget authority and resulting outlays for any estimate of an appropriations Act under the Congressional Budget and Impoundment Control Act of 1974 or the Balanced Budget and Emergency Deficit Control Act of 1985: (1) collections estimated to be deposited in the General Services Administration—Real Property Activities—Federal Buildings Fund (FBF), as transmitted with the President's budget submitted pursuant to section 1105 of title 31; and (2) any discretionary appropriation of new obligational authority derived from the FBF for that fiscal year, in an amount not to exceed the collections estimated in subsection (1).

This proposed language will not only provide full access to annual revenues and collections in the FBF, it will also save taxpayer money while allowing Congress to maintain its role authorizing and appropriating obligational authority.

Resources, New Obligational Authority, Fund Balance, and Mandatory Authority

(Dollars in Thousands, excludes Indefinite Authority)

The PBS net positive budget authority request is outlined in the table below, showing the distribution of estimated revenue into each of the FBF budget activities as NOA. The following sections highlight each activity and how PBS will maximize the value of the requested budget authority.

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
Resources:			
Available from prior year for reauthorization	\$ 8,813,587	\$ 8,528,609	\$ 9,004,316
Appropriation	\$ 6,793,008	\$ 36,788	\$ -
Transfer	\$ -	\$ -	\$ -
Revenue from operations:			
Rent	\$ 10,218,002	\$ 10,450,291	\$ 10,491,076
Miscellaneous	\$ 26,660	\$ -	\$ -
Outleasing	\$ 1,996	\$ 5,096	\$ 3,863
Retention of Proceeds (Sale of Real Property)	\$ 7,326	\$ 22,000	\$ 223,000
SSA/CDC/CMS Payments	\$ 11,631	\$ 11,470	\$ 10,471
Subtotal, Revenue	\$ 10,265,615	\$ 10,488,857	\$ 10,728,410
Total Resources Available	\$ 25,872,210	\$ 19,054,254	\$ 19,732,726
New Obligational Authority:			
Construction and Acquisition	\$ 291,434	\$ 807,809	\$ 239,235
Major Repairs and Alterations	\$ 216,797	\$ 263,483	\$ 1,384,290
Basic Repairs and Alterations	\$ 389,669	\$ 398,797	\$ 480,978
Installment Acquisition Payments	\$ -	\$ -	\$ 233,333
Rental of Space	\$ 5,746,179	\$ 5,561,680	\$ 5,724,298
Building Operations	\$ 2,820,207	\$ 2,981,381	\$ 3,073,386
Infrastructure Investment and Jobs Act	\$ 3,418,008	\$ -	\$ -
Inflation Reduction Act	\$ 3,375,000	\$ -	\$ -
Disaster Recovery	\$ -	\$ 36,788	\$ -
Total New Obligational Authority	\$ 16,257,294	\$ 10,049,938	\$ 11,135,520
Fund Balance:			
Total Resources Available	\$ 25,872,210	\$ 19,054,254	\$ 19,732,726
Total New Obligational Authority	\$ (16,257,294)	\$ (10,049,938)	\$ (11,135,520)
Changes to Prior Year Authority	\$ (1,086,307)	\$ -	\$ -
Fund Balance (Available for Reauthorization)	\$ 8,528,609	\$ 9,004,316	\$ 8,597,206
Net Budget Authority	\$ 5,991,679	\$ (438,919)	\$ 407,110

Note: FY 2022 enacted includes supplemental appropriations, indefinite authority, transfers, and reprogrammings. FY 2023 enacted includes \$36.8 million in disaster recovery funding for necessary expenses related to the consequences of Hurricane Ian. This table does not reflect the requested transfer and obligational authority from the Federal Capital Revolving Fund (FCRF) in FY 2024. The FCRF payback is reflected in Installment Acquisitions.

The requested funding includes:

(1) \$239 million for Construction and Acquisition of Facilities, to provide funding for the following projects:

CONSTRUCTION AND ACQUISITION OF FACILITIES SUMMARY OF FY 2024 PROGRAM (Dollars in Thousands)	
	FY2024 NOA
New Construction:	
Washington, DC DHS Consolidation at St. Elizabeths	\$ 193,400
Kansas City, MO Hardesty Federal Complex Remediation	\$ 32,635
Washington, DC Southeast Federal Center Remediation	\$ 4,200
Seattle, WA Design of Replacement Facility	\$ 9,000
Subtotal, Executive Agencies	\$ 239,235
Total FY 2024 Construction and Acquisition of Facilities Program	\$ 239,235

(2) 1.87 billion for Repairs and Alterations, including \$481 million for Basic Repairs and Alterations, and to provide funding for the following Major Repairs and Alterations projects:

REPAIRS AND ALTERATIONS SUMMARY OF FY 2024 PROGRAM (Dollars in Thousands)	
	FY 2024 NOA Request
Nonprospectus (Basic) Repairs and Alterations Program	\$ 480,978
Major Repairs and Alterations Projects	
Philadelphia, PA James A. Byrne U.S. Courthouse	\$ 83,799
Boston, MA John J. Moakley U.S. Courthouse	\$ 126,390
Atlanta, GA Sam Nunn Atlanta Federal Center	\$ 70,200
Oklahoma City, OK William J. Holloway, Jr. U. S. Courthouse & U.S. Post Office & Courthouse	\$ 65,926
New York, NY Silvio J. Mollo Federal Building	\$ 285,825
Boston, MA Thomas P. O'Neill, Jr. Federal Building	\$ 19,317
Martinsburg, WV IRS Enterprise Computing Center	\$ 23,098
Sacramento, CA 801 I Street Federal Building	\$ 18,546
Chicago, IL Everett McKinley Dirksen U.S. Courthouse	\$ 24,490
Los Angeles, CA Federal Building - 11000 Wilshire Boulevard	\$ 34,619
Pittsburgh, PA Joseph F. Weis, Jr. U.S. Courthouse	\$ 40,699
Indianapolis, IN Major General Emmett J. Bean Federal Center	\$ 50,413
Paducah, KY Federal Building and U.S. Courthouse	\$ 40,479
Beaumont, TX Jack Brooks Federal Building U.S. Post Office and Courthouse	\$ 86,701
Tacoma, WA Tacoma Union Station	\$ 79,256
Washington, DC Ronald Reagan Building Complex	\$ 90,584
Detroit, MI Patrick V. McNamara Federal Building	\$ 46,948
Subtotal, Major Repair and Alterations Projects	\$ 1,187,290
Major Repair and Alterations Special Emphasis Programs	
Consolidation Activities Program	\$ 50,000
Judiciary Capital Security Program	\$ 30,000
Fire Protection and Life Safety Program	\$ 32,000
Energy and Water Retrofit and Conservation Measures Program	\$ 25,000
Inventory Risk Mitigation and Resilience Program	\$ 60,000
Subtotal, Major Repair and Alterations Special Emphasis Programs	\$ 197,000
Subtotal, Major Repair and Alterations Program	\$ 1,384,290
Total FY 2024 Repairs and Alterations Program	\$ 1,865,268

(3) \$233 million for Installment Acquisition Payments, for proposed statutorily required annual repayment to the Federal Capital Revolving Fund for purchase transfers received in FY 2024.

(4) \$5.7 billion for Rental of Space, to acquire and administer leasehold interests in privately owned facilities when federally owned space is not available or does not meet the specific requirements of occupant agencies. This amount funds annual rent for current leases, real estate taxes and other one-time payments, as well as rent increases associated with replacement leases and expansion space. Additionally, this account funds any lease

terminations or lease buyouts in instances when there is a cost associated with such actions.

(5) \$3.1 billion for Building Operations, to provide services for both federally owned and non-fully serviced leased facilities, as well as the administration and management of all PBS real property programs. Of the total amount requested in support of Building Operations, the Building Services allocation funds services and cost increases for cleaning, utilities, maintenance, and other related services. The Salaries and Expenses allocation within Building Operations supports PBS personnel costs excluding reimbursable full time equivalents (FTE), PBS-specific IT applications and PBS's contribution to the GSA Working Capital Fund (WCF).

Lastly, PBS projects \$1.4 billion of reimbursable services provided to and paid for by other agencies, including funding for 316 FTEs. PBS also projects \$207 million in permanent indefinite authority attributable to leased space relating to the expansion needs of occupant agencies, outleasing, energy rebates, and revenue from the sale of recyclable materials.

Crosswalk of FY 2022 New Obligational Authority

(Dollars in Thousands)

	P.L. 117-103 Enacted 03/15/2022	Approved Reprogramming / Transfers	Total FY 2022 Enacted, Reprogramming/ Transfers	Indefinite Authority	FY 2022 Authority
New Obligational Authority:					
Construction and Acquisition	\$ 299,476	\$ (8,042)	\$ 291,434	\$ -	\$ 291,434
Major Repairs and Alterations	\$ 192,871	\$ 8,042	\$ 200,913	\$ 15,884	\$ 216,797
Minor Repairs and Alterations	\$ 388,710	\$ -	\$ 388,710	\$ 959	\$ 389,669
Rental of Space	\$ 5,665,148	\$ -	\$ 5,665,148	\$ 81,031	\$ 5,746,179
Building Operations	\$ 2,796,000	\$ -	\$ 2,796,000	\$ 24,207	\$ 2,820,207
Infrastructure Investment and Jobs Act	\$ 3,418,008	\$ -	\$ 3,418,008	\$ -	\$ 3,418,008
Inflation Reduction Act	\$ 3,375,000	\$ -	\$ 3,375,000	\$ -	\$ 3,375,000
Total, New Obligational Authority	\$ 16,135,213	\$ -	\$ 16,135,213	\$ 122,081	\$ 16,257,294

1. (\$8,042) represents the transfer from Construction and Acquisition to Major Repairs and Alterations for the 300 North LA project.
2. The IJA was enacted on November 15, 2021 (P.L. 117-58, 135 Stat. 429).
3. The IRA was enacted on August 16, 2022 (P.L. 117-169, 136 Stat. 1818).

Indefinite Authority

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Repairs and Alterations:			
Historical Outleasing	\$ 10,740	\$ 13,368	\$ 12,000
Energy Rebates	\$ 5,104	\$ 10,000	\$ 10,000
International Trade Center	\$ 959	\$ 4,080	\$ 4,080
Recycling	\$ 40	\$ 700	\$ 700
Total, Repairs and Alterations	\$ 16,843	\$ 28,148	\$ 26,780
Rental of Space: Leased Expansion Space	\$ 81,031	\$ 170,699	\$ 142,534
Building Operations:			
International Trade Center - Building Services	\$ 18,386	\$ 38,140	\$ 32,185
International Trade Center - Salaries and Expenses	\$ 673	\$ 590	\$ 668
Cooperative Use Act - Outleasing	\$ 2,795	\$ 3,176	\$ 2,922
National Antenna Program	\$ 2,353	\$ 2,821	\$ 2,080
Total, Building Operations	\$ 24,207	\$ 44,727	\$ 37,855
Total Indefinite Authority	\$ 122,081	\$ 243,574	\$ 207,169

Note: Indefinite authorities are not included in reported resources or new obligational authority for out years.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Plan	FY 2024 Request
11.1 Full-time, permanent.....	\$ 572,080	\$ 657,501	\$ 703,726
11.3 Other than full-time permanent.....	\$ 6,462	\$ 5,161	\$ 5,478
11.5 Other personnel compensation.....	\$ 15,012	\$ 17,970	\$ 19,079
11.8 Special personnel services payments.....	\$ 265	\$ 2	\$ 2
12.1 Civilian personnel benefits.....	\$ 219,457	\$ 246,868	\$ 235,016
13.0 Benefits for former personnel.....	\$ 0	\$ 0	\$ 0
21.0 Travel and transportation of persons.....	\$ 3,974	\$ 11,280	\$ 10,737
22.0 Transportation of things.....	\$ 34	\$ 6	\$ 6
23.1 Rental payments to GSA	\$ 33	\$ 0	\$ 0
23.2 Rental payments to others.....	\$ 5,580,504	\$ 5,669,158	\$ 5,747,776
23.3 Communications and utilities.....	<u>\$ 402,831</u>	<u>\$ 469,805</u>	<u>\$ 430,644</u>
Subtotal, Rent, communications & utilities...	\$ 5,983,368	\$ 6,138,963	\$ 6,178,420
24.0 Printing and reproduction.....	\$ 157	\$ 174	\$ 156
25.1 Advisory and assistance services.....	\$ 413,632	\$ 457,625	\$ 453,646
25.2 Other services.....	\$ 63,448	\$ 69,365	\$ 71,531
25.3 Goods & services from Gov't accounts.....	\$ 452,065	\$ 462,270	\$ 494,572
25.4 Operation and maintenance of facilities.....	\$ 2,185,133	\$ 1,943,071	\$ 1,985,944
25.5 Other contractual services - Research and Development	\$ 45	\$ 0	\$ 0
25.6 Medical care.....	\$ 18	\$ 184	\$ 218
25.7 Operation and maintenance of equipment.....	\$ 7,192	\$ 35,911	\$ 40,921
25.8 Subsistence and support of persons.....	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
Subtotal, Contractual services.....	\$ 3,121,533	\$ 2,968,426	\$ 3,046,832
26.0 Supplies and materials	\$ 9,635	\$ 8,408	\$ 8,867
31.0 Equipment.....	\$ 96,869	\$ 71,761	\$ 87,366
32.0 Land and structures.....	\$ 1,170,465	\$ 2,401,024	\$ 3,320,182
33.0 Investments and loans.....	\$ 0	\$ 0	\$ 0
41.0 Grants, subsidies, and contributions.....	\$ 0	\$ 0	\$ 0
42.0 Insurance claims and indemnities.....	\$ 283	\$ 659	\$ 659
43.0 Interest and dividends.....	\$ 30,730	\$ 49,150	\$ 44,801
44.0 Refunds	\$ 16	\$ 0	\$ 0
94.0 Financial Transfers	\$ 0	\$ 0	\$ 233,333
99.9 Total Obligations.....	\$ 11,230,340	\$ 12,577,353	\$ 13,894,661
Subtotal, PC&B.....	\$ 813,276	\$ 927,502	\$ 963,302
Subtotal, Non-labor.....	\$ 10,417,064	\$ 11,649,851	\$ 12,931,359

Note: The above total obligations include funds from carryover, prior year recoveries, and reimbursable funding. Includes initial obligations from the IIJA and the IRA in FY 2022, FY 2023, and FY 2024.

Obligations by Program

(Dollars in Thousands)

	FY 2022 Actual		FY 2023 Plan		FY 2024 Request		Increase/(Decrease) FY 2024 Request	
	FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
FTE and Obligations:								
1. Construction and Acquisition		\$ 217,506		\$ 758,880		\$ 930,674		\$ 171,794
2. Repairs and Alterations		\$ 873,407		\$ 839,421		\$ 936,596		\$ 97,175
3. Construction of Lease Purchase Facilities		\$ -		\$ -		\$ -		\$ -
4. Installment Acquisition Payments		\$ -		\$ -		\$ 233,333		\$ 233,333
5. Pennsylvania Avenue Activities								
a) Repairs and Alterations		\$ 3,701		\$ -		\$ -		\$ -
b) Building Operations - Building Services		\$ 1,500		\$ -		\$ -		\$ -
6. International Trade Center								
a) Repairs and Alterations		\$ -		\$ 959		\$ -		\$ (959)
b) Building Operations - Building Services		\$ 24,658		\$ -		\$ -		\$ -
c) Building Operations - Salaries and Expenses		\$ 728		\$ -		\$ -		\$ -
7. Rental of Space		\$ 5,574,874		\$ 5,668,680		\$ 5,747,298		\$ 78,618
8. Building Operations	5,083	\$ 2,809,803	5,247	\$ 3,178,665	5,247	\$ 3,260,909	-	\$ 82,244
9. Reimbursable	270	\$ 1,531,087	316	\$ 1,233,712	316	\$ 1,238,349	-	\$ 4,637
10. Disaster Recovery		\$ 33,158		\$ 26,662		\$ 36,288		\$ 9,626
11. CARES Act		\$ 31,055		\$ 60,221		\$ 53,675		\$ (6,546)
12. Infrastructure Investment and Jobs Act		\$ 128,863		\$ 316,153		\$ 469,539		\$ 153,386
13. Inflation Reduction Act		\$ -		\$ 494,000		\$ 988,000		\$ 494,000
Total FTE and Obligations	5,353	11,230,340	5,563	\$ 12,577,353	5,563	\$ 13,894,661	-	\$ 1,317,308

Note: The above total obligations include funds from carryover, prior year recoveries, and reimbursable funding. Includes initial obligations from the IJA and the IRA in FY 2022, FY 2023, and FY 2024.

FY 2024 Capital Program - Construction and Acquisition of Facilities

Program Description

This activity provides for the construction or purchase of facilities costing in excess of the prospectus threshold, additions to existing buildings costing in excess of the prospectus threshold, and remediation. All costs directly attributable to site acquisition, construction, the full range of design and construction services, and management and inspection of construction projects are funded under this activity.

Program Strategy

The FY 2024 request of \$239 million for new construction addresses essential customer needs that are not presently met within GSA's existing inventory. GSA's new construction program efficiently meets space and security needs and facilitates lease cost avoidance through targeted investments. The list of new construction projects was determined based on GSA's review of each project and rating its priority relative to other potential projects. The following factors were considered:

- Serving PBS's Partners: Agency priority and existing master plans;
- Responsible Asset Stewardship: Condition of the facility being replaced, including the building systems, security and functionality of the space, funds received to date, existing occupancy status and housing plan, and support of local and national portfolio plans;

- Delivering Better Value and Savings: Lease cost avoidance and return on investment;
- Reducing the Federal Footprint: Space recapture and utilization rate improvement; and
- Significance to external stakeholders as driven by various executive orders, including real estate investment impact on local communities, especially those that have historically suffered from disinvestment and environmental harm.

The FY 2024 Construction and Acquisition program request is \$239 million and reflects GSA's support of investments in homeland security projects, projects to improve the safety and condition of GSA's federally-owned assets, addressing known environmental liabilities, and activities in support of the Administration's direction to reduce the cost of operating the Federal Government and improving the portfolio's climate impact and resiliency.

- The budget supports \$193 million for the continued consolidation of DHS in the National Capital Region at the St. Elizabeths Campus. By bringing most DHS Headquarters components into a single federally-owned campus, DHS will avoid incurring higher costs for commercial leases and enable its employees to collaborate more readily in a secure working environment. To date, appropriations to GSA for the St. Elizabeths Campus consolidation have exceeded \$1.9 billion. Less than full funding of the FBF has delayed the original project for several years leading to increased costs. Continued support of this vital project will halt further delays and allow the Government to significantly reduce its DHS leased portfolio in the National Capital Region.
- \$32.6 million is requested for the remediation of soil and ground water on the former Hardesty Federal Complex, an 18-acre parcel located at 607 Hardesty Avenue, Kansas City, MO. While under Federal control, underground storage tanks deteriorated and fluids leaked into the soil and groundwater on the property and onto the adjoining residential parcels.
- \$4.2 million is requested for the remediation of environmental contamination of the Southeast Federal Center (SEFC) in Washington, DC. Remediation efforts have been underway at this site for several years to comply with a Consent Decree from the U.S. District Court in Washington, DC. While GSA requested the funds needed to satisfy the requirements of the Consent Decree on multiple occasions in prior fiscal years, no funds were appropriated between 2010 and the partial funding received in 2023.
- \$9 million is requested for the analysis and design of a future construction project for a facility in Seattle, WA to meet NARA's long-term crucial records management space needs.

Construction and Acquisition of Facilities
(Dollars in Thousands)

CONSTRUCTION AND ACQUISITION OF FACILITIES SUMMARY OF FY 2024 PROGRAM (Dollars in Thousands)												
	FUNDED TO DATE			ESTIMATED TOTAL PROJECT COST			FY 2024 REQUEST					
	SITE	DESIGN	CONSTRUCTION&I	TOTAL	SITE	DESIGN	CONSTRUCTION&I	TOTAL	SITE	DESIGN	CONSTRUCTION&I	TOTAL
New Construction:												
Washington, DC DHS Consolidation at St. Elizabeths	\$ 1,969,863	\$ 6,722	\$ 294,293	\$ 2,642,994	\$ 162,179	\$ 3,106,188	\$ -	\$ 9,908	\$ 172,615	\$ 10,877	\$ 183,400	
Kansas City, MO Hardesty Federal Complex Remediation	\$ 3,000	\$ -	\$ 1,675	\$ 32,738	\$ 1,222	\$ 35,635	\$ -	\$ -	\$ 31,413	\$ 1,222	\$ 32,635	
Washington, DC Southeast Federal Center Remediation	\$ 79,802	\$ 84,002	\$ -	\$ -	\$ -	\$ 84,002	\$ 4,200	\$ -	\$ -	\$ -	\$ 4,200	
Seattle, WA Design of Replacement Facility	\$ -	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000	
Subtotal, Executive Agencies	\$ 2,052,665	\$ 90,724	\$ 304,968	\$ 2,675,732	\$ 163,401	\$ 3,234,825	\$ 4,200	\$ 18,908	\$ 204,028	\$ 12,099	\$ 239,235	
Total FY 2024 Construction and Acquisition of Facilities Program	\$ 2,052,665	\$ 90,724	\$ 304,968	\$ 2,675,732	\$ 163,401	\$ 3,234,825	\$ 4,200	\$ 18,908	\$ 204,028	\$ 12,099	\$ 239,235	

New Construction - Project Descriptions

District of Columbia

Washington, DC DHS Consolidation at St. Elizabeths.....\$193,400,000

GSA proposes to continue the ongoing development of the DHS consolidated headquarters at the St. Elizabeths Campus by: 1) commencing design and construction of a new Federal building to house the DHS Office of Intelligence & Analysis; 2) commencing construction on a below-grade parking structure adjacent to Gate No. 2 along Martin Luther King, Jr. Avenue to accommodate campus visitors and employee parking; 3) ongoing historic preservation activities; and 4) management and inspection funding for these activities.

By bringing DHS headquarters components into a single federally-owned campus, DHS will avoid incurring higher costs for commercial leases and enable its employees to collaborate more readily in a secure working environment. On the St Elizabeths West Campus, GSA and DHS previously completed the construction of the Munro Building occupied by the U.S. Coast Guard and the historic Center Building occupied by the Secretary of Homeland Security and the senior leadership team. GSA is currently undertaking the design and construction of a new facility to house the Headquarters of the Cybersecurity and Information Security Agency currently located in more than nine leased locations in Northern Virginia.

The FY 2024 request is for Historic Preservation (\$2.337 million) Design (\$9.908 million), Construction (\$170.278 million) and Management and Inspection (\$10.877 million).

Washington, DC Southeast Federal Center Remediation.....\$4,200,000

GSA proposes \$4.200 million for the continued remediation of the SEFC. SEFC is a 53-acre site, in the southeast quadrant of the District of Columbia along the Anacostia River. Congress previously authorized the GSA to redevelop this property by entering into agreements with private entities to enhance the value of the site to the Federal Government

Remediation of environmental contamination has been underway at this site for several years to comply with a Consent Decree from the U.S. District Court in Washington, DC. GSA will continue to fund mitigation requirements related to a Consent Order from the Environmental Protection Agency pursuant to section 7003 of the Resource Conservation and Recovery Act of 1976, as amended by the Hazardous and Solid Waste Amendments of 1984, 42 U.S.C. § 6973, and the provisions of the development agreement with Brookfield Properties, the successor to Forest City Washington. Compliance with the remediation requirements of the Consent Decree, the Consent Order, and the development agreement are necessary to enable the site to be redeveloped and will continue until all the remediation requirements have been satisfied. To date, \$79,802,500 has been appropriated in support of remediation activities for the SEFC. Prior to the receipt of \$3,946,000 in FY 2023, the last appropriation GSA received was in the amount of \$15 million in FY 2010.

The FY 2024 request is for Mitigation and Oversight (\$4.200 million).

Missouri

Kansas City, MO Former Hardesty Federal Complex Remediation.....\$32,635,000

GSA proposes \$32.635 million for remediation of soil and ground water on the former Hardesty Federal Complex, an 18-acre parcel located at 607 Hardesty Avenue, Kansas City, MO. While under Federal control, underground storage tanks deteriorated and fluids leaked into the soil and groundwater on the property and onto the adjoining residential parcels. The chemical trichloroethylene, commonly referred to as TCE, is the current source of pollution.

The Kansas City Quartermaster Depot occupied this property from 1940 to 1953, with GSA assuming custody and control in 1960 from the Department of Defense. The former Hardesty Federal Complex was home to several Federal agencies until the complex was vacated in the early 2000s and sold by GSA in 2011 through a public auction to the Hardesty Renaissance Economic Development Corporation, a Missouri non-profit corporation. Although the Federal Government no longer owns the property, GSA remains responsible for the environmental remediation pursuant to the Comprehensive Environmental Response, Compensation and Liability Act, 42 U.S.C. § 9601, *et seq.* GSA's obligations for the environmental remediation of the property are memorialized in an April 2014 Administrative Order on Consent and Agreement, Order No. HWP-2014-001, with the State of Missouri.

The FY 2024 request is for Construction (\$31.413 million) and Management and Inspection (\$1.222 million).

Design

Seattle, WA Long-term Records Storage Facility..... \$9,000,000

GSA proposes \$9 million for the analysis and design of a future construction project for a facility to meet the National Archives and Records Administration (NARA) long-term crucial records storage space needs in the Seattle-Tacoma-Bellevue, WA MSA. Site, construction, and management and inspection will be funded in a future fiscal year once the Federal agencies and interested State and Tribal stakeholders agree upon a location and consultation is complete. Long-term archival and Federal records stored at the facility hold significant value to individuals and organizations including State agencies, higher education institutions, researchers, scientists, Tribal members, and students. NARA will digitize all records, which will allow for more dense storage and a smaller footprint; however, based on strong interests expressed in previous Tribal consultations, NARA will not permanently relocate records out of the MSA.

The existing National Archives facility in Seattle is located at 6125 Sand Point Way NE, Seattle, Washington. The aging facility, constructed in 1946 requires significant reinvestments that do not make it economically viable to repair and improve. In advance of relocation to a newly constructed

facility, funds in support of repair and alterations to the existing facility that are necessary for continued occupancy and protection of records and materials stored within the facility, will be provided annually from GSA's Basic Repairs and Alterations Program.

GSA and NARA are committed to the consultative process with impacted State and Tribal nations as the replacement of the Sand Point facility progresses. The program of requirements and building design provided for in this prospectus are essential prerequisites for meaningful consultation with Tribal entities regarding site selection.

The FY 2024 request is for Analysis and Design (\$9.000 million).

FY 2024 Capital Program - Repairs and Alterations

Program Description

This activity provides for repairs and alterations of existing buildings, as well as associated design and construction services. Protection of the Government's investment, the health and safety of building occupants, relocation of agencies from leased space, and cost effectiveness are the principal criteria used in establishing GSA's priorities for projects funded from this activity. Repairs and alterations to improve space utilization, address life-safety issues, and prevent deterioration and damage to buildings, building support systems, and operating equipment are given priority.

Program Strategy

The FY 2024 request of \$1.87 billion in Repairs and Alterations funding is necessary to address the growing backlog of liabilities present in GSA's inventory of facilities and to improve the utilization of GSA's federally owned space. In the past 13 fiscal years, many Basic and Major repairs and alterations projects were repeatedly deferred, including major repairs to malfunctioning elevators, replacement of obsolete electrical systems, updates to outdated fire alarm systems, seismic retrofits, and environmental abatement.

GSA prioritizes repairs and alterations projects consistent with the goal of investing in a long-term sustainable and effective portfolio. The following factors were considered:

- Risk: Project Development and Project Readiness
- Return: Project Cost, Market Alternatives, FBF sustainability, and Return on Investment
- Optimization: Portfolio Optimization, Asset Optimization, Improvement in Facility Condition, Sustainability and Climate Resilience
- Stakeholder: Serving PBS Partners, Administration and Customer Priorities, and Historic Stewardship

The FY 2024 request funds repair activities to ensure that the existing infrastructure, for which there is a long-term need, receives investments to provide better and safer workplaces that are adaptable to respond to changes in Government space needs, supports partner agencies, improves customer mission delivery, reduces operating expenses, and are more resilient to climate change.

- PBS requests \$1.19 billion for Major Repairs and Alterations projects. Funding for these capital improvements in GSA's federally owned facilities (including the repair/replacement of outdated mechanical; electrical; fire and life safety; conveying; HVAC systems; and the correction of exterior and structural deficiencies) are critical to maintaining safe, secure, and functional facilities where occupant agencies can perform

their missions. Proposed repairs and alterations will also facilitate improved asset utilization and lower costs for the American taxpayers.

- PBS requests \$481 million for the Basic Repairs and Alterations program, investing in projects with a total cost below the prospectus threshold of \$3.613 million. This program ensures that emerging needs are met, mitigating the need for more costly projects. A portion of these funds are to be used in conjunction with IRA projects that otherwise could not execute a fully functional project. Additionally, approximately 64% of these funds will be allocated to undertake regular and preventive maintenance; address basic serviceability items, such as keeping the chillers and boilers running and elevators in working order; improve efficiency in operations; and ensure GSA's facilities are safe for occupancy.
- PBS requests \$197 million in five special emphasis programs addressing Consolidation Activities, Judiciary Capital Security, Fire Protection and Life Safety, Energy and Water Retrofit and Conservation Measures, and Inventory Risk Mitigation and Resilience Programs.

U.S. General Services Administration
Federal Buildings Fund

Major Repairs and Alterations Projects
(Dollars in Thousands)

REPAIRS AND ALTERATIONS SUMMARY OF FY 2024 PROGRAM (Dollars in Thousands)	FUNDED TO DATE	ESTIMATED TOTAL PROJECT COST			FY 2024 Request			TOTAL
		DESIGN	CONSTRUCTION	M&I	DESIGN	CONSTRUCTION	M&I	
Nonprospective (Basic) Repairs and Alterations Program	\$ -	\$ -	\$ 480,978	\$ -	\$ 480,978	\$ -	\$ -	\$ 480,978
Major Repairs and Alterations Projects								
Philadelphia, PA James A. Byrne U.S. Courthouse	\$ 12,927	\$ 7,349	\$ 83,799	\$ 5,578	\$ 83,799	\$ -	\$ -	\$ 83,799
Boston, MA John J. Moakley U.S. Courthouse	\$ 10,345	\$ 10,345	\$ 119,977	\$ 6,413	\$ 119,977	\$ 6,413	\$ -	\$ 126,390
Atlanta, GA Sam Nunn Atlanta Federal Center	\$ 10,229	\$ 5,547	\$ 70,200	\$ 4,682	\$ 70,200	\$ -	\$ -	\$ 70,200
Oklahoma City, OK William J. Holloway, Jr. U. S. Courthouse & U.S. Post Office & Courthouse	\$ 15,222	\$ 12,129	\$ 197,242	\$ 9,955	\$ 197,242	\$ 3,383	\$ -	\$ 65,926
New York, NY Silvio J. Mollo Federal Building	\$ 46,600	\$ 15,913	\$ 298,831	\$ 17,681	\$ 298,831	\$ 16,117	\$ -	\$ 285,825
Boston, MA Thomas P. O'Neill, Jr. Federal Building	\$ -	\$ 1,554	\$ 16,433	\$ 1,330	\$ 16,433	\$ 1,330	\$ -	\$ 19,317
Martinsburg, WV IRS Enterprise Computing Center	\$ -	\$ 1,994	\$ 19,751	\$ 1,353	\$ 19,751	\$ 1,353	\$ -	\$ 23,098
Sacramento, CA 801 I Street Federal Building	\$ -	\$ 1,594	\$ 15,888	\$ 1,054	\$ 15,888	\$ 1,054	\$ -	\$ 18,546
Chicago, IL Everett McKinley Dirksen U.S. Courthouse	\$ -	\$ 2,291	\$ 20,272	\$ 1,927	\$ 20,272	\$ 1,927	\$ -	\$ 24,490
Los Angeles, CA Federal Building - 11000 Wilshire Boulevard	\$ -	\$ 15,887	\$ 200,096	\$ 9,045	\$ 200,096	\$ 7,720	\$ 1,788	\$ 34,619
Pittsburgh, PA Joseph F. Wels, Jr. U. S. Courthouse	\$ 11,000	\$ 4,707	\$ 43,217	\$ 3,775	\$ 43,217	\$ 3,698	\$ 2,935	\$ 40,699
Indianapolis, IN Major General Emmett J. Bean Federal Center	\$ 3,200	\$ 3,814	\$ 47,176	\$ 2,623	\$ 47,176	\$ 2,623	\$ -	\$ 50,413
Paducah, KY Federal Building and U.S. Courthouse	\$ -	\$ 3,324	\$ 34,485	\$ 2,670	\$ 34,485	\$ 2,670	\$ -	\$ 40,479
Beaumont, TX Jack Brooks Federal Building U.S. Post Office and Courthouse	\$ -	\$ 6,724	\$ 76,072	\$ 3,905	\$ 76,072	\$ 3,905	\$ -	\$ 86,701
Tacoma, WA Tacoma Union Station	\$ 3,395	\$ 7,155	\$ 70,071	\$ 5,425	\$ 70,071	\$ 7,155	\$ 5,425	\$ 79,256
Washington, DC Ronald Reagan Building Complex	\$ -	\$ 6,398	\$ 79,226	\$ 4,960	\$ 79,226	\$ 4,960	\$ -	\$ 90,584
Detroit, MI Patrick V. McNamara Federal Building	\$ -	\$ 3,798	\$ 40,778	\$ 2,372	\$ 40,778	\$ 2,372	\$ -	\$ 46,948
Subtotal, Major Repair and Alterations Projects	\$ 112,918	\$ 110,523	\$ 1,433,514	\$ 84,758	\$ 1,433,514	\$ 46,864	\$ 1,082,151	\$ 1,187,290
Major Repair and Alterations Special Emphasis Programs								
Consolidation Activities Program	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
Judiciary Capital Security Program	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
File Protection and Life Safety Program	\$ -	\$ -	\$ 32,000	\$ -	\$ 32,000	\$ -	\$ -	\$ 32,000
Energy and Water Retrofit and Conservation Measures Program	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
Inventory Risk Mitigation and Resilience Program	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
Subtotal, Major Repair and Alterations Special Emphasis Programs	\$ -	\$ -	\$ 197,000	\$ -	\$ 197,000	\$ -	\$ -	\$ 197,000
Subtotal, Major Repair and Alterations Program	\$ 112,918	\$ 110,523	\$ 1,630,514	\$ 84,758	\$ 1,630,514	\$ 46,864	\$ 1,279,151	\$ 1,384,290
Total FY 2024 Repairs and Alterations Program	\$ 112,918	\$ 110,523	\$ 2,111,492	\$ 84,758	\$ 2,111,492	\$ 46,864	\$ 1,760,129	\$ 1,885,268

Repair and Alterations - Project Descriptions

California

Los Angeles, CA Federal Building - 11000 Wilshire Boulevard..... \$34,619,000

GSA proposes \$34.619 million for a repair and alteration project located at 11000 Wilshire Boulevard in Los Angeles, CA to remediate the fire-damaged East Annex at the Federal Building complex and to design alterations to the main tower of the Federal building. Repairs to the East Annex will enable use of space vacated as a result of the fire and the return of common services, including the credit union and the cafeteria, to the building. The project will fully restore the annex and includes seismic upgrades, exterior and interior construction, mechanical, electrical, plumbing replacement, and fire and life safety work. In addition, design of the future repair and alteration project will address critical seismic deficiencies, abate asbestos containing material in floor decking, and replace building systems that are beyond their useful service.

In May 2017, the East Annex was badly damaged in a fire that started in the U.S. Postal Service space and quickly spread throughout the Annex building. Emergency remediation and encapsulation efforts were completed to prevent further damage to the annex but 19,000 usable square feet of critical office and joint-use space remains unsuitable for occupancy. Temporary space on the 7th floor of the tower now houses some of the agencies, but there is no longer a cafeteria or post office on the site. Renovating the East Annex will allow the agencies to vacate the 7th floor of the tower.

The Federal Building (main tower) provides secure, long-term housing for Federal agencies with a mission-critical need to be located in west Los Angeles. The building was constructed in 1969 and has never been modernized, with many building systems beyond their useful service, including the HVAC and electrical systems. In addition, hazardous material abatement from the underside of floor decking will mitigate a life-safety liability. Exterior construction will correct widespread glazing gasket failure and deteriorating sealant and caulking. GSA's *Seismic Rating System Report*, released on March 31, 2016, lists the main tower of the Federal Building complex as a high seismic priority in the GSA portfolio. Plumbing upgrades will mitigate antiquated fixtures, equipment and piping.

The FY 2024 request is for Design (\$7.720 million), Construction (\$25.101 million) and Management and Inspection (\$1.798 million).

Sacramento, CA 801 I Street Federal Building.....\$18,546,000

GSA proposes \$18.546 million for a repair and alteration project for the Federal Building located at 801 I Street in Sacramento, CA, to backfill vacant space and restack the first and second floors. GSA will relocate existing first and second floor tenants for backfill of the Social Security Administration (SSA) into the building from a leased location, remove industrial space

inefficiencies in the former postal workroom, and reconfigure space to maximize its utility and ability to house more efficiently future Federal agencies.

The Federal Building at 801 I Street has suffered chronic space vacancy due to its industrial space layout that was built to accommodate the former U.S. Postal Service tenant. This project will address the building's vacancy, increase efficiency and revitalize one of GSA's historic assets. In addition, the Government will realize a lease cost avoidance of approximately \$600,000 annually, with relocation of SSA from its current leased location to the Federal building.

The FY 2024 request is for Design (\$1.594 million), Construction (\$15.888 million) and Management and Inspection (\$1.064 million).

District of Columbia

Washington, DC Ronald Reagan Building Complex.....\$90,584,000

GSA proposes \$90.584 million for the full replacement of the fire alarm system and the completion of targeted fire protection and life safety repairs/upgrades throughout the Ronald Reagan Building Complex (RRB). RRB is a 10-story, mixed-use office building comprised of a Federal Office Building, an International Trade Center, and a public parking garage. The building has five separate office towers connected by an atrium and public concourse areas and was constructed in 1996.

The fire alarm system has reached the end of its useful life, and the manufacturer has issued notice that the panel will no longer be supported with parts and service. Presently, when failures arise, GSA has to send existing parts out to second-party electronics refurbishers to be fixed and repaired at considerable cost to the taxpayer.

In addition to replacement of the fire alarm system, numerous life-safety improvements need to be undertaken, including relocating/expanding/providing sprinkler replacement in accordance with recognized codes and standards as well as Federal laws and regulations, installing firestopping where missing/inadequate, providing additional signaling and notification device coverage, correcting inadequate exit signage, and directing egress to outdoor pathways.

The FY 2024 request is for Design (\$6.398 million), Construction (\$79.226 million) and Management and Inspection (\$4.960 million).

Georgia

Atlanta, GA Sam Nunn Atlanta Federal Center..... \$70,200,000

GSA proposes \$70.200 million for a repair and alteration project for the Sam Nunn Atlanta Federal Center (SNAFC), located at 100 Alabama Street SW in Atlanta, GA. The project will upgrade critical electrical systems, clean and remediate the air conveyance system, and repair and upgrade outdoor air systems.

The Downtown Development Authority of the City of Atlanta, a governmental entity created by state statute, acts as the lessor for this facility. The lease is triple net in nature, and GSA is responsible for all repair and alterations in the building over the life of the lease. At the time of the lease signing, the City made a separate Offer of Donation to GSA, which was signed and finalized by both parties. In accordance with the longstanding agreement, GSA plans to acquire the asset through donation upon lease expiration and take Federal ownership of SNAFC on October 1, 2023.

The proposed project will address elements of the electrical distribution system to resolve outage issues, replace the three facility generators, and provide for a dedicated electrical lighting distribution system for the facility. In addition to the electrical system upgrades, the project will fully remediate the air conveyance systems of the SNAFC. Contaminant levels were found to be at safe levels, and are regularly monitored and tested to ensure the safety of building occupants, however, this project is needed to fully address and prevent this issue from developing further.

The FY 2024 request is for Construction (\$70.200 million).

Illinois

Chicago, IL Everett McKinley Dirksen U.S. Courthouse.....\$24,490,000

GSA proposes \$24.490 million for a repair and alteration project for the Everett McKinley Dirksen U.S. Courthouse, located at 219 S. Dearborn, Chicago, IL. The project will correct fire and life safety deficiencies and upgrade the lighting systems in both courtrooms and the ground floor elevator lobbies.

The fire sprinkler system in the two-story courtrooms and the ground floor lobbies do not meet current requirements. The existing sprinkler installation results in a discharge pattern that is disrupted by elements of the historic ceiling grid, compromising the effectiveness of the sprinklers. In addition, the placement of the sprinkler heads does not meet current requirements and could prevent timely operation in the event of a fire. Upgrades to the sprinkler system are required to correct these issues.

To correct the fire life safety deficiencies outlined above, the lighting system must be reconfigured. Additionally, the lighting system in the two-story courtrooms has exceeded its useful life. The manufacturer has discontinued service, and parts are no longer available. The existing ballasts are not energy efficient and generate a buzzing sound that disrupts court proceedings. Parts of the infrastructure are original to the building and have cloth wiring, which can be an electric shock and fire hazard. The lighting control system does not meet the requirements of the 2007 U.S. Courts Design Guide (as partially revised in 2016).

The FY 2024 request is for Design (\$2.291 million), Construction (\$20.272 million) and Management and Inspection (\$1.927 million).

Indiana

Indianapolis, IN Major General Emmett J. Bean Federal Center.....\$50,413,000

GSA proposes \$50.413 million for a repair and alteration project for the Major General Emmett J. Bean Federal Center located at 8899 E. 56th Street, Indianapolis, IN. The project will complete critical repairs and upgrades to the building's exterior, including to window systems, and replace the building's cooling tower. Additional design is required for repairs to the building's windows as well as to correct the resulting ongoing water infiltration and to repair the interior.

The building is experiencing a serious structural failure that poses a life safety hazard to its occupants and visitors. The roof parapet is separating from the roof and moving outwardly over the building's perimeter facades. There is a significant risk of large portions of the roof parapet falling off the building, and the risk grows greater as the parapet continues to move further. The movement is also causing delamination of the building's exterior coating, which continues to fall off the building. Access to portions of the exterior sidewalk has been restricted, and temporary protective netting and scaffolding have been installed to protect tenants from any falling debris.

The north roof of the building, which has reached the end of its useful life, is experiencing leaks. Failed window sealant is allowing water intrusion into the building, causing water damage to the interior side of the gypsum board below the windows and corrosion of metal studs. The water infiltration below the windows has the potential for mold growth. Additionally, the building's cooling tower is corroding and has reached the end of its useful life.

The FY 2024 request is for Additional Design (\$614 thousand), Construction (\$47.176 million) and Management and Inspection (\$2.623 million).

Kentucky

Paducah, KY Federal Building and U.S. Courthouse.....\$40,479,000

GSA proposes \$40.479 million for a repair and alteration project for the Federal Building & US Courthouse (FBCT) located at 501 Broadway Street, Paducah, KY. The project will address security deficiencies identified by the U.S. Courts and U.S. Marshal Service (USMS). It will also address the needs and conditions of the FBCT by completing a full building system and infrastructure modernization and a full seismic upgrade to the building.

The proposed project will address various security-related deficiencies identified by the U.S. Courts and USMS, provide for a complete seismic upgrade to the structure of the FBCT, and address needed replacements and upgrades to multiple building systems, infrastructure, and exterior envelope. It will address elements that improve the separation of circulation for the public, judges, and prisoners, including adding doors, reconfiguring or adding corridors, reconfiguring or adding elevators, secured parking and sally ports, constructing physical or visual barriers and associated demolition, improving physical security systems and site security, and abating hazardous materials as necessary. Structural improvements to the FBCT will include a complete seismic retrofit and progressive collapse-related upgrades to the structural steel. The seismic retrofit will include installing new shear walls, demolishing or reinforcing interior clay-tile partitions, installing reinforcements at perimeter walls, and installing seismic bracing for new and existing nonstructural components. Modernization of the FBCT's major systems include replacements/upgrades to the HVAC, plumbing, electrical, and lighting systems, roof replacement, exterior enclosure repairs, compliance with egress requirements, as well as fire and life safety improvements including the installation of a new fire alarm and fire suppression system. The project also includes upgrades to meet Architectural Barriers Act Accessibility Standard (ABAAS) requirements with the installation of a new ABAAS handicapped accessible ramp and compliant restrooms. Improvements to the interior finishes in the FBCT's common areas will be undertaken and hazardous materials will be abated.

The FY 2024 request is for Design (\$3.324 million), Construction (\$34.485 million) and Management and Inspection (\$2.670 million).

Massachusetts

Boston, MA John Joseph Moakley U.S. Courthouse..... \$126,390,000

GSA proposes \$126.390 million for a repair and alteration project for the John Joseph Moakley U.S. Courthouse, located at One Courthouse Way in Boston, MA. The project will address the

mechanical, electrical, fire alarm systems, repair the deteriorating building envelope to mitigate impacts of the humid climate, replace the roof, and modernize conveyance systems.

The project will replace outdated boilers, chillers, and air handling units, upgrade the building automation system, and improve overall energy performance thereby reducing operating costs. Exterior construction includes replacement of the roof with a new high-efficiency assembly to provide related ceiling and roof perimeter fire barriers and replacement of lightning protection. Building envelope repairs include sealants and metal flashing that will be replaced around the facility, including the glass curtain wall, windows, skylights, doors, and expansion joints, and repointing of the masonry in some areas will be undertaken. The conveyance system will be modernized to meet current technology, performance, and code standards. The project also includes replacement of the voice evacuation fire alarm system. Additionally, full lighting fixture, sensor, and control upgrades will be integrated into the new building automation system.

The FY 2024 request is for Construction (\$119.977 million) and Management and Inspection (\$6.413 million).

Boston, MA Thomas P. O'Neill, Jr. Federal Building.....\$19,317,000

GSA proposes \$19.317 million for repair and alterations to replace the deficient roof systems at the Thomas P. O'Neill, Jr. Federal Building located at 10 Causeway Street in Boston, MA. The proposed project will address existing roof deficiencies, improve performance, and comply with applicable life safety code requirements.

The project will replace the failed roof system, flashing and sealants with a new membrane roofing system coupled with high efficiency insulation. The existing solar hot water/photovoltaic system will be temporarily removed and reinstalled after the new roof installation. The new roof system will meet high performance building envelope design criteria, and also include the full refurbishment of all original seals, gaskets and glass panels to the existing public central lobby atrium skylight system. A roof anchor/fall arrest system will be installed throughout, including a skylight-specific system to provide increased personnel safeguards for all future exterior roof and skylight access. Interior leak repairs, removal of obsolete fire protection equipment, and an LED retrofit of atrium lighting are also included in the project.

The building's roofing system has not only reached the end of useful life, but has experienced multiple catastrophic failures including a significant billowing event requiring emergency repair action to refasten back to the substrate. Changing wind dynamics resulting from two newly constructed adjacent 40+ story high-rise buildings could pose novel wind loading events that could exacerbate future failures. The building has limited fall protection anchors risking personnel safety, especially related to the building's expansive atrium skylight, which currently has no dedicated fall protection system.

The FY 2024 request is for Design (\$1.554 million), Construction (\$16.433 million) and Management and Inspection (\$1.330 million).

Michigan

Detroit, MI Patrick V. McNamara Federal Building\$46,948,000

GSA proposes \$46.948 million in repair and alterations for the Patrick V. McNamara Federal Building (PVM) located at 477 Michigan Avenue in Detroit, MI.

The project will modernize the PVM conveyance systems which include eighteen passenger and two freight elevators, along with controls, cars, and drive systems. The project will also replace the building's electrical switchgear, motor control centers, and transformers. Lastly, the existing perimeter bollards and deteriorating concrete planters will be replaced.

The elevator equipment for the building's eighteen passenger and two freight elevators is failing and has surpassed its useful life. Component replacement parts are no longer available and instead need to be rebuilt. Elevator shutdowns have reduced service and access to the building's high-rise, occupied by the Federal Bureau of Investigation (FBI) Field Office. Modernization will improve safety and reliability as well as combat significantly rising elevator maintenance contract costs resulting from aging and failing equipment. The electrical infrastructure is original to the Federal building. Its aging and failing condition are causing performance, power, and balance issues. Transformers are failing at the lower voltage levels, and the building has been exposed to power surges and dips on numerous occasions. The perimeter security bollards require upgrades, and the planter surrounds are deteriorating. The existing bollards are in the public right of way; replacement of the bollards will address tenant security concerns and improve the pedestrian experience on and around the facility's site.

The FY 2024 request is for Design (\$3.798 million), Construction (\$40.778 million) and Management and Inspection (\$2.372 million).

New York

New York, NY Silvio J. Mollo Federal Building..... \$285,825,000

GSA proposes \$285.825 million for construction of Phase II of a two-phase modernization project of the Silvio J. Mollo Federal Building (Mollo Building), located at 1 St. Andrew's Plaza, New York, NY. The project will address seismic, structural, security, and major building systems deficiencies, as well as provide a new buildout of the Department of Justice—U.S. Attorney's Office (USAO) Criminal Division, and USMS space.

Phase I of the two-phase modernization, funded in FY 2020, provided for the design of the modernization of the Mollo Building and the design and construction of swing space buildout, space recapture, and related improvements at the Jacob K. Javits Federal Building, located at 26 Federal Plaza, New York, NY.

Phase II includes the full modernization of the Mollo Building to address seismic, building systems, security, and structural and tenant space deficiencies. The modernization entails complete replacement of all building elements and building infrastructure, retaining only the foundation and structural superstructure. Seismic, progressive collapse, security, and ABAAS deficiencies will be corrected, and a blast-resistant façade will replace the existing exterior wall construction. All building systems, including system equipment, distribution, controls, and fixtures will be replaced, accessibility upgrades will be undertaken, and interior space will be built out in accordance with current USAO and USMS requirements. A new main entrance and security pavilion will be integrated into the modernization.

It is imperative that the Southern District of New York USAO's Criminal Division remain housed within the Mollo Building. This location provides USAO with secure and easy access to both the Daniel Patrick Moynihan U.S. Courthouse and the Thurgood Marshall U.S. Courthouse, as well as the Metropolitan Correctional Center, a Federal prison serving Manhattan. The commercial real estate market makes it highly unlikely that office space for the USAO Criminal Division could be found in one location within a reasonable distance from both courthouses and the USAO has a clear, long term need proximate to the Courthouse. If the USAO Criminal Division were to be housed elsewhere, the transit times from the courthouses and correctional facility would be longer, and there would be a chance USAO operations would have to be split up among multiple locations, impacting security and operational efficiency and resulting in a significantly higher cost to the taxpayer. If Phase II is not funded or is delayed, the USAO Criminal Division and the USMS's operations will be severely impacted. Under Phase I, these agencies are temporarily relocating to reduced square footage in Javits.

The Mollo Building systems are outdated, at risk for failure, and not in compliance with current codes and standards. Additionally, since the mechanical systems provide air conditioning (chilled water) and heating (reduced pressure steam) to the adjacent MCC. Any failures of these systems would result in a lack of heating, air conditioning, or both at MCC in addition to Mollo. Replacement of the façade, roof, and building systems will increase the performance of the building and promote energy and resource efficiency. Security and seismic enhancements are necessary to protect Federal personnel, building occupants, and surrounding structures, while accessibility enhancements are required to meet current codes and standards. The interior spaces, as currently configured, are inefficient and do not meet the needs or requirements of tenant agencies. The proposed modernization will minimize or eliminate these deficiencies. Additionally, security will be enhanced, and the interior space will be accessible for persons with disabilities.

The FY 2024 request is for Construction (\$269.708 million) and Management and Inspection (\$16.117 million).

Oklahoma

**Oklahoma City, OK William J. Holloway Jr. U.S. Courthouse & Post Office.....
\$65,926,000**

GSA proposes \$65.926 million for the construction for Phase II, of a two-phase repair and alteration project for the William J. Holloway, Jr. United States Courthouse at 200 Northwest Fourth Street, Oklahoma City, OK, and the United States Post Office and Courthouse (PO-CT) at 215 Dean A. McGee Avenue. These two buildings are part of a three-building Federal complex that also includes the Federal Parking Garage. Alterations in Phase II will address work in the PO-CT including interior alterations; exterior improvements, such as roof replacement at penthouse and window system improvements; modernization of outdated mechanical, electrical, fire alarm, and plumbing systems; and sitework.

The second phase includes the remaining repair and alteration of the PO-CT. Proposed interior construction includes replacement of finishes and fixtures in restrooms and common areas, as well as repair of water damage to interior woodwork and stone. The HVAC system also will be upgraded. Electrical work includes additional lighting and replacement of electrical panels. The mechanical penthouse roof will be replaced and the walls repaired. Fire and life-safety upgrades include seismic modifications and enhancements to the fire sprinkler system. Plumbing fixtures will be replaced in all restrooms and a basement drainage system installed. Site improvements include walkway repair, landscaping upgrades, and the installation of an accessible entry landing and ramp at the main building entry.

The FY 2024 request is for Construction Cost (\$62.543 million) and Management and Inspection (\$3.383 million).

Pennsylvania

Philadelphia, PA James A. Byrne U.S. Courthouse..... \$83,799,000

GSA proposes \$83.799 million for a repair and alteration project for the James A. Byrne U.S. Courthouse, located at 601 Market Street in Philadelphia, PA. The proposed project will upgrade the HVAC system, which includes comprehensive repairs or replacement of obsolete air handling units and degraded ductwork, and the installation of enhanced controls and related electrical and life-safety upgrades.

Portions of the HVAC distribution system will be upgraded to a variable air volume network and the existing perimeter heating systems will be balanced with the new distribution network to enhance control, optimize efficiency, and improve tenant comfort. Ductwork will be replaced or comprehensively repaired to mitigate additional damage that has already caused blockages and air leaks. Secondary boilers will be added to the common mechanical plant to provide hot water for reheat coils in the variable air volume devices. The building automation system (BAS) will be

upgraded to integrate the controls for all HVAC components and incorporate control points for all building systems.

Demolition will be required to access the required components being replaced or upgraded. Abatement of asbestos-containing materials will be undertaken in mechanical spaces and around ductwork. Electrical and life-safety upgrades resulting from the HVAC component upgrades and distribution network changes will be undertaken, where required.

The FY 2024 request is for Construction (\$83.799 million).

Pittsburgh, PA Joseph F. Weis, Jr. U.S. Courthouse.....\$40,699,000

GSA proposes \$40.699 million for repairs and alterations to the Joseph F. Weis, Jr. U.S. The project includes replacing the HVAC system, associated electrical systems, and a section of the roof as well as lightning protection and a fall arrest system.

The Weis Courthouse currently supports the operations of the U.S. Court of Appeals for the Third Judicial Circuit and the Western District of Pennsylvania for the U.S. District Court. The majority of the HVAC system is more than 60 years old and has exceeded its expected useful life. Older units still utilize the antiquated original pneumatic and communication controls. With multiple system components exceeding the expected service life and in deteriorated condition, there is increased risk for a system failure and outage to portions of floors. Failures would lead to a significant disruption to the Judiciary's ability to meet caseload requirements. In addition, GSA has been working to improve space utilization within the building and building systems need to be upgraded to continue to support tenants. The scope also includes replacement of the plumbing and electrical systems associated with the HVAC infrastructure as these are more than 60 years old and past their expected useful life.

The FY 2024 request is for Design (\$3.698 million), Construction (\$34.066 million), and Management and Inspection (\$2.935 million).

Texas

Beaumont, TX Jack Brooks Federal Building-U.S. Post Office & Courthouse....\$86,701,000

GSA proposes \$86.701 million for a repair and alteration project for the Jack Brooks Federal Building, U.S. Post Office and Courthouse at 300 Willow Street in Beaumont, TX. The project will address the building's deteriorating envelope and mitigate impacts of humid climate, modernize outdated mechanical, electrical, plumbing and conveyance systems, historic attributes, repair damaged portions of the interior, and undertake site and life safety improvements. The project will substantially enhance the preservation, duration, and efficiency of the building.

Exterior construction includes comprehensive restoration of all building exterior stonework, roof replacement, and a window component. Modernization of building systems includes HVAC,

electrical switchgear, panel, wiring, lighting, domestic water, storm drainage, waste piping, and plumbing fixture replacement, and conveyance upgrades. Interior construction includes restoration of historic finishes and other damaged finishes and restroom and accessibility upgrades, and alterations for temporary interior moves. Site work includes replacement of retaining walls; repairs/replacement to parking areas, gates, and bollards; and the addition of a perimeter drainage system. Life-safety improvements include upgrades to the building sprinkler system, replacement of door hardware, and code-compliance improvements to mechanical spaces and stairways.

The building's original cladding is in poor condition with areas of cracks, spalling, and delamination on all elevations. Materials on the building's exterior, such as exterior stone and pieces of mortar, are falling off the building and posing a risk to pedestrians. In anticipation of further degradation, the building facade has been netted to protect pedestrians below. The building's multiple roofing systems are approaching the end of their useful lives and require replacement to prevent further water intrusion. The HVAC system has had multiple modifications since original construction and needs complete replacement for code compliance and energy efficiency. The electrical system throughout the building is dated and no longer serviceable. Public corridors, elevator lobbies, courtrooms, and public restrooms require maintenance and repair as identified in the historic building preservation plan. The aging elevators require parts that are no longer available. Plumbing systems are a combination of original and retrofit piping and are unsafe to test due to extensive corrosion. Site work will address poor drainage conditions, trip hazards, and deteriorated parking areas. Life-safety work will correct fire rating of doors and walls in mechanical spaces, emergency lighting, the aging fire alarm and sprinkler system, and exit signage.

The FY 2024 request is for Design (\$6.724 million), Construction (\$76.072 million) and Management and Inspection (\$3.905 million).

Washington

Tacoma, WA Tacoma Union Station.....\$79,256,000

GSA proposes \$79.256 million for a repair and alteration project for the Tacoma Union Station (TUS) located at 1717 Pacific Avenue, Tacoma, WA to address seismic deficiencies, undertake targeted building system modernizations, and address life safety upgrades. TUS is made up of 3 buildings: the historic building, the courts' addition building, and the link building. GSA's *Seismic Rating System Report*, lists the Tacoma Union Station as having one of the highest seismic risk ratings in the GSA portfolio. In addition to the critical structural repairs and upgrades, the proposed project will modernize the building's outdated systems, address life-safety upgrades, alter interior space, and undertake exterior repairs. GSA acquired the building from the City of Tacoma on September 21, 2022.

The project includes replacement of the HVAC system, including air handling units, ductwork, ceiling diffusers, grills, exhaust and pressurization fans, fan coil units, and unit heaters. Existing

cooling towers, boilers and primary heating water pumps will be replaced. Plumbing upgrades include fixture retrofits, replacement of hot water tanks, and the installation of energy efficient piping insulation. New family accessible restroom and a lactation room will be installed in the courts' addition building.

Interior construction includes modifications to accommodate the installation of new shear walls in the historic building. Interior alterations include repairs to the water damaged rotunda ceiling, restoration of the historic terrazzo flooring, installation of building signage and construction of a temporary lobby area for the bankruptcy courts during the construction process. All art in the building will be removed, stored offsite, and reinstalled upon project completion.

Structural upgrades include seismic mitigation and progressive collapse protection in the historic building to include the installation of shear walls and a concrete tie beam to support the perimeter masonry walls and rotunda dome. Non-structural seismic mitigation includes the installation of bracing and seismic anchoring of mechanical and electrical equipment, reinforcement of window frame anchoring and application of both blast mitigation and thermal window film and replacement of approximately 60 ballistic windows due to the failing window seals. Roofing upgrades include parapet work, roof membrane replacement and installation of a fall protection system on courts' addition building roof. Exterior sitework includes excavation and restoration of courtyard planters and installation of new drains in support of new waterproofing membranes for the prisoner transfer tunnel, cooling tower enclosure, and mechanical chase. It will also include additional security barriers around the existing parking lot.

Fire protection upgrades include replacement of the existing fire alarm system and installation of a new fire command center. Electrical upgrades include replacement of all major electrical distribution equipment, panel boards, motor control centers, circuit breakers, transformer feeder wiring, and conduit. All interior and exterior lighting except historic fixtures will be replaced with new LED lighting.

The FY 2024 request is for Design (\$7.155 million), Construction (\$66.676 million) and Management and Inspection (\$5.425 million).

West Virginia

Martinsburg, WV IRS Enterprise Computing Center..... \$23,098,000

GSA proposes \$23.098 million for repair and alterations of the IRS Enterprise Computing Center (ECC) located at 250 Murall Drive in Martinsburg, WV. The proposed project will replace the four roof sections which covers approximately 200,000 square feet and replace the roofing materials with cooler and more energy efficient materials. Fall protection, accessibility structures, lightning protection and drainage systems will be installed and upgraded throughout the roof area.

The ECC is one of two data centers for the IRS which process and store tax return data. It is a critical component of IRS' operations, which during peak season processes over 13 million tax returns each day. Due to the continuous operations year-round and critical mission performed within, this project is viewed as a high priority.

The building's roof has reached the end of its useful life. Failure of the roofing system could result in catastrophic impact to IRS operations and the nation's tax administration system. The existing roof system has required several repairs in recent years to remedy moisture infiltration and active leaks that have interfered with daily operations.

The new roof will address various deficiencies such as fall protection and access systems throughout. The new roofing system would increase energy efficiency of the building by doubling the thermal resistance of the roof and use materials designed to keep the surface cooler. Lastly, the lightning protection system and drains will be upgraded.

The FY 2024 request is for Design (\$1.994 million), Construction (\$19.751 million) and Management and Inspection (\$1.353 million).

Special Emphasis Program Nationwide

Judiciary Capital Security Program..... \$30,000,000

GSA proposes \$30 million to improve physical security in buildings occupied by the Federal judiciary and USMS. These projects are in lieu of constructing new facilities, thereby providing cost savings and expedited delivery. These projects will vary in size, location, and delivery method, and are designed to improve the separation of circulation for the public, judges, and prisoners. Funding provided for the security improvement projects will address elements such as adding doors, reconfiguring, or adding corridors, reconfiguring or adding elevators and sallyports, and constructing physical or visual barriers.

Since FY 2012, GSA has received \$167.422 million in support of this program. These funds were allocated to 15 projects.

Fire Protection and Life Safety Program..... \$32,000,000

GSA proposes \$32 million to upgrade, replace, and improve fire protection systems and life-safety features in buildings under the jurisdiction, custody, and control of the GSA during FY 2024.

As part of its fire protection and life-safety efforts, GSA currently is identifying projects in Federal buildings throughout the country through surveys and studies. These projects will vary in size, location, and delivery method. Typical projects include:

- Replacing antiquated fire alarm and detection systems that are in need of repair or for which parts are no longer available.
- Installing emergency voice communication systems to facilitate occupant notification and evacuation in Federal buildings during an emergency.
- Installing or expanding, as necessary, fire sprinkler systems to provide a reasonable degree of protection for life and property from fire in Federal buildings.
- Constructing additional exit stairs or enclosing existing exit stairs to facilitate the safe and timely evacuation of building occupants in the event of an emergency.

Since FY 2010, GSA has received \$171,566,000 in total funding for this program. The funds supported 136 projects in 109 federally-owned buildings.

Energy and Water Retrofit and Conservation Measures Program..... \$25,000,000

GSA proposes \$25 million to invest in projects that directly result in reduced energy usage, reduced water usage, utility cost savings, and reduced pollution and emissions in GSA-controlled federally-owned buildings beginning in FY 2024.

GSA's Energy and Water Retrofit and Conservation Measures Program is designed to reduce on-site energy and water consumption through building alteration projects or retrofits of existing buildings systems. Completing these projects is an important part of GSA's approach to complying with requirements in the Energy Act of 2020 and Executive Order 14057: *Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability (December 8, 2021)*.

Projects will reflect GSA and Administration priorities including reducing costs; advancing clean and innovative technologies; and reducing pollutants and emissions from building operations. Furthermore, this investment may generate rebates and incentives from utility companies and grid operators.

In addition to meeting the stated priorities, the decision criteria for proposed projects will be evaluated economically using life-cycle cost methodologies to ensure they will generate a positive return-on-investment within the expected lifetime of the equipment in addition to meeting the stated priorities. In addition, other qualitative criteria may be applied to projects that have ancillary benefits. For example, a project that improves energy resiliency at a mission-critical facility.

Typical projects include, but are not limited to, the following:

- Upgrade HVAC systems with new, high efficiency systems;
- Replace existing lighting and lighting controls including associated wiring;
- Install and upgrade BAS and energy management control systems;
- Design and install and connect renewable energy systems including solar photovoltaics, solar water heating, and wind power;

- Design and install advanced geothermal heat pumps to replace conventional heating and cooling equipment;
- Install or repair energy and water metering systems, diagnostic sensors, and equipment;
- Replace electrical motors with multi-speed or variable-speed motors;
- Install battery backup systems with load shedding and grid stabilization functions;
- Insulate roofs, walls, pipes, HVAC ducts; and mechanical equipment;
- Install multi-pane windows, and seal and repair existing windows;
- Upgrade plumbing systems with high efficiency toilets and sinks; and
- Install high efficiency irrigation and watering systems, and provide for native landscaping and natural habitat restoration.

Inventory Risk Mitigation and Resilience Program \$60,000,000

GSA proposes \$60 million to advance risk assessments and risk management strategies to safeguard property, under GSA’s jurisdiction, custody and control, to the observed and expected changes in climate. As part of this effort, GSA will use forward-looking information, conduct climate adaptation analyses and planning to identify vulnerabilities and manage risks created by changes in extreme weather and climate patterns.

GSA is undertaking formal agency efforts to determine a portfolio-wide asset Vertical Data and Information profile to more accurately define flood vulnerabilities using both the observed and expected changes in climate. These efforts include buildings and site infrastructure (horizontal), estimated flood mitigation project costs, time frames for project execution, and updates to agency Geographic Information Systems (G.I.S.) and asset management systems. Program funds will be used to conduct formal agency-wide vulnerability assessments to align with the actionable science from the latest National Climate Assessment and to fortify agency risk management efforts. Program funds will also be used to execute the identified, highest priority projects. The following items would be included:

- Modernization of agency internal guidance, systems, and tools to assist GSA with implementation and to avoid maladaptation.
- Tailored training for agency professionals.
- Execute capital projects developed using the data, analysis, mapping, and processes identified and developed above for the highest priority assets.
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- Integrate statistical downscaling for Puerto Rico, Hawaii, and Alaska into new and existing asset risk assessment processes.

Consolidation Activities Program..... \$50,000,000

GSA proposes \$50 million for the reconfiguration and renovation of space within GSA’s federally-owned and leased buildings during FY 2024 to support GSA’s ongoing consolidation efforts to

improve space utilization, optimize inventory, decrease reliance on leased space, and reduce the Government's environmental footprint.

As part of its ongoing effort to improve space utilization, optimize inventory, decrease reliance on leased space, and reduce the Government's environmental footprint, GSA is identifying consolidation opportunities within its inventory of real property assets. These opportunities are presented through surveys and studies, partnering with customer agencies and agency initiatives. Projects will vary in size by location and agency mission and operations; however, no single project will exceed \$20 million in GSA costs. Funds will support consolidation of customer agencies and will not be available for GSA internal consolidations. Preference will be given to projects that result in an office utilization rate of 130 usable square feet per person or less and a total project payback period of 10 years or less.

Typical projects include the following:

- Reconfiguration and alteration of existing Federal space to accommodate incoming agency relocation/consolidation (which may include reconfigurations of existing occupied Federal tenant space);
- Right sizing the Federal footprint including restacking and consolidations to account for anticipated remote and hybrid work arrangements; and
- Incidental alterations and system upgrades, such as fire sprinklers or heating, ventilation, and air conditioning, needed as part of relocation and consolidation.

Since the inception of the Consolidation Activities program in FY 2014, GSA has received \$330,531,000 in support of the program and, through FY 2022, has funded 89 projects. When complete, these 89 projects will result in more than a 2 million usable square foot space reduction, thereby reducing agency rental payments to GSA by \$83 million annually and generating more than \$168,000,000 in annual Government lease cost avoidance. These projects will more than recover the initial capital investment after just two years of project completion and will continue to accrue additional savings over the life of these assets.

Minor (Basic) Repairs and Alterations Nationwide

Basic Repairs and Alterations Program..... \$480,978,000

The FY 2024 repairs and alterations program request includes \$480.978 million for Basic Repairs and Alterations and is dedicated to ensuring that the existing infrastructure receives the investment necessary to support customer agencies at the lowest possible cost to the taxpayers. Projects executed in this account are executed below the current prospectus threshold of \$3.613 million or are for recurring repairs costing both above and below the prospectus threshold.

The majority of obligations address below prospectus-level serviceability work items to maintain a facility's suitability to its original intended function. These are repairs to prevent deterioration and damage to buildings, their support systems, and operating equipment. The balance of funds received address space alterations, health and safety, physical security and special programs.

Postponing repairs and system upgrades leads to higher operating and maintenance costs and subsequent increased repair or replacement costs.

Basic Repairs and Alterations in Conjunction with the Inflation Reduction Act

The Basic Repairs and Alterations request includes funding to be used in conjunction with IRA projects that otherwise could not execute a fully functional project. Due to the unique statutory requirements in the IRA, certain expense components integral to the completion of proposed projects would not qualify to be fully funded by IRA. R&A funds will be critical to pay for necessary construction expenses and will support execution of the program within the required obligation timeframes, most predominantly for projects funded by the Low Carbon Materials section 60503 of IRA (P.L. 117-169, 136 Stat. 1818, 2083).

National Archives and Records Administration Facility in Seattle, Washington:

The Basic Repairs and Alterations request includes not less than \$3 million for the necessary repairs and alterations to the existing NARA Federal facility in Seattle, WA. In advance of relocation to a newly constructed facility, funds in support of repair and alterations to the existing facility that are necessary for continued occupancy and protection of records and materials stored within the facility, will be provided annually from GSA's Basic Repairs and Alterations Program. GSA's FY24 New Construction request includes \$9 million for the analysis and design of a long term records storage facility.

Updating the GSA Prospectus Process to Streamline Project Delivery While Maintaining Congressional Oversight

Presently, 40 U.S.C. § 3307 requires that appropriations to construct, alter or acquire any building to be used as a public building or lease space for use for public purposes, when the total expenditure is above the prospectus threshold (currently \$3.613 million), may not be made until GSA's authorizing committees approve the purpose. As outlined in a recent U.S. Government Accountability Office (GAO) report, the prospectus approval process substantially increases the timeline for project delivery and approval delays complicate GSA's portfolio management efforts. The below legislative proposal increases the prospectus threshold for new construction, site acquisitions, and leases from \$3.613 million to \$10 million, and provides GSA with authority to carry out repairs and alterations for projects in public buildings exceeding \$10 million after congressional notification. Alterations in buildings leased by the United States exceeding \$5 million would also still require the submission of a prospectus.

Providing GSA with the proposed authority will reduce delivery times for many GSA Capital Investment and Leasing Program projects that do not exceed the revised prospectus threshold. As noted in recent testimony before the House Transportation and Infrastructure Committee¹, GSA conservatively estimates that reducing the time required to deliver repair and alteration

¹ [Testimony of PBS Commissioner Nina Albert](#) before Subcommittee on Economic Development, Public Buildings, June 22, 2022, "Capital Investment Program: Identifying Risks to GSA Facilities."

and lease projects will yield over \$50 million annually in cost avoidance. It will also enable GSA to better service other Federal agencies' needs for space by substantially reducing delivery times for those projects that fall beneath the revised proposed prospectus threshold.

While increasing the prospectus threshold would reduce the number of prospectuses requiring congressional approval, Congress would still retain review and oversight over the overwhelming share of capital and lease project spending. For example, between fiscal year (FY) 2014 and FY 2020, among new construction and major repair and alteration projects, 19 percent of funded projects (a total of 28) would have fallen below \$10 million, more notably those projects in total represent only 2 percent of the \$8.7 billion spent in total on capital projects over that period. Overall, the total reduction in the number of both capital and leased prospectus-level projects over this period would have decreased by 48 percent, but the total dollar value of both capital and lease projects subject to the prospectus process would have decreased by only 8 percent. Increasing the prospectus threshold will allow Congress to focus its review and oversight on the most significant projects.

GSA's legislative proposal includes updates to the following sections:

Sec. 1. Updates to Prospectus Thresholds. Section 3307(a) of title 40 of the United States Code is amended as follows:

- a) In paragraph (1), strike "\$1,500,000" and insert "\$10,000,000";
- b) In paragraph (2), strike "\$1,500,000" and insert "\$10,000,000"; and
- c) In paragraph (3), strike "\$750,000" and insert "\$5,000,000".

Sec. 2. Update to Construction Cost Indexing. Section 3307(h) of title 40 of the United States Code is amended as follows: strike "the composite index of construction costs of the Department of Commerce" and insert "the Administrator based on an assessment of composite construction and leasing indices".

Sec. 3. Conforming edits. Section 3305(b)(2) of title 40, United States Code, is amended

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- a) in subparagraph (A), by striking "\$1,500,000" and inserting "\$10,000,000"; and
 - b) in subparagraph (B), in the first sentence, by striking "the composite index of construction costs of the Department of Commerce" and inserting "the Administrator, based on an assessment of composite construction and leasing indices"

Installment Acquisition Payments

(Dollars in Thousands)

FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
\$0	\$0	\$233,333

Program Description

This activity provides for payments owed to the proposed FCRF. In accordance with the proposed FY 2024 FCRF appropriations language and program guidelines, the purchasing agency shall budget for the first repayment to the FCRF prior to receiving the transfer of funds. The purchasing agency shall pay back 1/15 of the total transfer annually until the funds are repaid.

Program Strategy

The President’s FY 2024 Budget Request proposes the capitalization of the FCRF with a \$10 billion mandatory appropriation and will provide opportunities for civilian Federal agencies to fund the largest Federal real property projects, such as construction, renovation and purchase, in one appropriation, capturing economies of scale and greater certainty in schedule and funding. Annual discretionary repayments by purchasing agencies would replenish the FCRF and would be available until expended to fund additional capital projects. Total annual capital purchases would be limited to the lower of \$5 billion or the balance in the FCRF, including annual repayments.

The establishment of the FCRF will: (1) fund large-dollar, federally owned, civilian real property capital projects that house Federal civilian employees; and (2) provide specific budget enforcement rules for the FCRF that would allow it to function, in effect, like State and local government capital investment budgets. This proposal incorporates principles that are central to the success of capital budgeting at the State and local levels—a limit on total funding for capital investment, annual decisions on the allocation of funding for capital projects, and spreading the acquisition cost in the discretionary operating budgets of agencies that purchase the assets.

GSA’s FY 2024 budget request proposes an FCRF project for the FBI Suburban Headquarters Campus, for project funding through the FCRF at a total upfront cost of \$3.5 billion. FCRF funding will be partnered with available unobligated balances previously appropriated for this project. The FY 2024 budget requests \$233.333 million to pay the 1st of 15 installment payments.

Installment Acquisition Payments, Summary of Request

(Dollars in Thousands)

	FY2024	FY 2025 through FY 2038	Total
Mandatory:			
Collection of Transfer from Federal Capital Revolving Fund	\$(3,500,000)		\$(3,500,000)
Total Estimated Project Cost:	\$ 3,500,000		\$ 3,500,000
Discretionary:			
<i>Federal Bureau of Investigations (FBI) Suburban Headquarters Campus</i>	\$ 233,333	\$ 3,266,667	\$ 3,500,000
Total Repayments to Federal Capital Revolving Fund:	\$ 233,333	\$ 3,266,667	\$ 3,500,000

Installment Acquisition Payments, Project Description

Federal Bureau of Investigation Suburban Headquarters Campus....\$3,500,000,000 transfer with annual repayments of \$233,333,000

The Administration recognizes the critical need for a new FBI headquarters. The J. Edgar Hoover building can no longer support the long-term mission of the FBI. Major building systems are near end-of-life and structural issues continue to mount, making the current building unsustainable. The Administration proposes continuation of a multi-year effort to construct a modern, secure suburban facility from which the FBI can continue its mission to protect the American people.

GSA and FBI are currently working to select one of the three sites previously included in the 2016 procurement, on which GSA will construct a Federally-owned, modern and secure headquarters facility for at least 7,500 personnel in the D.C. suburbs. Pending the site selection and full funding, GSA and FBI will proceed with procurement and construction activities.

The 2024 Budget supports the funding necessary for execution of this complex project via the FCRF. The Administration’s FCRF proposal provides a new budgetary mechanism to fully fund the costs of very large civilian real property capital projects that are difficult to accommodate in the annual appropriations process. This is accomplished by providing mandatory resources for the total project cost upfront and repaying those resources with annual discretionary appropriations over 15 years. For the FBI suburban headquarters campus, the Budget proposes a \$3.5 billion allocation from the FCRF, to be repaid by the Federal Buildings Fund in 15 annual amounts of \$233 million. The FCRF funding would be paired with \$645 million in GSA prior year appropriations to support the acquisition and construction of the FBI’s new suburban headquarters campus.

Additionally, GSA and FBI continue efforts to identify a Federally-owned location in the District of Columbia to support a presence of approximately 750-1,000 FBI personnel that would support day-to-day FBI engagement with the U.S. Department of Justice’s headquarters, the White House, Congress and other partners. The Administration plans to use existing balances in the

FBI's account previously appropriated for the new headquarters effort to build out a downtown DC location to support the FBI's mission.

Rental of Space

(Dollars in Thousands)

FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
\$5,665,148	\$5,561,680	\$5,724,298

Note: Figures do not include indefinite authority for leased space.

Program Description

This activity provides for the leasing of privately owned buildings when federally owned space is not available. This includes space controlled by other Federal agencies, including U.S. Postal Service facilities. GSA provided 173 million square feet of leased space in FY 2022, and expects to provide 170 million square feet in FY 2023 and 168 million square feet in FY 2024. (Note: This NOA request does not include any space funded by GSA's Indefinite Lease Authority).

In FY 2024, \$5.7 billion is required for the Rental of Space program. This amount funds annual rent for current leases, real estate taxes and other one-time payments, and rent increases associated with replacement leases and expansion space.

The FY 2024 Rental of Space request consists of the following requirements:

- \$5,637 million for annual rent for leases already in GSA's inventory;
- \$169 million for real estate taxes;
- \$435 million for one-time payments, such as free rent and broker commission credits, offset by claims and potential lease buyouts, and COVID-19-related cleaning costs for confirmed or suspected cases;
- (\$153) million in cancellations, which represents the amount of space leaving the FBF inventory;
- \$49 million for rent increases, typically associated with replacement leases, operating cost escalations, and step rents;
- \$10 million for temporary expansion space, the amount of space entering the inventory for temporary leases in support of major repair and alteration projects and relocations due to forced moves or health and safety conditions;
- The request is reduced by \$423 million for the funds projected to be available from carryover and prior year recoveries.

The FY 2024 request represents a 3% increase for Rental of Space requirements from the FY 2023 enacted funding level. While there is an overall projected decrease of over 2.2 million

rentable square feet from the FY 2023 requirements, the decrease is overtaken by lease cost increases and roughly \$42.5 million in delegated leases that are returning to GSA. Agencies with the largest delegated lease annual rent dollars returning include: Securities and Exchange Commission (SEC) \$14.6 million, Health and Human Services (HHS) \$8.9 million, Department of Interior (DOI) \$4.5 million, and U.S. Department of Agriculture (USDA) \$4.5 million. Additionally, the FY 2024 request assumes that available carryover funding is offsetting the FY 2024 requirements and is necessary to cover “high risk” single tenant leases currently in the firm term but which could be returned to the GSA portfolio by occupant agencies in accordance with terms of agency occupancy agreements. Funding is necessary to support return of space or payments to lessors due to potential opportunities for agencies to reduce space as a result of increased flexibility.

Rental of Space, Explanation of Changes

(Dollars in Thousands)

	New Obligational Authority (NOA) (\$000)
Fiscal Year 2023 Request	\$5,645,680
FY2023 Requirement	\$5,606,518
Annualization of remaining FY 2024 Program Changes	(32,440)
NOA Conversion of FY2023 IA Base	138,672
Less: Lump Sums (Taxes, IBAA's, RWAs, Double Rent, Others)	(111,561)
Plus: FY24 PYC of Program Changes Not In Base	35,832
Fiscal Year 2024 Base	\$5,637,021
Rent Changes (Step Rent, CPIs, Escalations)	49,384
Real Estate Taxes	168,521
Other One Time Payments (Double Rent, RWAs, Others)	(22,240)
Potential Lease Buyouts	452,286
Cancellations	(153,063)
Expansions	10,389
COVID Suspected Case Cleaning	5,000
Fiscal Year 2024 Requirement	\$6,147,298
Funds from Carryover and Prior Year Recoveries:	(423,000)
Fiscal Year 2024 Request	\$5,724,298

Program Strategy

GSA has worked closely with partner Federal agencies to create a roadmap for those agencies to right-size their respective footprints, including the potential for agencies to consolidate into GSA-controlled federally owned facilities as leases expire. As such, GSA continually assesses opportunities for consolidation and is establishing a sustainable ratio of leased and federally owned real estate for the GSA portfolio. The funding provided for consolidation projects, including the consolidation activities special emphasis in the Capital Program request, allows PBS to create new opportunities for agencies to downsize and reduce costs.

As the Government continues to implement strategies to identify savings through efficient space use, the cost to lease new space is expected to decrease in aggregate as GSA replaces, consolidates or terminates expiring leases. Although GSA passes on the costs of leased space to its occupant agencies, GSA's objective is to reduce the overall size of the leased portfolio, while also budgeting for the necessary costs of Rental of Space requirements. This activity provides the Government with a portfolio approach to managing leasing requirements for space. PBS will look to fill a requirement for another agency with any recently vacated space. Having a centralized portfolio approach for leasing enables this type of holistic approach to meeting needs across all Federal agencies.

GSA recognizes the opportunity for substantial space reduction as a result of increased workplace flexibility. The expiring leases across the country are prime for potential consolidation into a more agile work space that will reduce the Government's reliance on more costly leased space. Accordingly, the FY 2024 budget aims to provide enough flexibility for GSA to manage expiring leases, terminations, and an anticipated increase in potential buyouts and cancellations that could result from new space planning or Federal agencies exercising their option to return space to GSA with the provision of 120 days' prior notice as agencies move toward new work postures. At the start of FY 2023, 34% of cancellable agency occupancy agreements are tied to leases in the firm term. The firm term does not include termination rights and could contribute to vacant space costs, should agencies exercise their 120 day notice allowing the agency to return space to GSA. The FY 2024 request reflects prudent planning, with anticipated carryover dedicated to support the anticipated increases in buyouts and cancellations to ensure sufficient budget activity availability to support return of space or payments to lessors due to new opportunities for agencies to reduce space as a result of increased workplace flexibility as agencies work to implement updated human capital policies. GSA recognizes that the evolving post-pandemic workplace strategies place greater uncertainty on projected FBF lease rent payment requirements and requires GSA to be positioned to support leases in the firm term should customer agencies choose to vacate them before their term expires.

Impact of Delegated Buildings Returning to GSA

Part of GSA's new inventory in FY 2024 is attributed to facility leases executed under delegated authority returning to GSA from other Federal agencies. During FY 2024, it is expected that approximately 1.4 million RSF of leased space will be returned to GSA's inventory, resulting in a \$19.9 million requirement within the indefinite lease authority (IA). The additional costs will be recovered in GSA's rent collections and do not represent a net increase in overall obligations across the Government. These returned delegations generate an overall benefit as GSA is able to better manage the leasing of space for agencies, allowing these agencies to focus on mission-oriented work. The NOA impact of delegated returns in FY 2024 is \$42.5 million and 1.1 million RSF from the FY 2022 returned delegations that move from IA to NOA.

Impact of COVID-19 Costs

The FY 2024 Request contains \$5 million for costs related to addressing the Centers for Disease Control and Prevention's (CDC) requirements related to cleaning and disinfecting in response to confirmed or suspected COVID-19 cases. PBS is utilizing CARES Act funds to pay for HVAC air filtration improvements in federally owned facilities, and it is the lessor's responsibility to provide HVAC air filtration improvements in leased facilities.

Building Operations

(Dollars in Thousands)

FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
\$2,796,000	\$2,981,381	\$3,073,386

Note: Figures do not include indefinite authority

Program Description

The Building Operations program requires \$3.1 billion in FY 2024 to provide services for both GSA-controlled federally owned and non-fully serviced leased facilities, as well as for the administration and management of all PBS real property programs. Of the total amount requested in support of Building Operations, the Building Services allocation funds services and cost increases for cleaning, utilities, maintenance, and building services; the Salaries and Expenses allocation supports PBS personnel costs excluding reimbursable FTE, PBS-specific IT applications and PBS's contribution to GSA's WCF.

In addition to the NOA requested in FY 2024, PBS projects \$1.4 billion in reimbursable authority for services provided to other agencies, including funding for 316 FTEs. PBS also projects \$38 million in permanent indefinite authority from the International Trade Center, Cooperative Use Act and National Antenna programs.

Building Operations, Explanation of Changes

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
BASE BUILDING	\$ 1,369,503	\$ 1,495,822	\$ 1,476,582
Maintenance	\$ 537,616	\$ 546,635	\$ 562,801
Cleaning	\$ 464,636	\$ 483,505	\$ 500,562
Utilities	\$ 295,244	\$ 389,540	\$ 335,080
Security	\$ 72,007	\$ 76,142	\$ 78,139
OTHER / MISC BUILDING	\$ 145,579	\$ 143,263	\$ 152,668
Misc Bldg Support	\$ 116,012	\$ 113,755	\$ 121,881
Studies	\$ 27,180	\$ 25,898	\$ 27,343
Building Moves	\$ 2,387	\$ 3,610	\$ 3,444
PBS ADMINISTRATIVE	\$ 1,307,845	\$ 1,412,034	\$ 1,478,205
Personnel Compensation and Benefits	\$ 839,842	\$ 927,502	\$ 963,302
RWA Project Management Fee Offset	\$ (50,347)	\$ (52,212)	\$ (56,849)
GSA Working Capital Fund	\$ 379,436	\$ 392,261	\$ 416,060
Management Support	\$ 84,712	\$ 83,038	\$ 91,957
PBS Information Technology	\$ 56,569	\$ 60,775	\$ 61,968
Administrative Services	\$ 7,075	\$ 10,064	\$ 11,319
Heating Operation and Transmission Division	\$ (9,442)	\$ (9,394)	\$ (9,552)
OTHER / MISC PBS ADMINISTRATIVE	\$ (13,126)	\$ (6,738)	\$ (69)
Travel	\$ 3,846	\$ 10,899	\$ 10,356
Training	\$ 6,012	\$ 7,495	\$ 8,220
Telephones	\$ 3,715	\$ 4,868	\$ 4,394
Equipment	\$ 1,005	\$ 2,258	\$ 1,647
Supplies	\$ 522	\$ 812	\$ 780
Printing	\$ 88	\$ 174	\$ 174
Transportation	\$ 14	\$ 6	\$ 6
RWA Sliding Scale Fee	\$ (28,328)	\$ (33,250)	\$ (25,645)
TOTAL BUILDING SERVICES REQUIREMENT	\$ 2,809,801	\$ 3,044,381	\$ 3,107,386
OTHER FUNDING SOURCES	\$ (13,801)	\$ (63,000)	\$ (34,000)
TOTAL BUILDING OPERATIONS NOA	\$ 2,796,000	\$ 2,981,381	\$ 3,073,386

Note: Other Funding Sources includes funds from projected prior year recoveries, the National Antenna Program, the Cooperative Use Act, and carryover balances. The above table includes the reimbursable fee offsets.

Program Strategy

While maximizing resources for New Construction and Acquisition and the Repairs and Alterations programs, the FY 2024 request of \$3.1 billion for Building Operations continues to optimize PBS's internal operations, while supporting key building operations needs requested by GSA's customer agencies, addresses the COVID-19 pandemic requirements, and supports the goals of the Administration.

Explanation of Programmatic Changes

The FY 2024 request continues efforts to operate PBS's building inventory as efficiently as possible by keeping requested funding levels at the lowest possible level. Below are key areas of investment that will contribute to PBS's mission:

Maintenance: The maintenance budget consists of the electrical, plumbing, HVAC, elevator/escalator operations, and labor in support of the operations of facilities within GSA's jurisdiction, custody or control. The FY 2024 request includes \$563 million, a 3.0% increase from the FY 2023 enacted funding level for maintenance. This increase provides for wage rate increases and inflation on current maintenance contracts, as well as maintenance support for facilities that will come into PBS's inventory, including newly constructed or renovated space.

Cleaning: The cleaning budget consists of the interior cleaning, exterior cleaning, trash removal, landscaping, and snow removal operations at GSA-controlled facilities. The FY 2024 request includes \$501 million, an increase of 3.5% from the FY 2023 enacted funding level for cleaning. This increase provides for wage rate increases and inflation on current janitorial contracts, as well as janitorial support for facilities that will come into PBS's inventory, including newly constructed or renovated space. The FY 2024 Request contains \$5 million for costs related to addressing CDC requirements related to cleaning and disinfecting in response to confirmed or suspected COVID-19 cases.

Utilities: The utility budget consists of the costs of water and sewage, as well as the energy needed to heat, cool and power Federal facility operations controlled by GSA. The FY 2024 request includes \$335 million, a decrease of 14.0% from the FY 2023 enacted funding level. The FY 2024 budget continues the FY 2022 funding assumptions for COVID-19 CDC guidelines for increasing ventilation and improving air filtration, and contains \$13.4 million for this requirement, which is a decrease from prior FY 2023 funding levels. The decrease is also the result of receipt of additional RWA funding and delegation of the DOT Headquarters building.

The annual costs of Energy Savings Performance Contracts (ESPC) and Utility Energy Service Contracts (UESC) are funded from the utilities budget. GSA anticipates that these costs will be offset in future fiscal years by reductions to utility payments by PBS and cost avoidance within the maintenance and Basic Repairs and Alterations budgets. That said, first year payments for ESPCs and UESCs can have an impact on NOA if not timed with the beginning of the fiscal year. The FY 2024 budget does not contain any funding for first year ESPC costs and will instead be covered by any available energy rebate funding.

Security: The security budget provides funding for services provided by the U.S. Department of Homeland Security – Federal Protective Service in GSA-controlled space. The FY 2024 request includes \$78 million, a 2.6% increase compared to the FY 2023 enacted funding level. The majority of the increase is due to costs associated with needed cybersecurity and nationwide Physical Access Control Systems upgrades. GSA is working with the Federal Protective Service to analyze and control costs, where appropriate.

Miscellaneous Building Support: The FY 2024 request includes \$122 million, an increase of 7.1% from the FY 2023 enacted funding level, for miscellaneous building support. This category consists of various programs that support improved operations, including:

- The Fire Protection and Life-Safety program identifies fire and safety hazards in GSA-controlled facilities. The FY 2024 budget requests an increase of \$3.2 million over FY 2023 for additional risk management surveys and Federal Occupational Health surveys and monitoring.
- The Space Alterations and Changes program funds Federal space requirements development, including expansion space and Minor Repairs and Alterations costing under \$50,000.
- The Energy and Environmental program oversees environmental testing and hazardous material abatement, as well as improving efficiencies by diagnosing, metering and enhancing building systems with advanced automation systems. Funding for asbestos investigation and remediation continues to be of high importance and an additional \$1.7 million is included in the request to address various sites in FY 2024.
- The Realty Services program funds leased space requirements development, market surveys and appraisals, and assigning and backfilling space.
- The Building Technology program funds the hardware, software and support costs to benefit the major functions of building operations. This category does not include the other specific PBS IT services functions, such as application maintenance and development. This program funds Building Monitoring and Control systems and Operational Technology. The FY 2024 budget requests an increase of \$3 million over FY 2023 for additional cybersecurity upgrades.
- The Special Programs budget includes building amenities, such as food service and child care operations, as well as support functions, such as lease construction management (CM) services. This category also includes obligations for ESPC construction period savings and CM services. The FY 2024 budget requests an increase of \$3.8 million over FY 2023 for additional ESPC CM support. Miscellaneous Building Support also funds various support functions not chargeable elsewhere, such as key making, signage, and renting operating equipment and tools.

Studies: The FY 2024 request includes \$27 million, an increase of 5.6% from the FY 2023 enacted funding level. This category includes project development studies and assessments, building engineering reports, technical studies, and planning studies. Energy audits are not included in this category and are funded through the Energy and Environmental program. Studies are the first phase in successfully developing a capital project.

Building Moves: This category funds costs associated with moving an agency into or out of space or moving offices occupied by GSA personnel. The FY 2024 request includes \$3.4 million, a decrease of 4.6% from the FY 2023 enacted funding level.

Personnel Compensation and Benefits (PC&B): The FY 2024 request includes a net requirement of \$906 million, an increase of 3.6% from the FY 2023 enacted NOA funding level. The FY 2024 request maintains the same level of FTE identified in FY 2023, funding approximately 5,563 FTE, of which 316 FTE will be funded from reimbursable authority. The anticipated reimbursable authority to fund PC&B in FY 2024 is \$57 million. The FBF requested NOA includes a 5.2% pay raise. Awards comprise 2.2% of PC&B, which will best meet agency objectives and support the recruitment and retention of high performing employees.

Personnel in support of 100% Carbon Pollution-free Electricity (CFE) and Electric Vehicle Supply Equipment (EVSE) Initiatives:

The Energy Act of 2020, as well as Executive Orders 13990, 14008, and 14057, established bold sustainability, climate and energy goals for GSA. To meet the Executive Order on *Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability* (EO 14057, December 8, 2021) goals of 100% carbon pollution-free electricity (CFE) by 2030, including 50% 24/7 CFE. GSA will require resources and technical expertise to formulate and execute new projects. Additionally, PBS will require resources to address EVSE offerings across the Government. The FY 2024 budget request supports 7 reimbursable FTE for the CFE and 3 reimbursable FTE for the EVSE workloads, respectively. Both programs are anticipated to generate reimbursable fee offsets to cover program costs through delivery of services, with an overall net zero impact to NOA.

GSA Working Capital Fund (WCF): The FY 2024 request includes \$416 million for PBS's contribution to the WCF, an increase of 6.1% from the FY 2023 enacted funding level. The increase is primarily due to the Administration's proposed pay raises for employees funded through the WCF, as well as additional human capital resources to support additional FTE and critical IT cybersecurity investments. This category provides funding for GSA's overhead and administrative functions, including Budget and Finance, the Office of the General Counsel, Human Resources, and GSA IT services, as well as select PBS-specific requirements.

Management Support: The FY 2024 request includes \$92 million, an increase of 10.7% from FY 2023 enacted funding levels. Management Support refers to PBS functions that are contracted out rather than maintained in-house to fulfill short-term initiatives, implant specified subject-matter expertise or reduce personnel costs based upon competitive analyses. Positions support administrative functions, as well as core areas of PBS's business, such as leasing and building support, and administration initiative support, such as the renewable energy goals. The key drivers of the increase over FY 2023 levels include inflation on current contracts, new pricing of replacement contracts, a new litigation support contract, and an accounting correction to an existing contract to reflect the fully loaded obligation amount. A corresponding increase to RWA income is included to offset the accounting correction, for a net zero impact to the request.

PBS Information Technology (IT) Services: The FY 2024 request includes \$62 million, which is an increase of about \$1.2 million or 2% from the FY 2023 enacted funding level. The implementation of G-Invoicing, which is the long-term solution for Federal Program Agencies to manage their intragovernmental buy and sell transactions as mandated by the Department of the Treasury is included for \$2.75 million, down from \$4.3 million in FY 2023. Funds are needed to enhance and update financial systems to interface with the G-invoicing application, which includes the unique attributes of the PBS rent billing process. The increases to the budget are driven by potential cost increases to contracts of \$1.5 million and \$1.1 million for Virtual Inspections, which will provide PBS with an enterprise-wide software solution that leverages 360 degree image capture technology and automatically links those images and data to building drawings.

Other/Miscellaneous PBS Administrative: The FY 2024 request includes a net negative of \$69 thousand, which represents an increase to NOA in this category in the amount of \$6.7 million from the FY 2023 enacted funding level. Driving the increase in the FY 2024 request is the restructuring of PBS's reimbursable work authorization fee model, which offsets other costs within this category. The new PBS reimbursable fee allocation model distributes more of the RWA fee to offset PC&B than to other administrative categories. The anticipated reimbursable authority to fund this category in FY 2024 is \$25.6 million. This category provides funding for PBS's administrative costs, such as transportation, telephones, printing, supplies, equipment, and travel, as well as programmatic spending not associated with Management Support. This category also includes \$8.2 million for training that represents less than 1% of base salary cost. Training funds provide discretionary and mandatory requirements, such as PBS's Acquisition and Project Management personnel training, and the Facilities Management certification program.

Reimbursable Program

PBS provides, on a reimbursable basis, building services, such as tenant alterations, cleaning, utilities, and other operations, which are in excess of those services provided within PBS's standard commercial rental charges, when requested by other Federal agencies.

REIMBURSABLE PROGRAM EXPLANATION OF BUDGET CHANGES (Dollars in Thousands)		
	FTE	Reimbursable
FY 2023 Request	316	\$ 1,419,996
Workload Increases	<u>0</u>	<u>\$ 590</u>
FY 2024 Request	316	\$ 1,420,586

Appropriations Language

*Amounts in the Fund, including revenues and collections deposited into the Fund, shall be available for necessary expenses of real property management and related activities not otherwise provided for, including operation, maintenance, and protection of federally owned and leased buildings; rental of buildings in the District of Columbia; restoration of leased premises; moving governmental agencies (including space adjustments and telecommunications relocation expenses) in connection with the assignment, allocation, and transfer of space; contractual services incident to cleaning or servicing buildings, and moving; repair and alteration of federally owned buildings, including grounds, approaches, and appurtenances; care and safeguarding of sites; maintenance, preservation, demolition, and equipment; acquisition of buildings and sites by purchase, condemnation, or as otherwise authorized by law; acquisition of options to purchase buildings and sites; conversion and extension of federally owned buildings; preliminary planning and design of projects by contract or otherwise; construction of new buildings (including equipment for such buildings); and payment of principal, interest, and any other obligations for public buildings acquired by installment purchase and purchase contract; in the aggregate amount of **\$10,902,187,000**, of which—*

*(1) **\$239,235,000** shall remain available until expended for construction and acquisition (including funds for sites and expenses, and associated design and construction services):*

Provided, amounts identified in the spend plan for construction and acquisition required by section 525 of this division may be exceeded to the extent that savings are effected in other such projects, but not to exceed 20 percent of the amounts included in a transmitted prospectus, if required, unless notice is transmitted to the Committees on Appropriations of the House of Representatives and the Senate of a greater amount;

*(2) **\$1,865,268,000** shall remain available until expended for repairs and alterations, including associated design and construction services, of which—*

- (A) **\$1,187,290,000** for Major Repairs and Alterations;*
- (B) **\$480,978,000** for Basic Repairs and Alterations; and*
- (C) **\$197,000,000** for Special Emphasis Programs:*

Provided, That amounts identified in the spend plan for major repairs and alterations required by section 525 of this division may be exceeded to the extent that savings are effected in other such projects, but not to exceed 20 percent of the amounts included in a transmitted prospectus, if required, unless advance notice is transmitted to the Committees on Appropriations of the House of Representatives and the Senate of a greater amount: Provided further, That additional projects for which prospectuses have been transmitted may be funded under this category only if advance notice is transmitted to the Committees on Appropriations: Provided further, That the amounts provided in this or any prior Act for "Repairs and Alterations" may be used to fund costs associated with implementing security improvements to buildings necessary to meet the minimum standards for security in accordance with current law and in compliance with the reprogramming guidelines of the appropriate Committees of the House and Senate: Provided further, That the difference between the funds appropriated and expended on any projects in this or any prior Act, under the heading "Repairs and Alterations", may be transferred to "Basic Repairs and Alterations" or used to fund authorized increases in prospectus projects: Provided further, That the amount provided in this or any prior Act for Basic Repairs and Alterations may be used to pay claims against the Government arising from any projects under the heading "Repairs and Alterations" or used to fund authorized increases in prospectus projects;

*(3) **\$5,724,298,000** for Rental of Space to remain available until expended;*

*(4) **\$3,073,386,000** for Building Operations to remain available until expended;*

Provided, That the total amount of funds made available from this Fund to the General Services Administration shall not be available for expenses of any construction, repair, alteration and acquisition project for which a prospectus, if required to be submitted pursuant to 40 U.S.C. 3307, has not been transmitted to the Committees referenced therein, except that necessary funds may be expended for each project for required expenses for the development of a proposed prospectus: Provided further, That funds available in the Federal Buildings Fund may be expended for emergency repairs when advance notice is transmitted to the Committees on Appropriations: Provided further, That amounts necessary to provide reimbursable special services to other agencies under 40 U.S.C. 592(b)(2) and amounts to provide such reimbursable fencing, lighting, guard booths, and other facilities on private or other property not in Government ownership or control as may be appropriate to enable the United States Secret Service to perform its protective functions pursuant to 18 U.S.C. 3056, shall be available from such revenues and collections: Provided further, That revenues and collections and any other sums accruing to this Fund during fiscal year 2024, excluding reimbursements under 40 U.S.C. 592(b)(2), in excess of the aggregate new obligational authority authorized for Real Property Activities of the Federal Buildings Fund in this Act shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.

Appropriations Language for the Federal Capital Revolving Fund Repayment

Contingent upon enactment of the Federal Capital Revolving Fund Act of 2023, amounts in the Fund, including revenues and collections deposited into the Fund, shall be available for acquisition installment payments in the amount of \$233,333,000, to remain available until expended, for the first annual repayment amounts to the Federal Capital Revolving Fund: Provided, That \$233,333,000 shall be for the Public Buildings Service Federal Bureau of Investigation (FBI) Suburban Headquarters Campus: Provided further, That \$3,500,000,000 is approved for a purchase transfer, as defined in the Act, from the Federal Capital Revolving Fund for the Public Buildings Service Federal Bureau of Investigation Suburban Headquarters Campus: Provided further, That such project, as defined in the Act, shall be considered designated and approved pursuant to such Act, contingent upon the President's subsequent approval and designation.

Schedule of Indefinite Authorities

Program	Source	Explanation
Recycling and Energy Rebates	40 U.S.C. § 592	The Administrator may obligate amounts received and deposited into the FBF for energy management improvement and recycling programs.
Historic Properties	54 U.S.C. § 306121	The proceeds of any outlease for a historic property may, notwithstanding any other provision of law, be retained by the agency entering into such lease and used to defray costs incurred by the agency with respect to such property or other properties under the control of the agency that are listed in the National Register of Historic Places.
Pennsylvania Avenue Activities	40 U.S.C. § 6701(b)(1)	The Administrator may use amounts transferred from the Pennsylvania Avenue Development Corporation (PADC) or income earned on PADC property for activities associated with carrying out the responsibilities of PADC transferred to the Administrator. Any income earned after October 1, 1998, shall be deposited to the Federal Buildings Fund to be available for the purposes authorized under this subchapter, notwithstanding 40 U.S.C. § 592(c)(1).
International Trade Center	40 U.S.C. § 6701(a)(1)	The Administrator may make and perform transactions as necessary to carry out the trade center plan at the Federal Triangle Project. See also 40 U.S.C. § 6701(b) (1), noted above.
Cooperative Use Act and National Antenna Program	40 U.S.C. § 581(h)(3)	The Administrator may deposit into the FBF amounts received under Cooperative Use Act leases or rentals, and amounts deposited shall be credited to the appropriation from the Fund applicable to the operation of the building.
Telecommuting	40 U.S.C. § 587(b)(4)	The Administrator may deposit into the FBF user fees related to telecommuting centers, and use the fees to pay costs incurred in establishing and operating telecommuting centers. GSA may accept and retain income received from Federal agencies and non-Federal sources to defray costs directly associated with the functions of telecommuting centers.
Rental of Space	40 U.S.C. § 586(d)	An agency may make rent payments to GSA for lease space relating to expansion needs of the agency. Payment rates shall approximate commercial charges for comparable space. Payments shall be deposited into the FBF. GSA may use amounts received under this subsection, in addition to amounts received as NOA, in the Rental of Space activity of the FBF.

U.S. General Services Administration

GOVERNMENT-WIDE POLICY

Fiscal Year 2024 Congressional Justification

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Appropriations Language

For expenses authorized by law, not otherwise provided for, Government-wide policy associated with the management of real and personal property assets and certain administrative services; Government-wide policy support responsibilities relating to acquisition, travel, motor vehicles, information technology management, and related technology activities; and services as authorized by 5 U.S.C. 3109; and evaluation activities as authorized by statute; \$74,389,000, of which \$4,000,000 shall remain available until September 30, 2025.

Program Description

This appropriation provides for the activities of the Office of Government-wide Policy (OGP). OGP works cooperatively with other agencies to develop and evaluate a wide-ranging set of policies to improve Government operations: acquisition and acquisition workforce career development; real property (including high-performing building policy); personal property; travel, transportation management, motor vehicles and aircraft; advisory committee management; information technology (IT) and cybersecurity; evaluation practices; and regulatory information. OGP also collaborates with agencies and other primary Government organizations to provide support for the execution of Government-wide priorities and programs. These programs include program management support for Government-wide shared services, cross-agency priority (CAP) goals in the President's Management Agenda (PMA) and IT programs. OGP identifies and shares policies and best practices to drive savings, efficiency, and effectiveness across the Federal Government.

OGP consists of seven offices including the Office of Asset and Transportation Management; the Office of Evidence and Analysis; the Office of Technology Policy; the Office of Federal High-Performance Green Buildings; the Office of Evaluation Sciences; the Office of Acquisition Policy; and the Office of Shared Solutions and Performance Improvement.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Discretionary authority:			
Annual appropriation	\$68,515	\$ 71,186	\$ 74,389
Reimbursable authority:			
Unobligated balance, start of year	\$20,082	\$ 26,234	\$ 27,000
New authority	\$5,750	\$ 5,750	\$ 5,750
Transfers in for Inter-Agency Councils/Cross-Agency Priority Goals	\$32,000	\$ 32,000	\$ 32,000
Transfers out for Inter-Agency Councils/Cross-Agency Priority Goals	\$0	\$0	\$0
Change in uncollected payments	\$0	\$0	\$0
Recovery of prior-year obligations	\$0	\$0	\$0
Unobligated balance, expiring	\$0	\$0	\$0
Unobligated balance, sequestered	\$0	\$0	\$0
Reimbursable Unobligated balance, end of year	\$26,234	\$ 27,000	\$ 27,000
Obligations, Reimbursable	\$26,884	\$ 37,750	\$ 37,750
Obligations, appropriated (annual)	\$68,515	\$ 71,186	\$ 74,389
Obligations, appropriated (multi-year)	\$0	\$0	\$0
Total obligations	\$95,399	108,936	112,139
Carryover authority	\$0	\$4,000	\$4,000
Net Outlays	\$62,009	\$70,808	\$72,890

Explanation of Changes, Appropriated Dollars and FTE
 (Dollars in Thousands)

	FTE	FY 2022 Actual	FTE	FY 2023 Enacted	FTE	FY 2024 Request
	138	\$ 68,515	159	\$ 71,186	159	\$ 74,389
Program Increases:						
Payroll Increase Impact of 5.2%						\$ 1,768
GSA IT O&M and DM&E program support						\$ 797
WCF Contribution						\$ 638
Subtotal, Program Increases					0	\$ 3,203
Program Decreases:						
Subtotal, Program Decreases					0	\$ -
Total Adjustments					0	\$ 3,203

*U.S. General Services Administration
Government-wide Policy*

Obligations by Program, Dollars and FTE
(Dollars in Thousands)

	FY 2022		FY 2023		FY 2024	
	Actual		Enacted		Request	
	FTE	Authority	FTE	Authority	FTE	Authority
1. Administration						
Annual appropriation	7	\$13,093	9	\$15,142	9	\$14,132
Subtotal, Administration	7	\$13,093	9	\$15,142	9	\$14,132
2. Asset and Transportation Management						
Annual appropriation	39	\$12,440	45	\$12,553	45	\$13,435
Reimbursable authority	0	\$0	0	\$0	0	\$0
Subtotal, Asset and Transportation	39	\$12,440	45	\$12,553	45	\$13,435
3. Evidence and Analysis						
Annual appropriation	10	\$4,633	11	\$4,871	11	\$5,142
Subtotal, Evidence and Analysis	10	\$4,633	11	\$4,871	11	\$5,142
4. Technology Policy						
Annual appropriation	32	\$19,117	35	\$19,760	35	\$21,616
Reimbursable authority	0	\$263	0	\$1,000	0	\$1,000
Subtotal, Information Integrity and Access Management	32	\$19,380	35	\$20,760	35	\$22,616
5. Federal High-Performance Green Buildings						
Annual appropriation	13	\$4,678	14	\$4,798	14	\$5,122
Reimbursable authority	0	\$0	0	\$250	0	\$250
Subtotal, Federal High Performance Buildings	13	\$4,678	14	\$5,048	14	\$5,372
6. Evaluation Sciences						
Annual appropriation	6	\$1,974	9	\$1,902	9	\$2,050
Reimbursable authority	0	\$776	0	\$2,000	0	\$2,000
Subtotal, Evaluation Sciences	6	\$2,750	9	\$3,902	9	\$4,050
7. Acquisition Policy						
Annual appropriation	31	\$11,027	36	\$10,614	36	\$11,328
Reimbursable authority	0	\$0	0	\$0	0	\$0
Subtotal, Acquisition Policy	31	\$11,027	36	\$10,614	36	\$11,328
8. Shared Solutions and Performance Improvement						
Annual appropriation	0	\$1,553	0	\$1,546	0	\$1,564
Reimbursable authority	0	\$0	0	\$2,500	0	\$2,500
Reimbursable authority, Management councils/CAP Goals	23	\$25,845	28	\$32,000	28	\$32,000
Subtotal, Shared Solutions and Performance Improvement	23	\$27,398	28	\$36,046	28	\$36,064
Total, Annual appropriated	138	\$68,515	159	\$71,186	159	\$74,389
Total, Reimbursable	23	\$26,884	28	\$37,750	28	\$37,750
Total, Budget Authority	161	\$95,399	187	\$108,936	187	\$112,139

Summary

The FY 2024 appropriated budget request provides \$74.4 million and 159 full-time equivalents (FTE) for OGP, which is an increase of \$3.2 million in funding from the FY 2023 enacted level.

In FY 2024, OGP will continue to develop, analyze, and assist agencies in implementing administrative policies for the Federal Government in multiple functional areas, including real and personal property; aircraft and motor vehicles; travel and transportation of goods and people; acquisition of goods and services; acquisition workforce development; IT and cybersecurity policy; shared services; evaluation practices; and high-performance green buildings. The 2024 Budget provides the funding required to support agency implementation of new initiatives related to policy development to include reducing regulatory burdens and Government-wide program support.

Program Financing

Salaries and expenses of OGP staff are funded from annual appropriations and reimbursable authority. Other reimbursable costs within OGP include CXO Council and CAP Goal funds. The CXO Council and CAP Goal funds are collected by the Office of Shared Solutions and Performance Improvement (OSSPI), which, in coordination with the Office of Management and Budget (OMB), identifies and pursues initiatives across agencies to support the Federal Management Councils and CAP Goals.

Program Increases

OGP coordinates a detailed program and performance management review annually to reprioritize projects based on emerging priorities, risks, and efficiencies. OGP's FY 2024 budget request increases from the FY 2023 level includes:

- \$1.8 million for Federal employees PC&B cost increases resulting from 5.2% annual pay raise and associated increase in benefits and detailees cost.
- \$797 thousand for increased internal IT operations and maintenance.
- \$638 thousand for OGP's Working Capital Fund (WCF) contribution to GSA.

Reimbursable Programs

The FY 2024 President's Budget includes a Government-wide general provision authorizing GSA to collect up to \$32 million in contributions from other Federal agencies to fund CXO Councils and CAP Goal implementation, consistent with previously enacted appropriations (the most recent being Section 721 of Public Law 117-328). More details are included in the FY 2024 congressional budget submission by the Executive Office of the President (as required in

Senate Report 111-43, which directed OMB to include this justification in the annual budget request beginning in FY 2011)CXO Council services include administration of the Federal executive councils (such as the Chief Financial Officers Council, Chief Human Capital Officers Council, Chief Information Officers Council, Chief Acquisition Officers Council, Federal Real Property Council, Federal Privacy Council, Performance Improvement Council and Program Management Improvement Accountability Act Council.), supporting the implementation of priorities identified in the President's Management Agenda, and accelerating the use of data to influence the creation of effective management strategies.

- The Government-wide Executive Council's budget includes up to \$17 million in transfer authority to support cross-Government initiatives related to mission support activities, management priorities, and challenges.
- Up to \$15 million in transfer authority is budgeted for CAP Goal implementation as identified in the President's Management Agenda. These activities are discussed in more detail in the Executive Office of the President's FY 2024 Congressional Justification.

The OGP budget request includes \$5.8 million in reimbursable funding for the Office of Technology Policy; the Office of Evaluation Sciences; the Office of Federal High-Performance Green Buildings; and the Office of Shared Solutions and Performance Improvement.

- To continue to provide high-quality data evaluation support to its agency partners, especially given the enactment of the Evidence Act, the Office of Evaluation Sciences is estimating \$2 million in reimbursable authority;
- OSSPI estimates \$2.5 million in reimbursable authority to fund shared service priorities to support the Government-wide management agenda or Federal-wide reform efforts identified by OMB.
- The Office of Federal High-Performance Green Buildings estimates \$250 thousand in reimbursable authority for assessment and management of climate-related risks, and to support agencies' implementation of the Federal Buildings Personnel Training Act.
- The balance of OGP's reimbursable authority will be used to help Federal agencies with activities related to developing and evaluating administrative policies.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
11.1 Full-time permanent	\$19,654	\$22,683	\$23,981
11.3 Other than full-time permanent	\$463	\$247	\$250
11.5 Other personnel compensation	\$510	\$480	\$545
11.8 Special personnel services payments	\$418	\$300	\$330
12.1 Civilian personnel benefits	\$7,151	\$9,005	\$9,516
21.0 Travel and transportation of persons	\$44	\$199	\$211
23.1 Rental payments to GSA	\$1,665	\$1,854	\$1,886
23.3 Communications and utilities	\$1	\$38	\$40
24.0 Printing and reproduction	\$339	\$447	\$474
25.1 Advisory and assistance services	\$16,406	\$19,289	\$19,622
25.2 Other services from non-Federal sources	\$84	\$240	\$254
25.3 Other goods & services from Federal sources	\$21,638	\$16,344	\$17,216
26.0 Supplies and materials	\$44	\$45	\$48
31.0 Equipment	\$20	\$15	\$16
42.0 Insurance claims and indemnities	\$78	0	0
99.0 Obligations, Appropriated (Annual)	\$68,515	\$71,186	\$74,389
Subtotal, PC&B	\$28,196	\$32,715	\$34,623
Subtotal, Non-labor	\$40,319	\$38,471	\$39,767
99.2 Obligations, reimbursable	\$26,884	\$37,750	\$37,750
99.9 TOTAL OBLIGATIONS	\$95,399	\$108,936	\$112,139

OGP Policy Offices

Office of Asset and Transportation Management

The Office of Asset and Transportation Management establishes evidence-based Government-wide policies and regulations that help Federal agencies improve the effectiveness and efficiency of managing their assets and transportation. These policy program areas include aircraft, motor vehicles, personal property, real property, transportation, mail, passenger travel, relocation allowances and entitlements, and advisory committees. In FY 2024, this office will continue to develop the Federal Integrated Business Framework (FIBF) process for real property, travel, and mail. The FIBF process will establish a common understanding of the data standards, common capabilities, functions and activities, use cases, and performance metrics needed by agencies to manage real property, and travel and expense management. The office will also develop, finalize, and implement all proposed regulatory actions for continuous improvement of Federal policies and guidance to make the Government operate more effectively. In addition, this office will continue to maintain the Federal Travel Regulation, Federal Management Regulation, and Federal Property Management Regulation as well as establish annual per diem and privately owned vehicle mileage reimbursement rates for the Continental United States. The office manages several interagency councils and committees that promote best practices, transparency, and accountability. The office also provides advice for establishing and managing Federal advisory committees, as mandated by the Federal Advisory Committee Act. The office will remain focused on collecting reliable data for publication on real property, fleet (including electric vehicles and related infrastructure), personal property, travel and Federal advisory committees to promote Government-wide asset management decisions, transparency, accountability, and policy development.

Office of Evidence and Analysis

The Office of Evidence and Analysis works to expand the agency's ability to gather, compile, and generate evidence-based analyses from a variety of business systems that provide decision making information for senior leadership. The work of this team will improve the effectiveness of operations, processes, and systems by providing empirical data to inform policy development and operational decision-making. This team collects, stores, and develops Government-wide data to create integrated management metrics, perform predictive policy analysis, and map agency and bureaus to a common structure that allows for comparisons to be made across agencies and administrative functions. The office regularly surveys senior management in the Federal workforce to determine the effectiveness of contracting, human capital, financial management, and IT services of the largest agencies in the Government. This team is leading a data governance process that focuses on business requirements for data and Government-wide data initiatives to make data more valuable and usable for advanced policy analytics efforts.

Through the storage, cataloging, development, integration, and mapping of Government-wide administrative data, this team will help improve the efficiency and effectiveness of Government-wide asset management and administrative functions.

Office of Technology Policy

The Office of Technology Policy supports and enables agency implementation of Government-wide IT policies and programs. This office works directly with the OMB Office of the Federal Chief Information Officer, the Chief Information Officers Council, and the White House Office of Science and Technology Policy to support agency Chief Information Officers, IT acquisition professionals, standard-setting organizations, and other IT decision-makers to address common and complex Federal IT challenges, including:

- Policy development for emerging technologies
- Identity, Credential, and Access Management
- IT accessibility and Section 508 compliance
- Digital service delivery and 21st Century Integrated Digital Experience Act implementation
- IT infrastructure modernization and data center optimization
- Technology Business Management implementation support
- Federal IT Dashboard support

The Office of Technology Policy established the Government-wide IT Accessibility Program Management Office to improve coordination and standardization across Federal agencies in meeting Section 508 requirements for IT accessibility. This Program Management Office works closely with OMB, the Chief Information Officers Council's Accessibility Community of Practice, and the U.S. Access Board to measure agency performance, establish standards, and promote best practices for ensuring agencies' IT is accessible to individuals with disabilities.

OGP manages several Government-wide programs and Communities of Practice (CoP) to drive Federal consensus on the implementation of Federal standards. These CoPs include:

- Cloud & Infrastructure CoP
- Federal eCPIC Steering Committee (FESCOM)
- Federal Technology Investment Management CoP
- Accessibility CoP
- Identity, Credential, and Access Management Subcommittee
- Federal Web Council

Office of Federal High-Performance Green Buildings

The Office of Federal High-Performance Green Buildings supports the Federal Government's mission to operate more effectively and efficiently, as directed in Executive Orders 13990, 14008, 14030 and 14057, which directs Federal agencies to lead by example in tackling the climate crisis.

The office supports the implementation of the Energy Independence and Security Act of 2007 and drives efficient use of energy, water, and natural resources. The office advances Federal building innovation and performance in planning, design, and operations to reduce costs, enable agency missions, enhance human health and performance, and minimize environmental impacts.

Initiatives include:

- Translating buildings and health research into actions to enhance and promote human health and well-being in buildings;
- Analyzing the impact of new processes and technologies (such as integrated design, grid integration and security, and wearable sensors) to improve building and human health performance;
- Developing and issuing Government-wide guidance for the collection and reporting of Scope 3 greenhouse gasses, and collecting and reporting the data for all agencies to the extent feasible;
- Assessing and mitigating risks to critical infrastructure (both to GSA-managed buildings, and supplier-managed resources such as mission-critical energy and telecommunications networks) to enhance mission surety for GSA's customer agencies;
- Expanding workforce development and data-driven analysis of resulting building performance improvement through implementation of the Federal Buildings Personnel Training Act by all Federal agencies;
- Developing tools and resources, such as the Sustainable Facilities Tool to save agencies time and money while improving compliance and building performance; and
- Developing opportunities for GSA to integrate electric vehicle charging into overall Federal building electrical load management and electric grid integration.

Office of Evaluation Sciences

The Office of Evaluation Sciences (OES) is an applied evaluation unit charged with improving Federal operations, programs, and policies. OES generates evidence to support decision-making, translating evidence-based insights into concrete recommendations for how to improve the Government and deliver on Federal priorities. In doing this, OES utilizes numerous platforms to share rigorous evidence (newsletters, bulletins, academic and peer reviewed journals, Twitter and the GSA website) and best practices on how to build and use evidence across the Federal Government. OES provides technical support and guidance to help agencies adopt and implement leading evaluation practices.

Team members provide end-to-end support in the design of an evidence-based program change and impact evaluations to measure impact. Between FY 2015 and FY 2022, OES completed over 120 collaborations, including designing high quality program changes and implementing rapid-cycle evaluations to identify actionable findings for agency partners.

Due to the new requirements associated with the Evidence-based Policy Making Act, OES has expanded its capacity to provide increased Government-wide evaluation support. OES is expanding its reimbursable portfolio and recruitment of academics to support the growing demand for evaluation services across the Government. OES plays a unique Government-wide role by providing training and tools on evaluation methods and best practices for Government audiences, particularly Evaluation Officers. Additionally, OES provides support related to the implementation of the PMA Learning Agenda, including recruiting external talent to assist in filling priority evidence gaps and managing priority cross-agency evaluations.

OES also provides evaluation services to GSA, including leading the implementation of GSA's Learning Agenda and Annual Evaluation Plans. GSA's internal evaluation activities are funded out of the Working Capital Fund.

Office of Acquisition Policy

In its Government-wide role, the Office of Acquisition Policy (OAP) has numerous responsibilities for the development of Federal acquisition policy and the training of the Federal acquisition workforce.

The Office of Acquisition Policy:

- Serves as an architect of the Federal Acquisition Regulation (FAR), the central regulation for acquisition by all executive agencies. In this role, it implements laws, executive orders, and other initiatives to improve Federal acquisition outcomes. Also,

provides the electronic version of the FAR, as well as 31 other agency supplemental regulations through [acquisition.gov](https://www.acquisition.gov); used by the Federal acquisition workforce and industry working with the Federal Government (2.6 million pageviews a month);

- Directs acquisition policy in areas related to supply chain risk management, competition, small business participation, price and cost control, sustainable acquisition, labor policy, integrity, ethics, and more. Also, coordinates with OMB's Office of Federal Procurement Policy and other agencies through its role as the Chair of the Civilian Agency Acquisition Council to support the Federal Government's acquisition system;
- Operates the Regulatory Secretariat which manages and maintains the Federal Acquisition Regulation, the Federal Management Regulation, the Federal Property Management Regulations, and the Federal Travel Regulation;
- Operates and manages the Regulatory Information Service Center, the Office of Information and Regulatory Affairs (OIRA) Consolidated Information System and RegInfo.gov. The site provides the public data about information collections, significant regulations under review at OIRA, and the Unified Agenda and Regulatory Plan;
- Leverages Acquisition.gov resources in the management of web content for the Chief Acquisition Officers Council, Federal Acquisition Regulatory Council, Civilian Agency Acquisition Council, and the Interagency Suspension and Debarment Committee.

In addition to its Government-wide role, OAP is responsible for driving efficient and effective acquisition performance, workforce management, and development within GSA through the Working Capital Fund. In this role, OAP:

- Directs the GSA acquisition regulations and policy;
- Leads the development of the GSA acquisition workforce;
- Ensures a sound acquisition control environment emphasizing ethics and integrity in acquisition; and
- Manages GSA Acquisition performance, based on data and data analytics, through execution of three strategic priorities:
 - Promote smart and effective buying,
 - Develop the GSA acquisition workforce, and
 - Establish and maintain healthy industry and stakeholder relationships.

Office of Shared Solutions and Performance Improvement

The Office of Shared Solutions and Performance Improvement (OSSPI) improves mission delivery and implementation of the Administration's priorities by bringing Government together to drive innovation, foster collaboration, and shape effective policy. OSSPI specializes in facilitating solutions for big, systematic challenges. Working through its three functional areas of Executive Councils, Shared Services, and the President's Management Agenda support team, OSSPI improves mission delivery by: (1) informing and shaping policy; (2) coordinating

governance and executing program management for shared services; and (3) building strategies and support for agencies as they plan for and execute transformational initiatives set forth in the Administration's priorities.

Executive Councils

The Federal Executive Councils coordinate engagement and policy development across the CXO ecosystem. Their Interagency initiatives spur innovation, elevate and spread best practices, and bridge the gap between policy making and implementation to improve outcomes.

OSSPI supports the Federal Executive Councils, including but not limited to the following:

- Chief Acquisition Officers Council
- Chief Data Officers Council
- Chief Financial Officers Council
- Chief Information Officers Council
- Evaluation Officers Council
- Federal Privacy Council
- Interagency Council on Statistical Policy
- Performance Improvement Council
- President's Management Council
- Program Management Policy Council

Shared Services

With respect to the Federal Government's mission-support services, OSSPI works with stakeholders from across the Government to improve the efficiency and effectiveness of Government-wide mission support services. These support services include financial management, grants management, travel and expense, real property management, contract writing, human capital, cybersecurity services, regulations management and electronic records management. OSSPI coordinates governance, provides shared services program management, and develops processes to support OMB shared-services policy implementation. This work leads to improved performance, customer experience, and operational costs related to mission-support services.

OSSPI also provides support to related sub-councils and boards, including the Shared Services Governance Board and the Business Standards Council.

President's Management Agenda

Each administration's President's Management Agenda (PMA) lays out a long-term vision for the management practices of the Federal Government. The PMA focuses on key areas that will improve the ability of agencies to deliver mission outcomes, provide excellent service, and effectively steward taxpayer dollars. Our communities are the driving force for accomplishing many of these cross-agency priorities. We use cross-sector and cross-Government collaboration, performance data, and implementation expertise to help inform the strategies and policy changes that will accomplish the modernization outlined in the PMA.

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U.S. General Services Administration

OPERATING EXPENSES

Fiscal Year 2024 Congressional Justification

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Appropriations Language

*For expenses authorized by law, not otherwise provided for, for Government-wide activities associated with utilization and donation of surplus personal property; disposal of real property; agency-wide policy direction, and management; and, in addition to any other amounts made available to the General Services Administration for such purposes, the hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure; **\$58,733,000**, of which not to exceed \$7,500 is for official reception and representation expenses.*

Program Description

The major programs funded by this appropriation include the personal property utilization and donation activities of the Federal Acquisition Service (FAS); the real property utilization and disposal activities of the Public Buildings Service (PBS); and Executive Management and Administration activities including support of Government-wide mission-assurance activities. This appropriation supports a variety of operational activities that are not feasible or appropriate for a user fee arrangement.

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Amounts Available for Obligation
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
<i>Unobligated balance, start of year</i>	\$ 3,772	\$ 3,772	\$ 772
Discretionary authority:			
Annual appropriation	\$ 50,955	\$ 54,478	\$ 58,733
Reimbursable authority.....			
New authority.....	\$ 11,500	\$ 11,575	\$ 11,575
Change in uncollected payments.....	\$ —	\$ —	\$ —
Subtotal, reimbursable authority.....	\$ 11,500	\$ 11,575	\$ 11,575
Reimbursable authority, expiring.....	\$ -	\$ -	\$ -
Appropriations authority, expiring.....	\$ -	\$ -	\$ -
Recovery of prior-year obligations.....	\$ -	\$ -	\$ -
Unobligated balance, lapsing.....	\$ -	\$ -	\$ -
Unobligated balance, reimbursable.....	\$ -	\$ -	\$ -
Unobligated balance, rescinded.....	\$ -	\$ -	\$ -
Unobligated balance, sequestered.....	\$ -	\$ -	\$ -
Unobligated balance, end of year.....	\$ (3,772)	\$ (772)	\$ (772)
Total, obligations.....	\$ 62,455	\$ 69,053	\$ 70,308
Obligations, appropriated (annual)	\$ 50,955	\$ 54,478	\$ 58,733
Obligations, appropriated (no year).....	\$ -	\$ 3,000	\$ -
Obligations, reimbursable.....	\$ 11,500	\$ 11,575	\$ 11,575
Net Outlays.....	\$ 50,496	\$ 53,030	\$ 53,030

*FY 2022 & 2023 Unobligated Balances include \$3M from funding enacted in FY 2020.

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Obligations by Program

(Dollars in Thousands)

	FY 2022		FY 2023		FY 2024	
	FTE	Actual Authority	FTE	Enacted Authority	FTE	Request Authority
1. Personal Property Management						
Annual appropriation	43	\$ 9,900	53	\$ 10,750	58	\$ 13,366
Subtotal, PPM	43	\$ 9,900	53	\$ 10,750	58	\$ 13,366
2. Real Property Disposal						
Annual appropriation	83	\$ 17,480	83	\$ 18,342	83	\$ 18,952
Reimbursable authority	<u>7</u>	<u>\$ 11,500</u>	<u>7</u>	<u>\$ 11,500</u>	<u>7</u>	<u>\$ 11,500</u>
Subtotal, RPD	90	\$ 28,980	90	\$ 29,842	90	\$ 30,452
3. Executive Direction						
Annual appropriation	63	\$ 23,575	79	\$ 25,386	79	\$ 26,415
Reimbursable authority	<u>0</u>	<u>\$ -</u>	<u>0</u>	<u>\$ 75</u>	<u>0</u>	<u>\$ 75</u>
Subtotal, M&A	63	\$ 23,575	79	\$ 25,461	79	\$ 26,490
4. System for Award Management						
Annual appropriation	0	\$ -	0	\$ 3,000	0	\$ -
Reimbursable authority	<u>0</u>	<u>\$ -</u>	<u>0</u>	<u>\$ -</u>	<u>0</u>	<u>\$ -</u>
Subtotal, SAM	0	\$ -	0	\$ 3,000	0	\$ -
Total, Annual appropriated	189	\$ 50,955	215	\$ 57,478	220	\$ 58,733
Total, Reimbursable	7	\$ 11,500	7	\$ 11,575	7	\$ 11,575
Total, Budget Authority	196	\$ 62,455	222	\$ 69,053	227	\$ 70,308

*Personal Property Management Reimbursable was transferred to the Federal Acquisition Service starting in FY 2022

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Explanation of Changes by Program, Appropriated Dollars and FTE
(Dollars in Thousands)

	PPM		RPD		EXEC		TOTAL	
	FTE	Authority	FTE	Authority	FTE	Authority	FTE	Authority
FY 2023	53	\$ 10,750	83	\$ 18,342	79	\$ 25,386	215	\$ 54,478
Program Increases:								
Salaries and Benefits	5.0	\$ 1,169		\$ 756		\$ 785	5.0	\$ 2,710
Travel and Transportation		\$ -		\$ -		\$ 244		\$ 244
Rent		\$ -		\$ -		\$ -		\$ -
Communications		\$ 1		\$ -		\$ -		\$ 1
Contracts		\$ 1,452		\$ -		\$ -		\$ 1,452
Supplies and Equipment		\$ 2		\$ 1		\$ -		\$ 3
Subtotal, Program Increases:	5.0	\$ 2,624	-	\$ 757	-	\$ 1,029	5.0	\$ 4,410
Program Decreases								
Travel and Transportation		\$ (8)		\$ -		\$ -		\$ (8)
Contracts		\$ -		\$ (147)		\$ -		\$ (147)
Subtotal, Program Decreases:	-	\$ (8)	-	\$ (147)	-	\$ -	-	\$ (155)
FY 2024 Request	58	\$ 13,366	83	\$ 18,952	79	\$ 26,415	220	\$ 58,733

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Obligations by Object Classification

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
11.1 Full-time, permanent	\$ 20,581	\$ 26,627	\$ 28,706
11.3 Other than full-time permanent	\$ 1,974	\$ -	\$ -
11.5 Other personnel compensation	\$ 467	\$ 470	\$ 538
11.8 Special personnel services payments	\$ 385	\$ -	\$ -
12.1 Civilian personnel benefits	\$ 8,384	\$ 9,313	\$ 9,877
21.0 Travel and transportation of persons	\$ 368	\$ 625	\$ 861
22.0 Transportation of things	\$ -	\$ 1	\$ 1
23.1 Rental payments to GSA	\$ 1,446	\$ 1,338	\$ 1,338
23.3 Communications and utilities	\$ 16	\$ 69	\$ 70
24.0 Printing and reproduction	\$ -	\$ 2	\$ 2
25.1 Advisory and assistance services	\$ 8,711	\$ 9,877	\$ 11,224
25.2 Other services from non-Federal sources	\$ 31	\$ -	\$ -
25.3 Other goods & services from Federal sources	\$ 6,528	\$ 6,034	\$ 5,992
25.7 Operation and maintenance of equipment	\$ 943	\$ -	\$ -
26.0 Supplies and materials	\$ 77	\$ 99	\$ 101
31.0 Equipment	\$ 1,045	\$ 22	\$ 23
99.0 Obligations, Appropriated (Annual)	\$ 50,956	\$ 54,478	\$ 58,733
<i>Subtotal, PC&B</i>	\$ 31,791	\$ 36,411	\$ 39,121
<i>Subtotal, Non-labor</i>	\$ 19,165	\$ 18,067	\$ 19,612

Summary of the Request

The FY 2024 request provides a total of \$58.7 million and 220 Full Time Equivalent (FTE) employees for the base program for Operating Expenses (OE). This request represents a \$4.3 million increase from the FY 2023 enacted level. The increase will fund additional personnel compensation and benefits (PC&B) costs related to the FY 2024 pay raise and inflation, \$3 million to purchase electric vehicles and charging stations for GSA's in-house fleet, and funds to allow GSA to support the requirements of new legislation and initiatives.

Appropriated Program: The OE appropriation supports the following programs:

- Personal Property Utilization and Donation: transfers personal property no longer needed by an executive agency to other executive agencies, State and local governments, and eligible nonprofit organizations (please see ASF-22 for a description of the Personal Property Utilization and Donation Reimbursable Program);
- Office of Real Property Utilization and Disposal: transfers or sells unneeded real property assets to benefit the Federal Government and surrounding communities; and
- Executive Direction: provides agency-wide direction and supports Government-wide mission assurance activities.

Reimbursable Program: In FY 2024 the OE appropriation will provide reimbursable services to other Federal agencies in the amount of \$11.6 million, a level that supports 7 FTE. This amount includes:

(1) \$11.5 million and 7 FTE for real estate disposal services for: specialized properties outside the purview of the Federal Property and Administrative Services Act of 1949; and real property seized, forfeited, or foreclosed on by other agencies; and

(2) \$75 thousand for Emergency Support Function #7 (ESF-7) under the national response framework. Office of Mission Assurance personnel are responsible for coordinating ESF-7 activities on behalf of GSA. This support is provided pursuant to 44 C.F.R. §§ 206.5 and 206.8. All personnel hours (overtime), travel, and other costs for activities in support of the response and recovery efforts are reimbursable under a mission assignment issued by the Federal Emergency Management Agency.

Federal Acquisition Service, Personal Property Utilization, and Donation

FY 2024 Budget Request

The FY 2024 Request provides \$13.4 million and 58 FTE for the Personal Property Utilization and Donation program, which is an increase of \$2.6 million from the FY 2023 Enacted Budget.

Key Changes

The FY 2024 Request is an increase of \$2.6 million from the FY 2023 CJ Request in order to fund the annualized impact of the pay raises in calendar year 2024 (\$400 thousand), as well as fund 5 additional FTE (\$900 thousand) and contractual services (\$1.3 million) to support increased responsibilities driven by new legislation and initiatives such as the Computers for Veterans and Students Act of 2022 and the Executive Order on Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce.

Program Description

The FAS Personal Property Utilization & Donation (U&D) program facilitates the transfer (reutilization and donation) of excess Federal personal property. Personal property no longer needed by an executive agency may be offered at no cost to other executive agencies, State and local governments, and eligible nonprofit organizations. The program also provides regular training to Federal, State, and other stakeholders, assists agencies with disposition projects, provides oversight of the donation program and the State Agencies for Surplus Property, hosts the GSA Computers for Learning website, and manages foreign gifts and the donation of firearms.

Utilization and Donation Program

The U&D program saves money for the Federal Government and recipient organizations by promoting the efficient utilization and disposal of Government personal property. When federally-owned personal property is determined to be “excess” to an executive agency’s needs, it is first offered to other executive agencies for possible re-utilization within the Federal Government. All executive agencies must use excess personal property as the first source of supply in lieu of new procurements. If the property is not needed by any executive agency, it is declared “surplus” to the needs of the Federal Government and is offered for donation to State and local governments and other eligible entities. The program ensures that taxpayer funded assets that are no longer needed by the Federal Government continue to benefit the public in communities across the country.

The U&D program, in conjunction with the U.S. Small Business Administration (SBA) and the States, recently implemented the Veterans Small Business Enhancement Act of 2018 to provide surplus Federal personal property to veteran-owned small businesses (VOSBs). Since the program’s inception, over \$250 million in surplus property has been donated to VOSBs. In

FY 2023 and FY 2024, the U&D program will continue to roll out the donation of surplus personal property to VOSBs. The program will also collaborate with SBA to conduct VOSB outreach, including on the transition of the veteran small business verification program's transition from the Department of Veterans Affairs to SBA.

In FY 2022, the U&D program continued modernizing and consolidating numerous legacy business systems, including GSAXcess, that facilitate the reporting, reuse and disposal of Federal personal property assets Government-wide. Modernizing obsolete systems will improve the customer experience, increase property reutilization and donation rates, automate and reduce risk associated with manual processes, enhance data analytical capabilities and decision making, improve controls and tracking of assets, and better position GSA to respond to new and emerging Federal personal property disposal challenges. In FY 2023, GSA plans to launch the modernized Personal Property Management System (PPMS) and the Computers for Learning website. In FY 2023 and 2024, the U&D program will continue to modernize and enhance its business systems and processes to address customer needs, work to address recent Government Accountability Office (GAO) and GSA Inspector General recommendations, improve the reuse of Federal assets, and reform outmoded business processes; all while providing support and training to customer agencies as they transition to the new, modernized system.

Starting in FY 2022 and continuing into FY 2023 and 2024, the U&D program will support the administration's emphasis on climate change, social equity, support for State and local governments, and the American economy through various activities and actions.

The U&D program will take a multifaceted approach to environmental initiatives, including:

- Helping to reduce emissions and waste associated with the production and distribution of new items by encouraging reuse of excess property within the Federal Government or through donation to eligible recipients
- Playing a key role in ensuring the environmentally-friendly disposition of Federal assets by educating customers on responsible disposal and supporting or hosting special disposal events, such as electronics recycling events.
- Contributing to the planning and implementation of the Administration's Environmental Justice Strategy.

The U&D program will also collaborate with partner organizations to improve outreach and donations to State and local governments, eligible non-profit organizations, and others to benefit underserved communities as part of the DEIA initiative. The program is planning an extensive, on-going communications plan that will include training, social media campaigns, and more. This outreach will expand the base of the Federal Surplus Personal Property

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Donation Program and bring in new donees from underserved communities. In addition, the U&D program will be partnering with other offices (such as the Office of Civil Rights and the Office of Government-wide Policy) to conduct training and explore possible updates to the Federal Management Regulation to be more prescriptive in incorporating DEIA into the fabric of the U&D program.

The legislation creating the Computers for Veterans and Students (COVS) Act will create a new GSA-managed Government-wide program to provide surplus Federal computer equipment to eligible non-profit computer refurbishers for refurbishment, that is funded out of the U&D program. This program will provide refurbished computers to disadvantaged persons (e.g. a veteran, an individual with a disability, a low-income individual, a student, or a senior in need) in order to bridge the digital divide. In order to ensure a successful implementation and on-going administration of the COVS Act, GSA will need to conduct outreach to non-profit refurbishers and related organizations; collaborate with organizations to structure program guidelines; and engage with Federal agencies to understand their needs when disposing of repairable computer equipment. GSA will also need to establish the program guidelines and processes with Federal agencies and nonprofit refurbishers, including eligibility guidelines, reporting requirements, unrepairable item disposition, equitable allocation and adjudication of competing requests by State Agencies for Surplus Property (SASPs) and non-profit refurbishers, program controls, etc.; as well as provide the necessary training to participants. In addition, GSA will need to develop, monitor, and control the implementation plan, including de-conflicting roadblocks and providing updates to Congress, OMB and GSA leadership on implementation progress. GSA will also need to create and maintain an IT solution to facilitate the registration and eligibility adjudication of non-profit refurbishers, screen available computers, transfer surplus repairable computer equipment, and provide data on program metrics for required reports. Supporting this new program results in needing additional FTE as well as funding for the IT solution.

The U&D program will promote awareness of the Computers for Learning (CFL) program among Federal Agencies and eligible schools and educational non-profits. Through training and outreach, the U&D program will ensure that a greater amount of electronic equipment goes to underserved communities rather than landfills. The U&D program will also seek to reduce fraud and waste in the CFL program by training agencies on requirements for vetting recipients to ensure that those who are most in need receive CFL equipment. This important program requires a fully dedicated FTE to effectively promote the program and serve as an effective Center of Expertise for agencies and eligible recipients.

The U&D program will also continue its partnership with SBA to provide eligible small businesses (including certain SBA 8(a) organizations and VOSBs) the Federal surplus personal property needed to support and grow their business.

The U&D program provides the following services to executive agencies, State and local governments, and eligible personal property recipients.

- **Federal Excess Personal Property Reutilization Program:** Maximizes reutilization of Federal excess personal property by executive agencies, transferring over \$743 million in Original Acquisition Cost (OAC) property among agencies in FY 2022.
- **Federal Surplus Personal Property Donation Program:** In partnership with States, donated over \$420 million in surplus Federal property to eligible recipients in FY 2022, including state and local government agencies; non-profit organizations supporting education, health, veterans, the elderly; SBA 8(a) and veteran owned small businesses.
- **GSA-hosted Computers for Learning Website:** GSA hosts a website to provide information for Federal agencies should they choose to transfer computer equipment to schools and educational non-profits (over \$26 million OAC transferred in FY 2022).
- **Foreign Gifts Program:** manages the custody, screening, and reassignment of gifts received from foreign governments by Federal employees as a result of their official positions.

Sales

When the excess personal property cannot be reutilized within the Federal Government or donated through the Federal Surplus Personal Property Donation Program, the FAS Personal Property Sales Program provides services to Federal agencies for the sale of property directly to the public. This part of the program is funded through the Acquisition Services Fund (ASF) and is not funded from the Operating Expense appropriation. More information on this program can be found in the ASF section of GSA's FY 2024 Congressional Justification.

Public Buildings Service, Office of Real Property Utilization and Disposal

FY 2024 Budget Request

The FY 2024 Budget request provides \$18.95 million and 83 FTE for the PBS Office of Real Property Utilization and Disposal (RPUD), which is an increase of \$610 thousand above the FY 2023 Enacted level to fund increased PC&B costs.

The program's activities are vital to the Government-wide effort to reduce real estate expenses by improving the utilization of real property assets and disposing of surplus assets in a timely manner. RPUD plays an integral role in the ongoing execution of recent legislation focused on the disposal of Federal real estate, as well as in the ongoing adjustment of the Federal real property landscape. RPUD looks forward to implementing the Administration's proposal to expand the authorities of the GSA Disposal Fund, assisting agencies with readying assets for disposition.

Program Description

The Office of Real Property Utilization and Disposal works with the majority of Federal land holding agencies to develop real estate strategies (including conveyances, exchanges, relocations and sales) to identify and better manage underutilized assets. The RPUD program offers Federal clients a wide range of realty services, expert guidance, and analytical tools. Services include: transaction support, due diligence analysis, targeted asset reviews, highest and best use studies, appraisals, marketing strategies, environmental assessments, and historic evaluations. This program leverages its services, tools, and expertise to drive optimal real estate outcomes that are tailored to an agency's unique mission requirements. These outcomes result in the more efficient operation of the Federal real property portfolio. To complement its expertise and to enhance service offerings, RPUD provides a variety of contractual vehicles that offer Federal clients access to realty and environmental firms. RPUD employs the following programs and tools, among others:

Public Benefit Conveyances (PBCs): When property is no longer needed by the Federal Government, RPUD partners with Federal sponsoring agencies to make surplus real property available to eligible entities for certain public purposes, such as public health, homeless assistance, education, law enforcement, emergency management, and recreation. RPUD conducts compliance inspections to ensure properties are used as intended. In FY 2022, RPUD conveyed 12 properties with a combined estimated fair market value of \$16.1 million.

Early Transfer Authority: Early Transfer Authority allows the Federal Government to transfer property to non-Federal entities before the completion of environmental cleanup, as long as safeguards are in place to protect human health and the environment.

Lighthouse Program: The National Historic Lighthouse Preservation Act (NHLPA) authorizes RPUD to divest historic lighthouses in partnership with the Coast Guard and the National Park Service. NHLPA recognizes the cultural, recreational, and educational value associated with these historic resources by allowing lighthouses to be conveyed at no cost to Federal agencies, State and local governments, and non-profit organizations that have the resources and expertise to preserve and manage the asset. If a suitable steward is not identified, RPUD is authorized to divest of the property through a competitive public sale. Since the NHLPA program's inception, more than 150 lighthouses around the country have been transferred to new stewards.

Utilization Studies: RPUD provides objective real property reviews for landholding agencies. These asset reviews can be targeted toward an individual asset or a portfolio of assets depending on the needs of the landholding agency. These studies provide critical information to support viable realty strategies.

Online Auctions: For over a decade, RPUD has been efficiently selling surplus properties via a dedicated auction website (realestatesales.gov). This sales method maximizes the sale price because it reaches a larger base of buyers at a lower cost than traditional outcry auctions. In the 5-year period ending in FY 2022, RPUD sold over 400 properties via auction for more than \$550 million in gross receipts.

Reimbursable Services: Certain Federal landholding agencies have their own real estate authority but utilize RPUD to perform realty services on their behalf. RPUD provides these services through interagency agreements, on a reimbursable basis. Services range from the management and execution of all aspects of a disposition project to specific tasks to inform a utilization decision or implement a disposition strategy.

Executive Direction

FY 2024 Budget Request

The FY 2024 request for Executive Direction provides \$26.4 million and 79 FTE, which is a \$1 million increase from the FY 2023 Enacted level. The increase will fund additional PC&B costs related to the FY 2024 pay raise and inflation. The FY 2024 funding will enable GSA to continue to pursue projects that will, among other goals, better leverage data as a strategic asset by improving customer experience, making internal operations more effective and efficient, and continuing to shift from low-value to high-value work. The funding will also support continued planning to address the Administration's priorities; further develop the agency's short-term and long-term post-pandemic workforce and workplace plans; drive whole-of-agency responses to tackle the climate crisis, advance equity, and promote

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economic opportunity; and provide \$3 million to purchase additional electric vehicles and charging stations to support GSA's electric vehicle fleet.

Program Description

This program area supports a variety of general management and administrative activities associated with GSA internal operations. These activities include: (1) the Offices of the Administrator and the Regional Administrators, (2) the Office of Congressional and Intergovernmental Affairs, (3) the Office of Mission Assurance, and (4) the Executive Direction Corporate Account.

The Offices of the Administrator and Regional Administrators are responsible for the execution of all functions assigned to GSA by law and regulation. These Offices are responsible for driving the vision, mission, and values of GSA.

Office of Congressional and Intergovernmental Affairs (OCIA) is the GSA liaison with Congress, State and local governments, foreign governments, and partner Federal agencies. OCIA coordinates meetings and testimony before Congressional Committees, helps Congressional offices resolve issues related to GSA programs and services, supports the GSA legislative program with the Congress, and coordinates reimbursable services through the GSA Working Capital Fund to over 1,400 House-district and Senate-state offices for the Congress. OCIA also facilitates interactions between GSA officials and delegations representing foreign, State, and local governments.

The Office of Mission Assurance (OMA) executes GSA responsibilities during domestic and national security emergencies to aid Federal agencies and State and local governments, supports client agency needs, and restores GSA operations. OMA ensures the continuation of the agency's critical business processes by integrating and coordinating activities across all domains of security (physical, cyber, personnel, and industrial), HSPD-12 credentialing, emergency management, contingency and continuity planning, and disaster response. The OMA continuity mission is authorized by the National Continuity Policy (NSPD-51/HSPD-20) and directly supports GSA responsibilities to recover and perform primary mission-essential functions during a continuity event. Certain OMA activities are funded by the WCF to assure the safety, privacy, and security of GSA facilities, people, and IT assets nationwide.

The Executive Direction Corporate Account funds agency priorities, WCF contribution, regional rent, and security for the organizations under Executive Direction.

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FEDERAL CITIZEN SERVICES FUND

Fiscal Year 2024 Congressional Justification

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Appropriations Language

For necessary expenses authorized by 40 U.S.C. 323 and 44 U.S.C. 3604; and for necessary expenses in support of interagency projects that enable the Federal Government to enhance its ability to conduct activities electronically through the development and implementation of innovative uses of information technology; \$90,000,000 to be deposited into the Federal Citizen Services Fund: Provided, That the previous amount may be transferred to federal agencies to carry out the purpose of the Federal Citizen Services Fund: Provided further, That the appropriations, revenues, reimbursements, and collections deposited into the Fund shall be available until expended for necessary expenses authorized by 40 U.S.C. 323 and 44 U.S.C. 3604 and for necessary expenses in support of interagency projects that enable the Federal Government to enhance its ability to conduct activities electronically through the development and implementation of innovative uses of information technology: Provided further, That the transfer authorities provided herein shall be in addition to any other transfer authority provided in this Act.

Program Description

Every interaction with the public is an opportunity to improve trust in the Government. GSA established the Technology Transformation Services (TTS) in 2016 to design and deliver a digital Government with and for the American people. Empowered by the Federal Citizen Services Fund (FCSF), the TTS enables digital public access to, and engagement with, the Federal Government. Through the FCSF, TTS makes Government services more accessible, efficient, and cost effective with modern applications, personnel, platforms, and software solutions.

The FCSF supports public-facing services and agency-facing programs that drive Government-wide transformation through shared services, platforms, and solutions that save money for taxpayers. The programs funded by the FCSF drive transformation by providing technical expertise to agencies to improve their operations and spur the adoption and improvement of digital services. This appropriation furthers the President's Management Agenda by supporting the *Executive Order 14058 on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government* and making investments in shared services to allow High Impact Service Providers to deliver better customer facing services.

The FCSF appropriation provides for the salaries and expenses of staff and programs authorized by 40 U.S.C. 323 and 44 U.S.C. 3604. Reimbursements from Federal agencies pay for the costs of the services provided on behalf of the agencies such as contact center services. In Section 753 of the FY 2023 enacted omnibus appropriations act, the FCSF received additional authority to collect funding from across the Government, in coordination with the Office of Management and Budget (OMB), to carry out the purposes of the FCSF. The funding

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collected through this authority will be used to support Government-wide and other multi-agency financial, information technology, procurement, and other activities, as well help Federal agencies to take advantage of information technology in sharing information. This additional funding provided to the FCSF through the Section 753 authority will be referred to as “Agency Contributions” for the remainder of this document.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
<i>Appropriated Unobligated Balance, start of year:</i>			
Annual Appropriations (no year)	\$ 11,359	\$ 13,329	\$ 10,179
FCSF and TMF American Rescue Plan (multi-year).....	\$ 146,637	\$ 101,831	\$ 37,886
Total Unobligated Balance, direct, start of year.....	\$ 157,996	\$ 115,160	\$ 48,065
Discretionary authority:			
TMF American Rescue Plan Transfer (multi-year).....	\$ 10,000	\$ 4,500	\$ -
Annual Appropriations.....	\$ 55,000	\$ 90,000	\$ 90,000
Total Appropriated Authority.....	\$ 222,996	\$ 209,660	\$ 138,065
Total Collections:			
Reimbursable Services:			
Reimbursable Unobligated Balance, start of year	\$ 653	\$ 10,278	\$ 15,000
From Federal Agencies.....	\$ 16,556	\$ 70,219	\$ 87,691
From the Private Sector.....	\$ -	\$ -	\$ -
User Fees.....	\$ -	\$ -	\$ -
Gifts from the Private Sector.....	\$ -	\$ -	\$ -
Change in Unfilled Customer Orders.....	\$ -	\$ -	\$ -
Subtotal, reimbursable authority.....	\$ 17,209	\$ 80,497	\$ 102,691
Recovery of prior-year obligations.....	\$ 2,863	\$ -	\$ -
Unobligated balance, reimbursable.....	\$ (10,278)	\$ (15,000)	\$ (16,000)
Unobligated balance, direct.....	\$ (115,160)	\$ (48,065)	\$ 0
Total, obligations.....	\$ 117,629	\$ 227,093	\$ 224,756
Obligations, appropriated (no year).....	\$ 55,755	\$ 97,650	\$ 95,679
Obligations, appropriated (multi-year).....	\$ 54,806	\$ 63,945	\$ 42,386
Obligations, reimbursable.....	\$ 7,068	\$ 65,497	\$ 86,691
<i>Net Outlays.....</i>	<i>\$ 76,625</i>	<i>\$ 181,674</i>	<i>\$ 179,805</i>

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Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	FTE	FY 2022 Actual	FTE	FY 2023 Enacted	FTE	FY 2024 Request
	67	\$48,853	119	\$90,000	145	\$90,000
Program Changes:						
Increase in Salary and Benefits and Contractual Services for the Business Management Portfolio					1.3	\$ 2,648
Increase in Salary and Benefits and Contractual Services for the Innovation Portfolio					4.2	\$ 2,492
Increase in Salary and Benefits and Contractual Services for USA.gov and Vote.gov					5.3	\$ 2,352
Increase in Salary and Benefits, Contractual Services, and Other Support Costs for the Data & Analytics Portfolio					1.8	\$ 2,099
Increase in Salary and Benefits and Contractual Services for the Accelerators Portfolio					4.0	\$ 1,218
Increase in Salary and Benefits for 10x					3.2	\$ 1,138
Increase to transition FTE, Salary and Benefits, and Contractual Services previously funded by the American Rescue Plan Act for the Public Benefits Studio					3.8	\$ 902
Increase in Salary and Benefits for the Secure Cloud Portfolio					1.8	\$ 712
Increase in Salary and Benefits for the MAX.gov PMO					0.8	\$ 258
Decrease in Contractual Services Support for 10x						\$ (1,138)
Decrease in Federal Audit Clearinghouse Support to shift to a fully reimbursable funding model						\$ (1,548)
Decrease in Secure Cloud Portfolio Support to partially fund FedRAMP through reimbursable agency contributions						\$ (11,133)
Subtotal, Program Changes					26.0	\$ -
Total Adjustments					26.0	\$0

Note: TTS is using American Rescue Plan funding to hire term employees in FY 2022, FY 2023, and FY 2024. That funding supports an additional 3 FTE in FY 2022, 18 FTE in FY 2023, and 9 FTE in FY 2024.

Summary of the Request

The rapid pace of digital advancement has made it more vital than ever to deliver trustworthy, secure, and intuitive digital services. Improved standards for digital services have increased the responsibilities for the programs funded by the FCSF, and the public and other Federal agencies increasingly rely on FCSF programs. GSA is requesting \$90 million in appropriations in FY 2024 to support the increased demand for FCSF-funded programs as well as the new programs created in response to Congressional and Administration priorities.

The FY 2024 request repeats the proposal in the FY 2022 and FY 2023 President’s Budget request to remove the cap on the total amount of funding (including collections) available in the fiscal year from the FCSF from the appropriations language. This flexibility is critical to ensure that all of the appropriations, revenues, reimbursements, and collections deposited into the fund are available when needed. The annual cap limits the amount of funding available for services from the FCSF, hampering the capacity to scale the level of support GSA can provide to the public and other agencies.

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The FCSF received broader reimbursable authority via an Administrative provision in the FY 2022 budget which specifically allows GSA to enter into agreements to provide services through the FCSF on a fully reimbursable basis. This authority enables TTS to adequately scale, maintain, and evolve the platforms and programs within the fund to better serve agencies and deliver value for the American people.

GSA will continue to operate Presidential Innovation Fellows and the U.S. Digital Corps within the FCSF as reimbursable programs. In addition, the Federal Audit Clearinghouse (FAC) was moved from Census to TTS in FY 2023. FAC has been funded via agency contributions since 2005, and TTS will begin billing agencies for FAC from the FCSF in FY 2024.

Additionally, TTS is looking to build off the Agency Contributions received in FY 2023 by proposing a \$14 million increase in those contributions in FY 2024, for a total of \$29 million in Agency Contributions.

Of the \$29 million in Agency Contributions proposed in the FY 2024 FCSF budget, GSA plans to use \$16 million to help fund mature, broadly used Government-wide programs. Specifically, these Agency Contributions will be used for the Federal Risk and Authorization Management Program (FedRAMP), and Data.gov. The remaining \$13 million of proposed Agency Contributions will be used to fund TTS support for OMB-designated High Impact Service Provider (HISP) partners.

The Agency Contributions will supplement FCSF appropriations and will encourage the adoption and scaling of TTS-provided shared services. This funding mechanism will help the Federal Government achieve economies of scale and avoid duplicative spending resulting in savings Government-wide.

Key Changes

The FY 2024 budget request is consistent with the FY 2023 enacted level. The appropriated funds will accommodate current demand in FCSF services, evolve capabilities in support of improving the public's experience when interacting with Government, and will accomplish the following objectives:

- **\$2.6 million increase** - to the Business Management Portfolio for the salary and benefit costs of 1.3 additional FTE, contractual services, and other support costs.
- **\$2.5 million increase** - to the Innovation Portfolio for salary and benefit costs of 4.2 additional FTE, contractual support, and other support costs.
- **\$2.4 million increase** - to the Public Experience Portfolio for salary and benefit costs of 5.3 additional FTE, contractual services, and other support costs.
- **\$2.1 million increase** - to the Data & Analytics Portfolio for salary and benefit costs of

1.8 additional FTE, contractual support, and other support costs. In addition to the direct appropriation, \$5.0 million of Data.gov's costs will be funded by Agency Contributions in FY 2024 instead of relying on appropriated funding.

- **\$1.2 million increase** - to fund 4.0 FTE in the Accelerators Portfolio, contractual services, and other support costs.
- **\$1.1 million increase** - to 10x for increased salary and benefit costs for 3.2 additional FTE.
- **\$902 thousand increase** - to transition 3.8 Public Benefits Studio FTE, their salary and benefits, contractual services, and other support costs from American Rescue Plan Act funding to annually appropriated FCSF funding.
- **\$712 thousand increase** - to the Secure Cloud Portfolio for increased salary and benefit costs for 1.8 additional FTE.
- **\$258 thousand increase** - to MAX.gov for increased salary and benefit costs for 0.8 additional FTE.
- **\$1.1 million decrease** - to 10x contractual services to offset the increase in salary and benefits.
- **\$1.5 million decrease** - to the Federal Audit Clearinghouse (FAC) while GSA works with customer agencies to achieve the full cost reimbursement model after the transition of the program from the US Census Bureau.
- **\$11 million decrease** - to reflect the partial transition of the FedRAMP program from using appropriations to Agency Contributions. This shift will allow FedRAMP to continue to scale and support the growth in agency and cloud service provider participation in the program and further automation initiatives to streamline the assessment and authorization process in support of the Administration's "Prioritizing IT Modernization and Cybersecurity" priority and Executive Order 14028, *Improving the Nation's Cybersecurity*.

In addition to supporting increased business volumes and new programs, the FY 2024 request is built to improve the public's experience when interacting with the Government. The requested direct appropriations funding level remains flat from the FY 2023 enacted level and includes funding to support the projected 5.2 percent pay raise for Federal employees.

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Obligations by Object Classification

(Dollars in Thousands)

		FY 2022 Enacted	FY 2023 Request	FY 2024 Request
11.1	Full-time, permanent	\$ 8,147	\$ 19,469	\$ 25,279
11.3	Other than full-time permanent	\$ 1,852	\$ -	\$ -
11.5	Other personnel compensation	\$ 196	\$ 428	\$ 758
11.9	Total personnel compensation	\$ 10,195	\$ 19,897	\$ 26,037
12.1	Civilian personnel benefits	\$ 3,523	\$ 6,814	\$ 10,112
21	Travel and transportation of persons	\$ 25	\$ 494	\$ 632
23.3	Communications and utilities	\$ 61	\$ 3	\$ 3
25.1	Advisory and assistance services	\$ 23,992	\$ 43,174	\$ 30,612
25.2	Other services	\$ 25	\$ 494	\$ 632
25.3	Goods & services from Gov't accounts	\$ 10,988	\$ 19,114	\$ 21,963
26	Supplies and materials	\$ 0	\$ 2	\$ 2
31	Equipment	\$ 45	\$ 8	\$ 8
99	Obligations, appropriated (no year)	\$ 48,853	\$ 90,000	\$ 90,000
	<i>Subtotal, PC&B</i>	<i>\$ 13,718</i>	<i>\$ 26,711</i>	<i>\$ 36,149</i>
	<i>Subtotal, Non-labor</i>	<i>\$ 35,136</i>	<i>\$ 63,289</i>	<i>\$ 53,851</i>
99	Obligations, appropriated (multi-year)	\$ 54,806	\$ 63,945	\$ 42,386
99	Obligations, reimbursable	\$ 7,068	\$ 65,497	\$ 86,691
99	Obligations, available from prior years	\$ 6,902	\$ 7,650	\$ 5,679
99.9	Total obligations	\$ 117,629	\$ 227,093	\$ 224,756
	<i>Full-Time Equivalent (FTE)</i>	<i>67</i>	<i>119</i>	<i>145</i>

Note: FY 2022 Actual appropriated obligations available from prior years include CARES Act obligations. TTS is using American Rescue Plan funding to hire term employees in FY 2022, FY 2023, and FY 2024. That funding supports an additional 3 FTE in FY 2022, 18 FTE in FY 2023, and 9 FTE in FY 2024.

Supporting Administration Priorities

The FY 2024 request funds work that underpins the major tenets of the President's Management Agenda, as well as the methods proposed to achieve those priorities, specifically: strengthening and empowering the Federal workforce; delivering excellent, equitable, and secure Federal services and customer experience; developing and supporting lasting interagency management Communities of Practice; enhancing Federal information technology (IT) and cybersecurity as key enablers of mission delivery; applying Federal data management and data science capabilities; and nurturing a culture of Evidence-Based policymaking and decision-making in Federal agencies. Finally, the FCSF request will enable several programs critical to creating a diverse and talented pipeline of public servants.

Strengthening and Empowering the Federal Workforce

U.S. Digital Corps

In FY 2022, the Federal Government faced an aging technology workforce, with only three percent of tech employees under the age of 30. The U.S. Digital Corps (USDC) recruits and develops diverse, highly-skilled, and mission-driven early career technologists to work across the Federal Government. USDC Fellows serve in diverse information technology roles including software engineering, data science, product management, design, and cybersecurity for two years. The USDC model embeds these recent graduates in other Federal agencies, while they receive professional development, mentorship, and other support from GSA. With its current hiring approach, USDC Fellows are eligible for conversion to the competitive service as career employees after the first year. At the program's conclusion after two years, Fellows can transfer permanently from GSA to their host agencies to continue their careers, strengthening the overall junior and mid-level Federal technology workforce, which has been a long-standing workforce challenge.

In FY 2023, the Digital Corps will hire its second cohort of Fellows from a pool of nearly 1,400 applications—25 percent more than in its inaugural cohort—while continuing to support and grow the 38 Fellows hired in FY 2022 in their second year of work. The inaugural cohort of USDC Fellows exceeded program goals for size as well as diversity, with a highly diverse cohort that is majority female and majority people of color, includes veterans and career changers, and is geographically distributed across the United States. Eighty three percent of the first class of Fellows are first-time Federal employees. The second cohort is anticipated to be larger than the first, allowing USDC to expand its impact and continue testing program design hypotheses that support a high-volume early-career technology talent pipeline for the entire Federal Government.

FY 2023 will show that USDC is building on the early successes in its pilot year—when it received over 1,000 applications and agency requests for over 160 Fellow placements, and placed 38 Fellows across 12 Federal agencies. The U.S. Digital Corps will continue to support agencies in key impact areas, including administration priorities such as customer experience, equity, cybersecurity, and open science. To date, over 65 offices have requested a total of 170 Fellows — showing that there remains significant demand for early-career technology talent provided by the Digital Corps. The program will continue to hire additional staff to support a growing number of Fellows, while optimizing the level of support Fellows require. In the long term, at a steady state scale, the U.S. Digital Corps will be able to bring hundreds of early-career technologists into Federal service each year by building a sustainable entry point for recent graduates and career changers with a pathway to permanent positions.

USDC is not requesting FCSF funding for FY 2024 as it operates as a reimbursable model paid for by agency fees, with initial program seed funding provided by the American Rescue Plan through the end of FY 2024.

Presidential Innovation Fellows

For over a decade, the Presidential Innovation Fellows (PIF) program has been the premier source of technology and innovation talent for the Federal Government. This highly competitive fellowship program recruits a diverse pool of senior and executive level technologists every year to embed in Federal agencies as entrepreneurs-in-residence and strategic advisors. Alongside their agency partners, PIFs advise, prototype, and scale solutions using industry best practices across data science, design, engineering, product, digital strategy, and systems thinking.

PIF is not requesting appropriated funding for FY 2024 as it operates as a reimbursable model paid by agency fees.

MAX.gov Shared Services

MAX.gov is an integrated suite of tools and shared services for cross-agency activities, including partnerships among Federal, State, local, Tribal, and other trusted partners. MAX.gov was initially developed for use by OMB's Budget Systems Branch (BSB) and the agency budgeting community in 2007 to meet the need for dynamic and flexible solutions for cross-agency authentication, collaboration, data collection, and analytics. MAX.gov capabilities and external customers have grown significantly over the past 14+ years and now include over 250,000 active users and a suite of 18 capabilities.

GSA will transition MAX.gov, MAX Authentication, from OMB to GSA, and will have created a funding approach, technical solution, and necessary authorities required to meet present-day agency needs.

Digital.gov

Digital.gov empowers Federal employees to deliver better digital services by organizing Government-wide Communities of Practice (CoP) to support and champion their work, providing centralized access to resources for creating digital services and complying with associated Federal web policy requirements, and collaborating on the development of digital guidance with Federal partners. Digital.gov partners with other TTS and GSA programs including the Presidential Innovation Fellows, the IT Modernization Centers of Excellence, and 18F, to produce collaborative resources and events that reach across the Federal space.

Digital.gov convenes seven Communities of Practice that provide guidance and discussion on digital services creation and related topics and policies such as plain language, accessibility, and the Paperwork Reduction Act. In FY 2022, membership in the CoPs grew by 17 percent from 8,349 to 9,748 members. More than 11,000 individuals attended Digital.gov events, and Digital.gov received more than a million page views.

In FY 2024, Digital.gov will continue to recruit new leads for the CoPs and engage with CoP members to research innovative ways to improve customer experience and make it easier for Federal workers to access and use resources and leverage communities. Digital.gov will focus on revamping best practice resources to drive improved agency adoption of the 21st Century Integrated Digital Experience Act (21st Century IDEA).

HISP Agency Contributions

The FCSF FY 2024 budget proposes to use \$13 million in Agency Contributions to fund targeted projects mutually agreed upon by Agencies, OMB, and GSA to support improvement efforts outlined in HISP FY 2024 CX Action Plans, building on discovery work GSA and agency teams have completed in FY 2022 and FY 2023. This funding will allow GSA to commit its staff to work alongside agency HISP staff, delivering targeted improvements to priority services while building HISP staff capacity to continually improve customer experience outcomes through new approaches.

OMB has identified the following agencies for customer experience investments via this line of funding for FY 2024. No direct appropriations are impacted.

Agency	HISP Contributions
DOI	\$2,500,000
DOL	\$4,000,000
DHS (TSA)	\$500,000
USDA	\$3,000,000
USAID	\$1,000,000
HUD	\$2,000,000

Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience

USAGov

USAGov makes it easier for the public to find and understand the Government services and information they need— anytime, anywhere, any way they want. Through an omnichannel approach, the portfolio aggregates information from across the Government around different topics and answers the public’s most pressing questions in both English and Spanish. That’s why USAGov is known as the front door to Government information and services. The USAGov platform includes: 1) the official English and Spanish language websites for the U.S. Government: USAGov and USAGov en Español; 2) the national contact center at 1-844-USA-GOV1, and 3) a robust public engagement program consisting of digital outreach channels like email and social media in English and Spanish. USA.gov is an OMB-designated High Impact Service Provider (HISP) under the “Improving customer Experience (CX)” Executive Order.

At the end of FY 2022, TTS launched beta.usa.gov and beta.usa.gov/es, the newest iterations of USA.gov and USAGov en Español. These sites represent a complete overhaul of public-facing content, enable the development of interactive tools and guides, and are built on more secure and modern infrastructure. The newer version of the websites are intended to drive referrals to agencies by improving the organization and presentation of benefits information and ensuring the websites have the infrastructure to serve as the modern “Federal Front Door” as envisioned in Executive Order 14058, “Transforming Federal Customer Experience and Service Delivery To Rebuild Trust in Government.” Additionally, work done to increase the findability and usability of the information on the beta sites is expected to make it easier for commercial search engines to surface vital Government information to the public.

In FY 2024, USAGov will continue to play a key role in the Administration's efforts to improve the delivery, efficiency, security, and effectiveness of Government programs, with a commitment to advance equity and enhance the lives of those who have been historically underserved by the Government.

The FY 2024 request provides resources to continue to grow and maintain the newly reimagined USA.gov and USAGov en Español. In FY 2024, the USA.gov and USAGov en Español's beta sites will have graduated from beta status. USAGov will experiment with new interactive tools and functionality, such as accessible voice technology, and conduct further exploration in the creation of content standards for Federal web content, as well as in the Life Experiences space, better structuring benefits content to be more useful and accessible around key moments in people's lives. These experiments and the data USAGov gains from them will inform future feature development and increase the efficiency and effectiveness of Government digital services. USAGov also plans to conduct additional outreach campaigns in FY 2024 to increase public engagement with the new features and functionalities available on the websites.

The FY 2024 request includes additional funding for increased salary costs of FTEs hired in FY 2023 and additional contractual services. These new FTE and contractual services directly support the work of the Customer Experience EO, the President's Management Agenda and the EO on Advancing Racial Equity in order for USAGov to continue to experiment, grow and expand the reimagined websites and deliver improved customer experience for everyone.

Vote.gov

Vote.gov directs the public to official Federal and State government information on voting and elections. The site helps users learn about the election process, voter ID requirements, and how to register to vote in their state of residence.

Executive Order 14019, *Promoting Access to Voting*, directs GSA to modernize and improve the user experience of Vote.gov, which includes complying with accessibility standards, language translation services, and other modernization related to the 21st Century IDEA.

Vote.gov currently meets Section 504 and 508 compliance requirements. As functionality is added to the website, Vote.gov will continue to remain compliant while expanding the holistic experience of voter registration. Additionally, Vote.gov provides translations in all language groups covered under section 203 of the Voting Rights Act, and plans to expand to more languages. Further, as part of its modernization, Vote.gov will ensure continued compliance with all requirements of the 21st Century IDEA.

In FY 2024, Vote.gov will provide a modern and secure website to handle an anticipated increase in usage by the public for trustworthy voter registration information. Additionally,

Vote.gov will perform outreach activities to the public, especially underserved and limited English proficiency (LEP) populations, and leverage collaborations with other organizations to make them aware of Vote.gov's services.

Search.gov

Search.gov is a search engine service used by one-third of Federal domains. It provides a high-quality, standard search experience for the public as they interact with different Government websites. In 2022, Search.gov powered more than 280 million searches across one third of Federal domains. These search experiences allow the public to access everything from broad, all-of-government content to highly specific resource collections in more than 65 languages. This broad use gives insight into the services and information the public needs, and the ways in which people seek it out, which is invaluable data as the Government strives to implement customer-centric mandates like Executive Order 14058, Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

The public benefits in tangible ways from this Government-driven, civic-minded search engine. Always working in the public's interest, Search.gov can be relied on to provide a consistent, effective, and trustworthy experience in locating much needed help.

In FY 2023, Search.gov will release faceted search to allow the public to more easily find the information they are looking for by narrowing down their search results using checkboxes. Additionally, Search.gov will further expand multilingual search support to promote more equitable access to Government information and services. Later in FY 2023, Search.gov will begin work on synonym handling, so that people will be better able to locate what they need even when their understanding of it doesn't line up with how the information is conveyed by the agency.

The FY 2024 request includes appropriated funds to increase adoption to new departments and agencies. Greater market share will ensure better feedback loops for customer experience, revealing both trends in needs and search behavior during major life events and allowing agencies to continuously improve services and communication. By implementing a flexible system that agencies can adopt easily, Search.gov has reduced costs for commercial search results, serving major websites such as VA.gov, Justice.gov, Commerce.gov, and beyond. With greater market share, Search.gov will be able to improve search experiences and reduce the cost of search even further Government-wide.

Search.gov supports agencies in complying with the 21st Century IDEA, the OMB Policies for Federal Websites (M-17-06), the Zero Trust Strategy (M-22-09), and the Federal Internet Portal (44 USC Section 3501 204). To better support agencies in the implementation of the 21st

Century IDEA, in FY 2024, Search.gov will explore ways to improve access to Government information, including standards for structuring information across agency websites.

Federal Audit Clearinghouse

The modernization of the Federal Audit Clearinghouse (FAC) began in FY 2022 using ARP funding. The FY 2023 FCSF request included a request for FAC which is being used along with ARP funds to complete a minimum viable product. The transfer of responsibility for FAC from the Census Bureau to GSA is effective October 1, 2023.

In FY 2024 GSA will rely on a reimbursable agency funding model, supplemented with ARP funds for minor development to fund FAC. Based on agency partner and public stakeholder priorities, GSA will oversee improvements to the FAC in support of continuous improvement to the grants management business process, transparency over financial assistance spending, and leverage data as a strategic asset as codified in the Federal Funding Accountability and Transparency Act (FFATA), as amended by the Digital Accountability and Transparency Act (DATA Act), and the Grants Reporting Efficiency and Agreements Transparency Act (GREAT Act) and as referenced in OMB Memoranda M-19-16, *Centralized Mission Support Capabilities for the Federal Government*, and M-22-02, *New Financial Assistance Transparency Reporting Requirements*.

Section 508

The GSA's Office of Government-wide Policy is tasked with the responsibility of supporting Section 508 programs across Government, to ultimately ensure the accessibility of information and communication technologies for individuals with disabilities. In this capacity, they provide a full range of support services: policy and acquisition assistance, content strategy, design and development, testing, training, tools, and events.

In FY 2023 and FY 2024, GSA will use appropriated FCSF funding to support the Section 508 PMO to fully maximize the inherent relationship between FSCF-funded services (e.g., U.S. Web Design System, Search.gov, etc) and the important mission of the Section 508 PMO.

Feedback Analytics

TTS' Feedback Analytics Program is the primary shared service through which agencies collect, validate, and report quantitative and qualitative customer feedback. The program provides a lightweight, Paperwork Reduction Act (PRA) – friendly, digital customer experience tool which helps agencies measure their performance, create cross-agency benchmarks, and reduce the burden on the public – all of which fulfill requirements outlined in Section 280 of OMB Circular

A-11. This shared service offering is a simple, flexible, and convenient way to collect customer feedback, allowing agencies to focus on serving customers rather than managing surveys.

More than 900 instances of Touchpoints forms have been deployed across 80 agencies, with 500 users active within the last 3 months. More than 1.5 million responses have been recorded since program inception in early 2020, informing agencies of how their services and products are being experienced by users. Customer feedback data is critical to effective customer service improvement, decision-making, and performance reporting across Government. Data Collections supported by the Touchpoints application are central to the success of the Customer Experience Cross Agency Priority Goal, OMB Memo A-11, Section 280, and Executive Order 14058. The FY 2024 request includes appropriated funding to continue supporting this program.

U.S. Web Design System

The US Web Design System (USWDS) provides agencies a toolkit for common web components and patterns, making it easier to build accessible, inclusive, mobile-friendly websites that deliver great user experiences and comply with 21st Century IDEA and Section 508. 21st Century IDEA was signed into law in December 2018 and aims to improve the digital experience for the public and reinforce existing requirements for Federal public websites. Section 3(e) of 21st Century IDEA requires agencies to comply with TTS' website standards and use the U.S. Web Design System.

Almost 100 Federal agencies used the U.S. Web Design System (USWDS) to build 446 accessible, mobile-friendly Government websites in FY 2022.

In FY 2022, GSA released USWDS 3.0 with a more modular structure and modernized stylesheets. USWDS also released guidance on 17 common high-value interactions, such as navigating complex forms and entering user profile information. GSA completed an Inclusive Patterns guide with funding from the American Rescue Plan to develop tools and guidance for designing common tasks associated with transactional services such as applying for benefits to help the Federal Government provide customers a more equitable experience with respect to race, ethnicity, religion, income, geography, gender identity, sexual orientation, and disability.

The FCSF FY 2024 request includes funding to further develop components, patterns, design tokens, and utilities related to branding and digital experience. This work will help agencies meet the requirements of 21st Century IDEA.

Digital Analytics Program

Digital Analytics Program (DAP) offers web analytics tools, support, and training to Federal agencies. This program allows the Federal Government agencies to assess the performance of digital products and determine what content is most effective when communicating with the public – across more than 6,000 Federal websites and 32 billion page views. DAP has been used by more than 3,500 Federal agency staff. DAP allows agencies to track and measure opportunities for streamlining and improving the usability of Government websites, and is recognized as a best practice by the web standards mandated in the 21st Century IDEA. In addition, OMB M-17-06 *Policies for Federal Agency Public Websites and Digital Services* mandates Federal agencies' use of DAP on public-facing websites. In FY 2022, DAP played an integral role in the success of covidtests.gov by allowing the public to see over 1 million visitors concurrently applying. In addition, DAP has prepared and nearly completed code to migrate to GA4, which will replace Google Analytics in 2023. In FY 2023, DAP plans to redesign analytics.usa.gov, complete the migration to GA4, and offer agencies access to the DAP data via an external datastore.

In FY 2024, DAP will continue improvements to analytics.usa.gov, focusing on expanding access to public web analytics data and explore how to better meet the growing analytic demands of Government and strengthen privacy protections.

The FY 2024 request includes appropriated funding to continue supporting this program.

Site Scanning

The Site Scanning program performs a wide range of automated scans of public Federal websites to capture data about website health, policy compliance, and best practices including security, privacy, discoverability, analytics, and performance. The service offers access to data describing characteristics of the Federal web presence, including adoption of the Digital Analytics Program, the US Web Design System, Search.gov, search engine optimization, utilization of third party services, and more.

The FY 2024 request includes appropriated funding to continue supporting this program.

User Research Operations

The TTS Research Ops program is directly aligned to the Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government. The TTS Research Ops program ensures that empirical customer research is done consistently and will perform a wide range of tasks involved with doing research including participant management,

knowledge management, data governance, research training and competency. This is an opportunity to identify approaches to supporting user research at scale at TTS and as a shared service to Government agencies. The FY 2024 request includes appropriated funding to continue developing this critical capability.

Challenge.gov

Challenge.gov is the hub for federally sponsored prize competitions and challenges. A decade ago, the passage of the America COMPETES Reauthorization Act (P.L. 111-358) “authorized Federal agencies to award prizes competitively to stimulate innovation that has the potential to advance an agency’s mission.” COMPETES mandated that GSA “facilitate the use of prize competitions across Federal Government” and OMB’s M-10-11 Memorandum specified that “GSA will make available a web-based platform for prizes and challenges within 120 days,” driving the creation of Challenge.gov, a platform and a program that allows the Federal Government to directly crowdsource innovation and solutions to important problems from the public via prize competitions. These competitions address a vast array of topics like renewable energy, maternal and child health, autonomous vehicles, inclusive transportation, workforce development, agriculture, and the future of education. Prize authority granted through COMPETES allows for innovative sourcing outside of the more traditional mechanisms that are governed by the Federal Acquisition Regulations (FAR) and lower barriers to entry to promote rapid engagement between public sector innovators and the Federal Government.

GSA provides the platform at no cost to Federal agencies, and in the past decade Challenge.gov has hosted more than 1,650 prize competitions sponsored by 100+ Federal agencies.

In FY 2022, Challenge.gov launched a new dynamic platform and hosted 126 prize competitions from 17 agencies offering a total prize purse of more than \$105.4 million, plus many non-monetary awards. In the past year, public interest and awareness of Challenge.gov has generated over 5,000 new public solver accounts, more than 20,000 challenge follows and over 2,500 submissions to challenges hosted on the platform. GSA provides the Challenge.gov platform at no cost to Federal agencies as a shared service enabling prize managers to easily create and manage competition content and also allows members of the public to directly participate in and submit solutions. The Challenge.gov program office also provides guidance and support for Federal employees seeking to use prize authority via the Challenge and Prize Community of Practice (CoP).

The FY 2024 request includes appropriated funding to continue to support development of the Challenge.gov platform, and to support alignment with other open Government offices and projects in TTS.

CitizenScience.gov

CitizenScience.gov features case studies and a toolkit that outlines the basic processes for planning, designing, and managing a crowdsourcing or citizen science project. The Crowdsourcing and Citizen Science Act (15 U.S.C. §3724), included as part of the American Innovation and Competitiveness Act of 2017 (P.L. 114-329), established that GSA "...shall, at no cost to Federal science agencies, identify and develop relevant products, training, and services to facilitate the use of crowdsourcing and citizen science projects under this section, including by specifying the contract vehicles and organizational platforms to enhance the ability of Federal science agencies to carry out the projects under this section." To satisfy this requirement, GSA established CitizenScience.gov to provide support, training, and resources for Federal crowdsourcing and citizen science coordinators.

The platform hosts a catalog of federally-supported projects that engage the American public in addressing societal needs and accelerating science, technology, and innovation.

The Challenge.gov and CitizenScience.gov programs work closely with the White House Office of Science Technology and Policy and agency partners to support data collection for the Implementation of the Federal Prize and Citizen Science Authority Report Strategy, a Congressional requirement.

The FY 2024 request includes appropriated funding to continue to support alignment of CitizenScience.Gov with other open Government offices and projects in TTS.

10x

GSA believes that in order to truly transform Government technology, programs must take a full scale approach to change. Beyond development and delivery, there is an opportunity to be more agile in the selection, prioritization, and funding of new ideas.

The 10x program is an incremental investment program designed to support and develop ideas from Federal employees about how technology can improve the public's experience with the Government. From FY 2015 to FY 2023, the program has received over 1,550 ideas from 219 agencies and has funded 286 projects, for a total of \$28.2 million dollars invested in new, innovative solutions to improve Government. Through its rigorous evaluation process and gated approach, 10x has funded several Government-wide products that help agencies avoid costs and provide a best-in-class customer experience. 10x provided seed funding for tools such as Login.gov, (which provides authentication to well over a million customers); the SORN (Systems of Records Notices) Dashboard, which consolidates compliance documentation for privacy officers across Government at an estimated savings of over \$2.5 million per year; and U.S Notify, an opportunity to better leverage notifications to help the public get status updates on

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Government programs and services. 10x has published over 270 research briefs, with a prospectus covering topics from AI, data sharing, equitable delivery, benefits administration, and more.

10x invests in projects using a radically different approach, where investments are made incrementally -- with gated funding only granted as projects prove their merit and justify further investment. This approach prevents 10x from investing valuable tax dollars in cumbersome and protracted technology projects, and has been recognized nationally and internationally by such groups as the Organization for Economic Cooperation and Development and the American Council for Technology and Industry Advisory Council.

The selected projects from this program support the Administration's priorities and legislative mandates, such as the 21st Century IDEA, OPEN Government Data Act, Executive Order 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*; Executive Order 14008, *Tackling the Climate Crisis at Home and Abroad*; and Executive Order 14058 *on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*.

10x efforts align with the "Modernizing Public-Facing Websites, Digital Services, and Records Management", "Advancing Equity through the Federal Government", "Tackling the Climate Crisis," and "Prioritizing IT Modernization and Cybersecurity" priorities. The FY 2024 request is consistent with the FY 2023 enacted level to continue these activities.

Public Benefits Studio

The Public Benefits Studio works with current programs across GSA and across Government to simplify the public experience of navigating Government programs that help low income families and individuals. The Studio develops and supports adoption of technology tools, best practices, and improved policies in collaboration with benefits programs and service delivery experts to enable more effective delivery of public benefits.

The Studio affords both testing new ideas and products in the benefits space, and sustains and operates those that prove successful. Through FY 2023 and FY 2024, the Studio will explore opportunities to close the gap in adoption of plain-language, multi-channel/text notifications, starting by piloting a digital notifications service, which is currently called U.S. Notify.

This program closely aligns with the Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government* and *President's Management Agenda* in support of delivering excellent, equitable, and secure Federal services and customer experience to the public. The FY 2024 request includes appropriated funding to continue supporting this program.

Accelerate Federal Information Technology and Cybersecurity as Key Enablers of Mission Delivery

The Federal Risk and Authorization Management Program (FedRAMP)

FedRAMP is a Government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. This program makes it easier for shared service providers and small companies to meet requirements for multiple agencies; historically about 30 percent of authorized vendors are small businesses. FedRAMP enables agencies to avoid spending duplicative funds for security-related costs as well as saving valuable time by establishing an “authorize once, reuse many times” security program. As of January 2023, over 294 unique cloud offerings have gone through the FedRAMP process and have been reused over 5,100 times across the Federal Government. Through the lifetime of the program, it is estimated that the program has helped the Government avoid over \$700 million in one-off Agency assessment and authorization costs.

Building on the role FedRAMP plays in securing cloud technologies, GSA is partnering with agencies and industry to identify new ways to approach security authorizations to increase efficiencies, incorporate automation, reduce the time to market, and minimize cost. As an example, FedRAMP continues to partner with stakeholders and the National Institute of Standards and Technology (NIST) to refine and deploy the Open Security Controls Assessment Language (OSCAL) to automate FedRAMP’s security materials into a standardized machine-readable language. Additionally, FedRAMP intends to address current critical business processes across the program through seeking end-to-end automation solutions to increase efficiencies. These improvements will provide the vendor and agency community the ability to reduce time and costs associated with manual, labor-intensive processes that exist today.

The program continues to experience growth in new products achieving FedRAMP authorization year after year (almost a 20 percent increase in FY 2022 alone) due to increased Agency and Cloud Service Provider participation. As part of the National Defense Authorization Act (NDAA) in FY 2023, the “FedRAMP Authorization Act” was established that codified the program as the authoritative standardized approach to security assessment and authorization for cloud computing products and services that process unclassified information. Additionally, as part of this legislation, GSA established the Federal Secure Cloud Advisory Committee to ensure the effective and ongoing coordination of agency adoption, use, authorization, monitoring, acquisition, and security of cloud computing products and services to enable agency mission and administrative priorities. In FY 2024, GSA plans on using direct appropriation as well as collecting \$11 million in Agency Contributions to fund FedRAMP’s continuous effort to scale and support the growth in agency and cloud service provider participation in the program and further automation initiatives to streamline the assessment and authorization process.

Development Tools/Software Factory

This effort will pilot a set of tools and processes that enable TTS software developers to securely deploy and manage code without having to build their own systems, allowing teams to build digital services faster and with less burden and be more responsive to agency and user needs. This initial internal step is also aligned with Congressional priorities for the FY 2023 Appropriations report language encouraging GSA to “review and consider the Department of Defense Software Factory approach across Federal civilian agencies to further accelerate adoption of modern technology.”

The FY 2024 request includes appropriated funding to continue developing critical software delivery capabilities across TTS first explored with American Rescue Plan funding.

API.Data.gov

API.data.gov is a shared service providing Application Programming Interface (API) management features to Federal agencies, including API analytics and API keys. APIs are a way for agencies to share data in machine readable formats, which empowers external application developers to leverage Government data and services. API.data.gov's service provides tools to make it easier for agencies to launch, secure, and manage their API programs, along with API analytics, which allow agencies to understand how their APIs are being used. The service currently supports about 133 API programs across 23 agencies. The FY 2024 request includes appropriated funding to continue supporting this program.

Strengthen Federal Data Management and Data Science Capabilities

Data.gov

Data.gov is the Federal Government's open data catalog. The Data.gov site provides access to datasets from across the Government on subjects such as health, education, climate and public safety, among others. The OPEN Government Data Act ([Public Law 115-435](#)) requires GSA to maintain a central Federal catalog, and for Federal agencies to make datasets available in an open, machine-readable format for inclusion in Data.gov.

A unified, searchable data catalog helps researchers, students, entrepreneurs, and the general public in making discoveries, building businesses, and making informed consumer choices. In addition to the catalog, Data.gov provides shared tools for agencies to assist them in achieving the goals of the OPEN Government Data Act. This law also tasks Data.gov with building and managing a “repository of tools, best practices, and schema standards” in collaboration with OMB and the Office of Government Information Services.

In FY 2023, Data.gov will launch a redesigned home page geared toward the most common uses of the site, implement additional enhancements to meet accessibility and usability requirements of 21st Century IDEA, and make improvements to the technology behind the catalog to improve the harvesting of metadata from agency sources to meet the requirements of the OPEN Government Data Act. Data.gov will also update the online repository of tools, guidance, and policies related to open data at resources.data.gov.

In FY 2024, Data.gov will expand on efforts to make the site more useful and responsive to the needs of public users. Data.gov will improve the search experience to help users more quickly find the datasets they need and develop new ways of presenting data through curated views or other frameworks as identified through user testing. Data.gov will also develop automated means sharing metrics that assist both public users and agency partners. The enhancements to Data.gov will improve the customer experience of public users and assist agencies in their efforts to make better use of their data.

The FCSF FY 2024 budget proposes using an estimated \$5 million in Agency Contributions to grow this program, enabling TTS to collect partial support for the program from agencies using reimbursable agreements as opposed to relying solely on direct appropriations as in FY 2023.

Open Government Secretariat

The Open Government Secretariat (OGS) is the PMO established in FY 2023 to support Government-wide open Government efforts with a particular focus on the Open Government National Action Plan (NAP). GSA serves as the primary point of contact for Government-wide Open Government efforts and coordinates across stakeholders and sectors including key agencies offices, civil society groups, the public at large, and outside groups and institutions, including the Open Government Partnership. GSA supported the development of the 5th National Action Plan (NAP), which was published in December 2022.

In FY 2024, OGS will coordinate with agency partners and stakeholders in their work on delivering on the commitments of the 5th NAP. As the NAP is based on commitments over two year cycles, in FY 2024, OGS will support efforts on building on the results of the 5th NAP and participate in the planning for the next round of open Government commitments for the subsequent National Action Plan.

American Rescue Plan Act of 2021

The American Rescue Plan Act signed by President Biden on March 11, 2021, delivered essential relief to families and communities hit hardest by the pandemic. It focused critical resources to strengthen the technology infrastructure Federal agencies use, including \$150 million for the FCSF.

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In FY 2023, the TTS ARP portfolio grew to include over 40 initiatives totaling more than \$145 million. While ARP investments initially focused on immediate needs related to recovery and rebuilding from the COVID-19 pandemic, additional opportunities continually emerge to strengthen how the Government designs and delivers the digital services the public increasingly relies on and expects. As such, TTS is also investing heavily in reimagining how the Government can improve long-term digital service delivery for the public.

ARP investments include new TTS programs like the US Digital Corps and Public Benefits Studio, as well as enhancements to longstanding programs like FedRAMP, search.gov and USA.gov. In FY 2024, the ARP program support office will focus on oversight, monitoring, and support for investments, and complete plans for activities' responsible transition from ARP funding to other sources where applicable.

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TECHNOLOGY MODERNIZATION FUND
Fiscal Year 2024 Congressional Justification

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Appropriations Language

*For carrying out the purposes of the Technology Modernization Fund, as authorized by section 1078 of subtitle G of title X of the National Defense Authorization Act for Fiscal Year 2018 (Public Law 115-91;40 U.S.C. 11301 note), **\$200,000,000** to remain available until expended.*

Program Description

The American public expects their Government's technology to keep up with the simple, seamless, secure transactions they are used to when they interact with leading private consumer experiences. Every interaction between the Government and the public is an opportunity to demonstrate that we can deliver on that expectation and increase the public's trust in Government. This is especially true when the impact is high or people are going through a life experience where they have to interact with multiple agencies in order to access the services they rely on.

Federal agencies are putting people at the center of everything Government does, creating a vision for better service delivery based on the public's life experiences rather than siloed funding streams or organizational structures. The Technology Modernization Fund (TMF) is an innovative investment program transforming the way agencies deliver these accessible, secure, people-first services to the American public. Cybersecurity, customer experience, and a shared need to modernize technology across Government are top investment priorities.

The National Defense Authorization Act for Fiscal Year 2018 (Public Law 115-91), Subtitle G—Modernizing Government Technology (MGT) Act, Section 1078 established the TMF and Technology Modernization Board (TMF Board or Board). The TMF is administered by the U.S. General Services Administration (GSA) in accordance with recommendations made by the interagency TMF Board established by the MGT Act. The Board is chaired by the Administrator of the Office of Electronic Government and comprises six additional voting members, delineated in the Act, possessing expertise in IT development, financial management, cybersecurity, privacy, and acquisition. Additionally, alternate Board members provide further expertise and can stand in as a voting Board member. The MGT Act authorizes the TMF to transfer appropriations and collections in the TMF to other agencies as determined by the TMF Board. The American Rescue Plan Act of 2021 (Public Law 117-2) added an additional \$1 billion appropriation to the TMF.

In its first five years, the TMF has become a critical component in driving digital transformation across the Federal enterprise. It can be difficult for agencies to fund large, multi-year modernizations or to address urgent cybersecurity needs within their annual IT budget. The TMF represents an innovative model for funding and overseeing IT modernization projects since it a) relies on technical experts to review requests and oversee performance; b) invests money in smaller, incremental amounts based on the value being delivered; c) allows agencies to request money in a way that is better aligned with the fast pace of change in technology,

especially around cybersecurity; and d) provides agencies with more flexible repayment terms and incentivizes the development of shared and reusable services across Government.

The TMF emphasizes an agile, iterative approach to systems development, and gathers information on technology solutions as they are deployed to ensure they are capable of delivering results. This approach leads to faster adoption of modern digital tools and saves taxpayer money. Beyond the funding, the TMF Program Management Office (PMO) at GSA partners with agencies every step of the way – pre-proposal through project completion – and takes an integrated, hands-on approach to technology modernization.

Good technology is critical to implementing good policy and serving the American public, so it is essential to invest in modernization nimbly and effectively. The TMF Board, TMF PMO, and the Office of Management and Budget interrogate proposals to ensure they are technically sound and have executive support, and project teams are able to successfully execute on the vision. The Board ensures accountability and improved outcomes through quarterly reviews and incremental funding as projects achieve milestones and demonstrate progress. The TMF is a catalyst to show what's possible across Government – and to scale lessons learned.

Ultimately, retiring or modernizing vulnerable and inefficient legacy IT systems will make agencies more secure and yield savings in time and budget. Absent immediate action, the cost to operate and maintain legacy systems will continue to grow while cybersecurity vulnerabilities and other risks grow. As a means of addressing these pressing challenges, sustained investment in the TMF is an important step in changing the way the Government manages its IT portfolio.

Summary of the Request

The TMF is on track to allocate the vast majority of current funds, including \$1 billion received from the American Rescue Plan, by the end of 2023. The FY 2024 request for the TMF is \$200 million for investments in projects selected by the Board, and for services and work related to the administration of the Fund. Despite the TMF's far reaching impacts, this amount represents only a little more than one percent of the portion of the U.S. Government's annual IT spending that is dedicated to modernization.

In the last two years, the TMF has increased its annual investment rate more than tenfold. The Fund currently manages more than \$650 million worth of systems upgrades and modernization projects totaling 38 investments across 22 Federal agencies, and has received and reviewed more than 220 proposals totaling about \$3.5 billion in funding demand. Absent additional appropriations, the TMF will continue shepherding investments with available resources, but will not be able to tackle large-scale investments needed to advance policy priorities nor meet the significant demand shown for the Fund.

Although many of the investments are still actively underway, the TMF investment approach results in improved outcomes and enables agencies to get meaningful results. Agencies and the public are seeing dramatic, measurable impact from the investments.

Examples include:

- Processing 176% more H-2A VISA certifications processed daily, saving \$2 million in annual administrative expenses at the U.S. Department of Labor.
- Inspecting 64 billion pounds of produce annually using a new streamlined system at the U.S. Department of Agriculture.
- Collecting \$90 billion in duties, taxes, and fees annually using a modernized system at the U.S. Customs and Border Protection, and saving over \$30 million a year once their 30-year-old system is retired.
- Supporting the National Archives and Records Administration in enabling 1 million veterans to request and receive fully digital service records.
- Working towards strengthening the security of data and privacy protections for:
 - 100 million students and borrowers that the Department of Education supports.
 - 2 million civilian Federal employees in OPM's systems.
 - Hundreds of facilities under the jurisdiction, custody, and control of GSA.
 - Millions of veterans using VA's digital services.
 - 70 million retirement and disability beneficiaries and their families served by the Social Security Administration.
 - 800 national security users of Treasury's classified information sharing network.
 - Thousands of U.S. Agency for Global Media's reporters stationed in high-risk areas around the world, their sources, and the global media affiliates that rely on their news and information.

The work of the TMF will continue to focus on improving cybersecurity through supporting zero trust architecture, replacing outdated standalone legacy systems with shared services, and improving customer experience for Americans in need of Government services.

The TMF is uniquely positioned to demonstrate what agencies can deliver right now to securely meet customer needs, and will require dedicated funding to support this work to drive the level of impact the American people deserve.

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(Dollars in Thousands)

Investments under the American Rescue Plan	
Projects Approved by the Board FY 2021 Projects	Project Allocations
U.S. Office of Personnel Management Zero Trust Networking	\$ 9,900
U.S. Department of Education Zero Trust Architecture	\$ 20,000
U.S. General Services Administration Login.gov	\$ 187,050
U.S. Department of Homeland Security Southwestern Border Technology Integration Program	\$ 50,000
U.S. General Services Administration MAX.gov Transition	\$ 14,500
U.S. General Services Administration Advancing Zero Trust	\$ 29,802
Classified Projects*	\$ 52,065
FY 2021 Projects Subtotal	\$ 363,317
Projects Approved by the Board FY 2022 Projects	Project Allocations
U.S. Corporation for National and Community Service (AmeriCorps) Grants Management Modernization	\$ 14,000
U.S. Department of Labor PERM Visa Modernization	\$ 7,221
U.S. Agency for International Development Zero Trust Architecture	\$ 5,688
U.S. Department of Agriculture Network Modernization (USDANet)	\$ 64,000
U.S. Federal Trade Commission Multi-Cloud Security Operations Center	\$ 3,990
U.S. Department of Homeland Security Information Sharing Modernization	\$ 26,950
U.S. National Archives and Records Administration High Value Asset (HVA) Mission Essential Systems	\$ 9,133
U.S. Department of Agriculture Network Monitoring, Detection, and Response	\$ 4,407
U.S. Department of Veterans Affairs Veteran Identity Modernization	\$ 10,550
U.S. Postal Regulatory Commission IT Modernization	\$ 4,045
U.S. Selective Service System Registration and Verification Modernization	\$ 5,989
FY 2022 Projects Subtotal	\$ 155,972
Projects Approved by the Board FY 2023 Projects	Project Allocations
U.S. Social Security Administration Personal Data Security for Public Benefits Processing	\$ 23,300
U.S. Agency for Global Media Improving IT Security with Zero Trust Architecture	\$ 6,200
U.S. Department of the Treasury Secure Cloud National Intelligence Sharing	\$ 11,145
U.S. Agency for International Development Project Campfire	\$ 5,917
U.S. Railroad Retirement Board Citizen-Centric Online Self-Services	\$ 8,695
U.S. AbilityOne Commission Development of the Next Generation Procurement List Information Management System (PLIMS) 2.0	\$ 1,781
U.S. Department of Housing and Urban Development Identity Credential Access Management Modernization (ICAM) for FHA Connection	\$ 14,800
U.S. Department of Defense Critical Infrastructure Cyber Protection	\$ 15,575
U.S. Office of Personnel Management Website and Digital Modernization	\$ 6,048
FY 2023 Projects Subtotal	\$ 93,462
Grand Total FY 2021 - FY 2023	\$ 612,751

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(Dollars in Thousands)

Investments under Annual Appropriations	
Projects Approved by the Board FY 2018 Projects	Project Allocations
U.S. Department of Energy Enterprise Cloud E-Mail	\$ 2,436
U.S. Department of Agriculture Farmers.gov Customer Experience Portal	\$ 4,000
U.S. Department of Housing and Urban Development UNISYS Mainframe Migration	\$ 13,850
FY 2018 Projects Subtotal	\$ 20,286
Projects Approved by the Board FY 2019 Projects	Project Allocations
U.S. Department of Labor Labor Certificate Processing Modernization	\$ 3,500
U.S. General Services Administration Application Modernization Integrating Flexible Architectures	\$ 7,809
U.S. Department of Agriculture Infrastructure Optimization and Cloud Adoption	\$ 220
U.S. General Services Administration NewPay Payroll and Work Schedule and Leave Software-as-a-Service Implementation	\$ 7,317
FY 2019 Projects Subtotal	\$ 18,845
Projects Approved by the Board FY 2020 Projects	Project Allocations
U.S. Equal Employment Opportunity Commission Charge and Case Management System Modernization	\$ 4,000
U.S. Department of Agriculture Agricultural Marketing Specialty Crops System Modernization	\$ 8,000
U.S. Department of Homeland Security Customs and Border Protection Automated Commercial Environment (ACE) Collections Migration	\$ 15,000
FY 2020 Projects Subtotal	\$ 27,000
Projects Approved by the Board FY 2021 Projects	Project Allocations
U.S. Department of Labor Data Modernization	\$ 9,600
FY 2021 Projects Subtotal	\$ 9,600
No New Projects in FY 2022	
Grand Total FY 2018 - FY 2022	\$ 75,732

Program Financing

The TMF provides up-front funding to agencies through transfers of budget authority from the TMF to the receiving agency. The Fund invests in a diverse portfolio of projects having varying levels of repayment flexibility. The expenses of the GSA TMF PMO, which executes the responsibilities of GSA including TMF Board support, are funded through the available fund balance.

GSA works with the Board and OMB to continuously monitor ongoing spend while evaluating and adjusting the reimbursement model as needed on an annual basis. Through this process, GSA ensures the solvency of the Fund. Agencies receive funding from the TMF in increments and repay the TMF per a written agreement between GSA and the agency. This unique structure provides agencies with additional flexibility to pursue important modernization and cybersecurity projects.

GSA is requesting \$200 million in FY 2024, an increase of \$150 million over the enacted FY 2023 level, to accelerate Government-wide IT modernization efforts, meet a significant increase in demand for investment from agencies, support active projects, and the associated program management and project oversight.

**Amounts Available for Obligation
(Dollars in Thousands)**

Annual Appropriations and Collections	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
Resources:			
Available from prior year	\$ 121,298	\$ 126,651	\$ 222,849
Appropriation	\$ -	\$ 50,000	\$ 200,000
Return of Unused Funds	\$ 1,308	\$ -	\$ -
Offsetting Collections	\$ 15,646	\$ 46,198	\$ 63,077
Total Resources Available	\$ 138,251	\$ 222,849	\$ 485,926
PMO Obligations	\$ -	\$ -	\$ -
Transfer Out for Modernization Projects	\$ (11,600)	\$ -	\$ (75,000)
Fund Balance	\$ 126,651	\$ 222,849	\$ 410,926

Note: Total Resources Available and Fund Balances include amounts committed to approved projects in the outyears but are reflected here as they contribute to the current balances.

(Dollars in Thousands)

American Rescue Plan Act 2021 - 2025	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
Resources:			
Available from prior year	\$ 1,000,000	\$ 753,540	\$ 180,142
Appropriation	\$ -	\$ -	\$ -
Total Resources Available	\$ 1,000,000	\$ 753,540	\$ 180,142
PMO Obligations	\$ (2,253)	\$ (6,534)	\$ (7,559)
Transfer Out for Modernization Projects	\$ (244,207)	\$ (566,864)	\$ (126,257)
Fund Balance	\$ 753,540	\$ 180,142	\$ 46,325

Note: \$1 billion was appropriated in the American Rescue Plan Act of 2021 (P.L. 117-2).

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

Appropriated Fund	FTE	FY 2022 Enacted	FTE	FY 2023 Enacted	FTE	FY 2024 Request
			\$ -		\$ 50,000	
Program Changes:						
Personnel Increase from Program Expansion					\$	-
Non-Personnel Cost Increase due to Program Expansion					\$	-
Increase of Transfers to Modernization Projects					\$	150,000
Subtotal, Program Changes					\$	150,000
Total Adjustments					\$	150,000

American Rescue Plan Act Fund	FTE	FY 2022 Enacted	FTE	FY 2023 Enacted	FTE	FY 2024 Request
		9	\$ 2,253	26	\$ 6,534	29
Program Changes:						
Personnel Increase from Program Expansion					3 \$	991
Non-Personnel Cost Increase due to Program Expansion					\$	34
Increase of Transfers to Modernization Projects					\$	-
Subtotal, Program Changes					3 \$	1,025
Total Adjustments					3 \$	1,025

Obligations by Object Classification

(Dollars in Thousands)

American Rescue Plan Act Fund	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
11.1 Full-time, permanent.....	\$ 1,571	\$ 3,589	\$ 4,318
11.3 Other than full-time permanent.....	\$ -	\$ -	\$ -
11.5 Other personnel compensation.....	\$ 33	\$ 72	\$ 86
12.1 Civilian personnel benefits.....	\$ 509	\$ 1,220	\$ 1,468
21.0 Travel and transportation of persons.....	\$ 13	\$ 40	\$ 40
23.1 Rental payments to GSA.....	\$ -	\$ -	\$ -
23.3 Communications and utilities.....	\$ -	\$ -	\$ -
24.0 Printing and reproduction.....	\$ -	\$ -	\$ -
25.1 Advisory and assistance services.....	\$ -	\$ -	\$ -
25.2 Other services from non-Federal sources.....	\$ -	\$ -	\$ -
25.3 Other goods & services from Federal sources....	\$ 120	\$ 1,603	\$ 1,637
26.0 Supplies and materials.....	\$ 7	\$ 10	\$ 10
99.0 Obligations, Appropriated (ARP).....	\$ 2,253	\$ 6,534	\$ 7,559
Subtotal, PC&B.....	\$ 2,112	\$ 4,881	\$ 5,872
Subtotal, Non-labor.....	\$ 141	\$ 1,653	\$ 1,687
ARP Transfers.....	\$ 244,207	\$ 566,864	\$ 126,257
Annual Appropriation Transfers.....	\$ 11,600	\$ -	\$ 75,000
Net Outlays.....	\$ (13,421)	\$ 284,000	\$ 82,000

U.S. General Services Administration

ELECTRIC VEHICLES FUND

Fiscal Year 2024 Congressional Justification

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Appropriations Language

There is appropriated to the General Services Administration (GSA) \$50,000,000, to remain available until expended, for the purchase of zero emission motor vehicles and supporting charging or fueling infrastructure, notwithstanding 42 U.S.C. 13212(c) and in addition to amounts otherwise available for such purposes: Provided, That amounts available under this heading may be transferred to and merged with appropriations at other federal agencies, at the discretion of the Administrator, for carrying out the purposes under this heading.

Program Description

The Electric Vehicles Fund (EVF) enables the U.S. General Services Administration (GSA) to support the Administration's goal of electrifying the federal fleet by providing the mechanism for GSA to procure zero emission vehicles (ZEV) and the associated charging infrastructure on behalf of federal agencies.

Program Financing

The funds appropriated will be transferred and merged with the funds of federal agencies, such as the Acquisition Services Fund (ASF) and other agency funds, at the discretion of the Administrator. The funds will be used to procure zero emission and electric vehicles and the associated charging infrastructure necessary for agencies to operate those ZEVs and electric vehicles.

Summary of the Request

The President's FY 2024 Budget invests \$801 million for zero emission fleet vehicles and supporting charging or fueling infrastructure in the individual budgets of 21 federal agencies to provide an immediate, clear, and stable source of demand to help accelerate American industrial capacity to produce clean vehicles and components. This includes \$50 million for the EVF at GSA to procure ZEVs and the associated charging infrastructure to support the Administration's goal of electrifying the federal fleet. Although the Budget reduces funds requested centrally at GSA when compared to the 2023 Budget, it increases the government-wide total by \$44 million, reflecting a strategic shift of resources to agency fleets that need it the most. These funds are critical for agencies to achieve the Administration's goals for transitioning the fleet.

Based on industry and consumer data, the lifecycle cost of maintaining ZEVs is often a savings over conventionally fueled vehicles. However, historically and despite these potential long-term savings, the upfront acquisition cost of ZEVs is higher than that of similar conventionally fueled models, which has made it difficult for the federal fleet to adopt electric vehicles and the associated infrastructure. This funding will allow the Federal Government to replace portions of its fleet in a manner that would have a meaningful impact on the environment and transform the United States into a leadership position in electric vehicle manufacturing, creating good jobs

across the country. GSA will use the provided funding for the additional upfront cost of ZEVs on behalf of federal leasing agencies, particularly those with relatively small fleets who do not have a specific ZEV funding allocation in the Budget, as well as fund the procurement and installation of the charging infrastructure that is critical for agencies to operate zero emission and electric vehicles.

GSA will transfer and merge a portion of the funding with the ASF to enable GSA to procure ZEVs to replace fossil-fuel vehicles on an ongoing basis as ZEVs become commercially available. Additionally, GSA may transfer and merge a portion of this appropriation to other federal agency funds, including GSA's Federal Buildings Fund, to enable those agencies to procure the charging infrastructure necessary for agencies to operate these ZEVs.

Program Benefits

Managing \$50 million centrally in the EVF will enable GSA to provide standardized guidance and direction, encourage consolidations into GSA's leased fleet, create efficiencies in federal fleet operations, and promote a coordinated and accelerated conversion of fleet vehicles from internal combustion engine (ICE) vehicles to ZEVs. Centralizing this fleet electrification funding at GSA will allow GSA to drive down government-wide fleet management costs while also fighting the climate crisis through fleet electrification. Agencies that consolidate their agency owned vehicles with GSA will realize an average of 10 cents per mile immediate savings on ICE vehicles, as self-reported by agencies as part of their [annual fleet reporting](#). The agency will receive a new vehicle based on GSA's replacement criteria, resulting in agencies receiving a refreshed and modern asset prior to when they normally would be able to replace the asset as an agency-owned vehicle. Agencies leasing from GSA will also be well positioned to convert to and adopt ZEVs as GSA brings ZEVs into the GSA leased fleet. In FY 2022, over 11 percent of new GSA leased vehicles orders were ZEVs compared to just over 2 percent of agency owned total purchases. In FY 2023, GSA Fleet has already surpassed FY 2022 ZEV order quantities as agencies continue to have strong demand for ZEV offerings.

Funding provided to GSA to support federal partners would be used to invest in both ZEVs and the charging infrastructure to support operating those vehicles. It is estimated that this funding could support purchasing approximately 1,850 ZEVs and 925 charging stations across the Federal Government to cover non-complex installations (not inclusive of electrical upgrades or building retrofits).¹

Increasing the deployment rate of ZEVs will serve as a catalyst for industry and stimulate job growth in green markets. In 2021, jobs in net-zero emissions aligned areas made up approximately 40 percent of total energy jobs. In particular, electric vehicle jobs increased by

¹ Assumes \$20,000 incremental cost (difference in acquisition cost of ZEV vs. its gasoline equivalent) on each zero-emission vehicle and \$14,000 for a dual port charger, installed to support vehicles with a dedicated port for each vehicle. Costs for charging station installation and the necessary building modifications to support the infrastructure vary dramatically between projects, depending on the site. Many federal buildings tend to be historic and have outdated or maxed out electrical capacity. GSA recognizes this effort may require extensive electrical upgrades to much of the federal building portfolio.

26.2 percent, or 21,961 from the year prior, and plug-in hybrid vehicle jobs increased 30.9 percent, adding 14,790 jobs.² It is predicted that if battery electric vehicles (BEV) rise to 50 percent of domestic auto sales by 2030, 150,000 jobs in the auto industry could be created with policy measures to shore up U.S. market share and domestic content in BEV production.

Accounting for the full \$801 million being requested by federal agencies in FY 2024 for the purposes of ZEVs and associated charging infrastructure would have an even greater impact, allowing GSA and federal agencies to support purchasing approximately 28,480 ZEVs and 14,240 additional charging stations (dependent upon industry resolving critical supply chain issues and ZEVs being available to purchase in needed quantities).

ZEVs are more efficient than traditional fueled vehicles, converting over 77 percent of the electrical energy from the grid to power the wheels. ICE vehicles on the other hand can only convert about 12 percent to 30 percent of the energy stored in gasoline to power the wheels.³ On average, it costs about 30 to 50 percent less to fuel an electric vehicle as it does a gasoline vehicle, creating a significant reduction in fuel cost. An American Automobile Association (AAA) study found the electricity required to drive 15,000 miles per year in a compact electric sedan costs an average of \$546, while the amount of gas required to drive the same distance costs \$1,255 (or 130 percent more). If maintained according to the automakers' recommendations, an AAA study found that annual maintenance, repair and tire costs for electric vehicles can cost \$330 less than a gas-powered car, a total of \$949 annually on average.⁴

Significantly, ZEVs also reduce tailpipe emissions that lead to harmful ozone depletion and pollution. Climate emissions from the manufacturing of ZEVs are slightly higher than those from manufacturing fossil fuel vehicles. However, a ZEV sedan reduces total lifetime emissions by 52 percent compared to the average gasoline sedan (32 MPG) and a ZEV pickup truck reduces lifetime emissions 57 percent compared with the average gasoline pickup. Accounting for upstream electricity generation, such as emissions that result from raw material extraction, transportation, and burning those fuels to generate energy, over 90 percent of people in the United States live where driving the average ZEV produces fewer global warming emissions than the most efficient gasoline vehicle (59 mpg).⁵

The \$50 million in funding would allow GSA to add 1,850 ZEVs to the fleet through the EVF, which would mitigate 8,586 Metric Tons of Carbon Dioxide (CO₂) and 996,120 gallons of

² The 2022 U.S. Energy and Employment Report . Accessed July 25, 2022. <https://www.energy.gov/policy/us-energy-employment-jobs-report-useer>

³ "All-Electric Vehicles." U.S. EPA's *Fueleconomy.gov* site. <https://www.fueleconomy.gov/feg/evtech.shtml>. Accessed February 21, 2023.

⁴ "AAA: Owning an Electric Vehicle is the Cure for Most Consumer Concerns." AAA. January 22, 2020. <https://newsroom.aaa.com/2020/01/aaa-owning-an-electric-vehicle-is-the-cure-for-most-consumer-concerns/> Accessed February 21, 2021.

⁵ Reichmuth, David. "What Are the Benefits of Switching from Gasoline-Powered Cars and Trucks to Electric?" *Union of Concerned Scientists*. February 21, 2022. <https://blog.ucsusa.org/dave-reichmuth/what-are-the-benefits-of-switching-from-gasoline-powered-cars-and-trucks-to-electric/>. Accessed July 27, 2022.

gasoline annually.⁶ The full \$801 million in funding being requested government-wide would allow the entire Federal Government to add 28,480 ZEVs, which would mitigate 129,949 Metric Tons of Carbon Dioxide (CO₂) and 14,622,364 gallons of gasoline annually⁷ and lead to approximately \$46 million annually in fuel savings.⁸

Amounts Available for Transfer

(Dollars in Thousands)

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
Resources:			
Annual EVF Appropriation	\$ -	\$ -	\$ 50,000
Total Resources Available	\$ -	\$ -	\$ 50,000
Transfer Out for Electric Vehicles and Infrastructure	\$ -	\$ -	\$ (50,000)
Fund Balance	\$ -	\$ -	\$ -

Explanation of Changes, Appropriated Dollars

(Dollars in Thousands)

	FY 2022		FY 2023		FY 2024	
	FTE	Enacted	FTE	Enacted	FTE	Request
	0	\$ -	0	\$ -	0	\$ 50,000
Program Changes:						
Electric Vehicles and Infrastructure						\$ 50,000
Subtotal, Program Changes					0	\$ 50,000
Total Adjustments	0	\$ -	0	\$ -	0	\$ 50,000

Obligations by Object Classification

(Dollars in Thousands)

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
94.0 Financial Transfers.....	\$ -	\$ -	\$ 50,000
99.0 Obligations, Appropriated.....	\$ -	\$ -	\$ 50,000

⁶ “Greenhouse Gas Equivalencies Calculator.” U. S. Environmental Protection Agency. March 2022. <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>. Accessed February 7, 2023.

⁷ “Greenhouse Gas Equivalencies Calculator.” U. S. Environmental Protection Agency. March 2022. <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>. Accessed February 7, 2023.

⁸ Assumes an average price of electricity of \$0.14 cents per kWh, average price of \$4.327 for a gallon of gasoline and an average battery capacity of 33.7 kW per 100 miles driven and an average MPG for gasoline vehicles of 25 MPG ([formula](#)).

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U.S. General Services Administration
ASSET PROCEEDS AND SPACE MANAGEMENT FUND
Fiscal Year 2024 Congressional Justification
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Appropriations Language

For carrying out section 16(b) of the Federal Assets Sale and Transfer Act of 2016 (40 U.S.C. 1303 note), \$16,000,000, to remain available until expended.

Appropriations Language Explanation

This appropriation language provides funding to the Asset Proceeds and Space Management Fund (APSMF) for the approved implementation of the recommendations made by the Public Buildings Reform Board (PBRB) consistent with the Federal Assets Sale and Transfer Act of 2016 (FASTA), P.L. 114-287, 130 Stat. 1463; 40 U.S.C. § 1303 note.

Program Description

This activity provides for the purposes of carrying out actions pursuant to PBRB recommendations for civilian real property. In addition, amounts received from the sale of any civilian real property pursuant to a recommendation of PBRB are available, as provided in appropriations Acts. FASTA authorized uses include co-location, redevelopment, reconfiguration of space, disposal, covering costs associated with sales transactions, acquiring land, construction, constructing replacement facilities, conducting advance planning and design as may be required to transfer functions from a Federal asset or property to another Federal civilian property, and other actions recommended by PBRB for Federal agencies.

U.S General Services Administration
Asset Proceeds and Space Management Fund

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Plan	FY 2024 Request
Resources:			
Fund Balance	\$ 32,758	\$ 35,585	\$ 19,585
Appropriation	\$ 4,000	\$ -	\$ 16,000
Retention of Proceeds (Sale of Real Property)	\$ -	\$ -	\$ -
Subtotal, Revenue	\$ -	\$ -	\$ -
Total Resources Available	\$ 36,758	\$ 35,585	\$ 35,585
Actual Recoveries	\$ 3		
Total Obligations	\$ 1,176	\$ 16,000	\$ 16,000
Fund Balance	\$ 35,585	\$ 19,585	\$ 19,585

Note: FY 2023 obligations include obligations against prior-year authority.

Explanation of Changes

(Dollars in Thousands)

	FTE	FY 2022 Enacted	FTE	FY 2023 Enacted	FTE	FY 2024 Request
	-	\$ 4,000	-	\$ -	-	\$ 16,000

Program Increases:

Sales and Disposals

Construction and Acquisition

Redevelopment and Reconfiguration

Subtotal, Program Increases - \$ 16,000

Total Adjustments - \$ - - \$ 16,000

Summary of the Request

The FY 2024 request for the APSMF is \$16 million.

The APSMF will fund the implementation of the recommended actions of PBRB, subject to approval of PBRB recommendations by the Office of Management and Budget (OMB). PBRB will identify opportunities for cost savings and deficit reduction by minimizing the Federal Government's inventory of civilian real property.

The APSMF will fund the execution of actions recommended by the PBRB and approved by OMB in accordance with FASTA. Actions recommended by PBRB include efforts to consolidate the footprint and maximize the utilization rate of Federal buildings and facilities, reduce the reliance on leased space, sell or redevelop high-value assets that are under-utilized to obtain the highest and best value for the taxpayer, reduce operating and maintenance costs, reduce redundancy, and facilitate and expedite the sale or disposal of unneeded Federal civilian properties.

Program Financing

The corpus of the APSMF was established with appropriations in FY 2018, and the Administration is seeking further appropriations in FY 2024. The proposed language provides that appropriated funds will be available until expended to finance real property projects recommended by PBRB and approved by OMB. The APSMF is also authorized under FASTA to collect the sales proceeds from the disposal of civilian real property pursuant to OMB's approval of PBRB's recommendations. Those amounts presently may only be used in future fiscal years when appropriated by Congress.

To complete the execution of the approved projects, the disposing agency may fund the project directly or the APSMF may fund the project. For projects funded by the APSMF, the APSMF may enter into reimbursable agreements with GSA or occupant agencies.

*U.S General Services Administration
Asset Proceeds and Space Management Fund*

Obligations by Object Classification

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Plan	FY 2024 Request
24.0 Printing and reproduction.....	\$ 41	\$ -	\$ -
25.1 Advisory and assistance services.....	\$ 1,061	\$ -	\$ -
25.2 Other services from non-Federal sources.....	\$ 74	\$ -	\$ -
94.0 Financial Transfers.....	\$ -	\$ 16,000	\$ 16,000
99.0 Obligations, Appropriated	\$ 1,176	\$ 16,000	\$ 16,000

Note: FY 2023 obligations include obligations against prior-year authority.

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U.S. General Services Administration

ALLOWANCES AND OFFICE STAFF FOR FORMER PRESIDENTS

Fiscal Year 2024 Congressional Justification

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U.S. General Services Administration
Allowances and Office Staff for Former Presidents

Appropriations Language

For carrying out the provisions of the Act of August 25, 1958 (3 U.S.C. 102 note) and Public Law 95-138, **\$5,500,000**.

Program Description

This appropriation provides pensions, office staff, and related expenses for former Presidents Jimmy Carter, William Clinton, George W. Bush, Barack Obama, and Donald Trump.

Summary of the Request

The fiscal year (FY) 2024 budget request provides a total of \$5.5 million for the annual pensions of the former presidents and compensation of their office staff and related expenses. GSA has a statutory requirement to support these activities under the Former Presidents Act of 1958 as amended (3 U.S.C. § 102 note).

FY 2024 Explanation of Changes

(Dollars in Thousands)

	FY 2022	FY 2023	FY 2024
	Actual	Enacted	Request
	\$ 4,586	\$ 5,200	\$ 5,500
Program Increases:			
Increase for Former President Obama			\$ 75
Increases for Former President Clinton			\$ 61
Increase for Former President G. W. Bush			\$ 61
Increases for Former President Carter			\$ 55
Increases for Former President Trump			\$ 48
Total Adjustments			\$ 300

The FY 2024 requested budget includes an increase of \$300 thousand, a 5.7 percent increase from the FY 2023 enacted level. The increase is due to an increase in Federal Protection Service costs, an anticipated increase in retirement benefits, and a small increase to the Working Capital Fund contribution to GSA.

*U.S. General Services Administration
Allowances and Office Staff for the Former Presidents*

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Discretionary authority:			
Annual appropriation	\$ 5,000	\$ 5,200	\$ 5,500
Unobligated balance, rescinded	\$ -	\$ -	\$ -
Unobligated balance, sequestered	\$ -	\$ -	\$ -
Expired Unobligated balance, end of year	\$ (414)	\$ -	\$ -
Total, obligations	\$ 4,586	\$ 5,200	\$ 5,500
<i>Net Outlays</i>	\$ 4,358	\$ 5,148	\$ 5,445

U.S. General Services Administration
Allowances and Office Staff for Former Presidents

Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
11.1 Full-time permanent	\$ -	\$ -	\$ -
11.3 Other than full-time permanent	\$ -	\$ -	\$ -
11.5 Other personnel compensation	\$ -	\$ -	\$ -
11.8 Special personnel services payments	\$ 386	\$ 443	\$ 398
12.1 Civilian personnel benefits	\$ 416	\$ 497	\$ 515
13.0 Benefits for former personnel	\$ 1,170	\$ 1,207	\$ 1,236
21.0 Travel and transportation of persons	\$ -	\$ -	\$ -
22.0 Transportation of things	\$ -	\$ -	\$ -
23.1 Rental payments to GSA	\$ 1,656	\$ 2,290	\$ 2,292
23.2 Rental payments to others	\$ -	\$ -	\$ -
23.3 Communications and utilities	\$ 137	\$ 196	\$ 216
24.0 Printing and reproduction	\$ 120	\$ 80	\$ 32
25.1 Advisory and assistance services	\$ 95	\$ 145	\$ 258
25.2 Other services from non-Federal sources	\$ -	\$ -	\$ -
25.3 Other goods & services from Federal sources	\$ 159	\$ 174	\$ 303
25.4 Operation and maintenance of facilities	\$ 7	\$ -	\$ -
25.6 Medical care	\$ -	\$ -	\$ -
25.7 Operation and maintenance of equipment	\$ 208	\$ 57	\$ 91
26.0 Supplies and materials	\$ 54	\$ 40	\$ 53
31.0 Equipment	\$ 178	\$ 71	\$ 106
43.0 Interest and dividends	\$ -	\$ -	\$ -
44.0 Refunds	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual)	\$ 4,586	\$ 5,200	\$ 5,500
<i>Subtotal, PC&B</i>	<i>\$ 1,972</i>	<i>\$ 2,147</i>	<i>\$ 2,149</i>
<i>Subtotal, Non-labor</i>	<i>\$ 2,614</i>	<i>\$ 3,053</i>	<i>\$ 3,351</i>

*U.S. General Services Administration
Allowances and Office Staff for the Former Presidents*

FY 2024 Budget Request by Former President
(Dollars in Thousands)

	CARTER	CLINTON	G W BUSH	OBAMA	TRUMP	TOTAL
Personnel Compensation	\$ -	\$ 96	\$ 96	\$ 96	\$ 110	\$ 398
Personnel Benefits	\$ -	\$ 126	\$ 128	\$ 113	\$ 149	\$ 515
Pensions for Former Presidents	\$ 236	\$ 255	\$ 255	\$ 255	\$ 236	\$ 1,236
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental Payments to GSA	\$ 118	\$ 661	\$ 542	\$ 565	\$ 406	\$ 2,292
Communications, Utilities, and Misc	\$ 17	\$ -	\$ 124	\$ 40	\$ 35	\$ 216
Printing	\$ 5	\$ 17	\$ 5	\$ -	\$ 5	\$ 32
Other Services	\$ 173	\$ 144	\$ 92	\$ 120	\$ 123	\$ 652
Supplies	\$ 2	\$ 7	\$ 20	\$ 13	\$ 11	\$ 53
Equipment	\$ -	\$ 26	\$ 9	\$ 56	\$ 15	\$ 106
FY 2024	\$ 551	\$ 1,332	\$ 1,271	\$ 1,258	\$ 1,088	\$ 5,500

*Personnel Compensation and Benefits for former President Carter staff are provided by contract support categorized under 'Other Services'.

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U.S. General Services Administration

EXPENSES, PRESIDENTIAL TRANSITION

Pre-Election Activities

Fiscal Year 2024 Congressional Justification

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*U.S. General Services Administration
Expenses, Pre-Election Activities*

Appropriations Language

For activities authorized by the Presidential Transition Act of 1963, as amended, not to exceed \$10,413,000, to remain available until September 30, 2025: Provided, That such amounts may be transferred to "Acquisition Services Fund" or "Federal Buildings Fund" to reimburse obligations incurred for the purposes provided herein in fiscal years 2023 and 2024: Provided further, That amounts made available under this heading shall be in addition to any other amounts available for such purposes.

Program Description

In accordance with the Presidential Transition Act of 1963, as amended, the Pre-Election Presidential Transition appropriation will enable GSA to provide suitable office space for Pre-Election transition activities, acquire communication services and information technology equipment, and for printing and supplies associated with the transition.

Explanation of Changes

(Dollars in Thousands)

	FTE	FY 2022 Plan	FTE	Plan	FTE	Request
	-	\$ -	-	\$ -	-	\$ 10,413
Program Changes:						
Operating Costs						\$ 10,413
Subtotal, Program Changes					-	\$ 10,413
Total Adjustments					-	\$ 10,413

Summary of the Request

The Pre-Election Presidential Transition Act of 2010, Public Law 111-283, amended the Presidential Transition Act of 1963 and was enacted to provide for transition services to eligible major party candidates before the general election. The language regarding pre-election services provided by GSA has since been amended since 2010, but the general mission of GSA to provide pre-election support to eligible candidates remains.

The FY 2024 budget requests \$10,413,000 for pre-election transition services to eligible candidates before the general election in accordance with the Presidential Transition Act of 1963, as amended, to be available as a two-year appropriation for FY 2024 - FY 2025, as the election will occur in FY 2025. GSA uses these funds to provide suitable office space for transition activities, acquire communication services and information technology equipment, and for printing and supplies associated with the transition.

Transition services become available to each eligible candidate during the period beginning on the date of the notification of their eligibility by the GSA Administrator and ending on the date of

the general election, unless the apparent winner of the election cannot be ascertained and then pre-election services will continue.

GSA’s request will support pre-election transition services to eligible candidates prior to the 2024 election. This request is consistent with the provision in the Pre-Election Presidential Transition Act that states “there are authorized to be appropriated such sums as may be necessary to carry out the provisions of this Act”. Because preparations for the transition will begin in FY 2023, GSA requests that the authority for this appropriation also allow it to be used to reimburse obligations incurred for this purpose during FY 2023 in the Federal Buildings Fund and Acquisition Services Fund, consistent with enacted appropriations authority from prior election cycles.

Obligations by Object Classification

(Dollars in Thousands)

		FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
23.1	Rental payments to GSA.....	\$ -	\$ -	\$ 845
25.1	Advisory and assistance services.....	\$ -	\$ -	\$ 2,614
25.3	Other goods & services from Federal sources....	\$ -	\$ -	\$ 3,036
26.0	Supplies and materials.....	\$ -	\$ -	\$ 54
31.0	Equipment.....	\$ -	\$ -	\$ 3,864
99.0	Obligations, Appropriated.....	\$ -	\$ -	\$ 10,413
	Subtotal, PC&B.....	\$ -	\$ -	\$ -
	Subtotal, Non-labor.....	\$ -	\$ -	\$ 10,413

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U.S. General Services Administration
CIVILIAN BOARD OF CONTRACT APPEALS
Fiscal Year 2024 Congressional Justification
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Appropriations Language

For expenses authorized by law, not otherwise provided for, for the activities associated with the Civilian Board of Contract Appeals, \$10,597,000, of which \$2,000,000 shall remain available until expended.

Background

In fiscal year (FY) 2024, the Civilian Board of Contract Appeals (CBCA), an independent tribunal housed within the General Services Administration (GSA), continues to have a separate appropriation from GSA's Operating Expenses appropriation. This separate appropriation reflects the independent nature of the CBCA and increases transparency to Congress and stakeholders by providing additional detail about the CBCA appropriation.

The requested appropriation for FY 2024 of \$10,597 thousand is for program costs. That amount is generally flat when compared to the previous fiscal year, despite anticipated increases in certain areas of the CBCA's expenses, such as salaries, benefits, awards, security services, and GSA's Working Capital Fund. The Board anticipates hiring several judges and support personnel in FY 2023 to account for recent attrition and an increased workload; no new hires are therefore anticipated for FY 2024. In addition, the CBCA will continue to address equipment maintenance requirements that had been deferred due to several years of reduced and stagnant funding. Finally, the Board expects to see a significant increase in the costs of travel and court reporting. We continue to experience an increased workload resulting from the amendment to the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), which gave the CBCA additional responsibility to arbitrate certain Federal Emergency Management Agency (FEMA) disputes without reimbursement or additional funding. Since 2019, the CBCA has arbitrated a significant number of disputes under this new authority. In 2022, the number of cases arbitrated almost doubled from 27 cases to 52 cases.

The CBCA requests that a portion of the appropriation (\$2,000 thousand) be available until expended, to allow for the flexibility to carry forward resources to continue creation of its new, modernized case filing and tracking system that will better serve the needs of the Board and the parties who appear before it, and to better manage funding for its other program requirements.

Program Description

The CBCA provides the prompt, efficient, and inexpensive resolution of various disputes involving Federal executive branch agencies. The CBCA adjudicates contract disputes under the Contract Disputes Act (CDA) between Government contractors and all civilian executive agencies other than the National Aeronautics and Space Administration (NASA), the United States Postal Service (USPS), the Postal Regulatory Commission (PRC), and the Tennessee Valley Authority (TVA). Resolving CDA disputes can be accomplished by holding a hearing, deciding on the record, or achieving settlement through alternative dispute resolution (ADR). To accomplish this, the CBCA judges will hold a hearing or engage in ADR in the CBCA's offices or they will travel, at the CBCA's expense, to a mutually agreed upon location.

The CBCA also hears and decides other types of cases, including cases arising under the Indian Self-Determination Act; disputes between insurance companies and the Department of Agriculture's Risk Management Agency involving actions of the Federal Crop Insurance Corporation; claims by Federal civilian employees from all executive branch agencies (including Department of Defense agencies) for reimbursement of expenses incurred while on official temporary duty travel or in connection with relocation to a new duty station; claims by carriers or freight forwarders involving actions of GSA regarding payment for transportation services; and applications by prevailing private parties for recovery of litigation costs under the Equal Access to Justice Act.

In 2018, Congress amended the Stafford Act, 42 U.S.C. 5189a(d), to authorize (without additional funding) the Board to arbitrate disputes between applicants and FEMA as to eligibility for public assistance (or repayment of past public assistance) for disasters after January 1, 2016, when the disputed amount exceeds \$500 thousand or, for an applicant in a rural area, is at least \$100 thousand. As a result, the CBCA continues to arbitrate disputes under this statute. The CBCA travels for these cases at its own expense.

Finally, the CBCA provides ADR services to executive agencies on matters not covered by the CDA. The CBCA provides ADR services on a reimbursable basis to the Department of Energy National Laboratories, the Federal Aviation Administration, the Smithsonian Institution, and FEMA for Hurricanes Katrina and Rita.

U.S. General Services Administration
 Civilian Board of Contract Appeals

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Discretionary authority:			
Annual appropriation	\$ 9,580	\$ 10,352	\$ 10,597
Reimbursable authority:			
New authority	\$ -	\$ 50	\$ 50
Change in uncollected payments	\$ -		
Subtotal, reimbursable authority	\$ -	\$ 50	\$ 50
Appropriation's authority, expiring	\$ (84)	\$ -	\$ -
Unobligated balance, end of year	\$ (248)	\$ -	\$ -
Total, obligations	<u>\$ 9,248</u>	<u>\$ 10,402</u>	<u>\$ 10,647</u>
Obligations, appropriated (annual)	\$ 9,248	\$ 10,352	\$ 10,597
Obligations, reimbursable	\$ -	\$ 50	\$ 50
<i>Net Outlays</i>	<u>\$ 9,064</u>	<u>\$ 10,248</u>	<u>\$ 10,491</u>

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	FTE	FY 2022 Actual	FTE	FY 2023 Enacted	FTE	FY 2024 Request
	29	\$ 9,044	41	\$ 10,352	41	\$ 10,597
Program Increases:						
Personnel Compensation and Benefits						\$ 259
Travel and Transportation						\$ 5
Rent						\$ (98)
Transportation of things						\$ -
Communications and utilities						\$ 5
Advisory and assistance services						\$ 10
Contractual Services						\$ (9)
Operation and maintenance of facilities						\$ (18)
Operation and maintenance of equipment						\$ (20)
Supplies, Materials, and Equipment						\$ 111
Subtotal, Program Increases						\$ 245
Program Decreases:						
Subtotal, Program Decreases						
Total Adjustments						\$ 245

Summary of the Request

The FY 2024 budget provides \$10,597 thousand, of which \$2,000 thousand shall remain until expended, and 41 full time equivalent (FTE) for the CBCA. The budget also includes \$50 thousand in authority for reimbursable ADR services, in accordance with 5 U.S.C. § 573.

U.S. General Services Administration
 Civilian Board of Contract Appeals

Obligations by Object Classification

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
11.1 Full-time, permanent	\$ 3,975	\$ 4,851	\$ 4,845
11.3 Other than full-time permanent	\$ 228	\$ 233	\$ 202
11.5 Other personnel compensation	\$ 57	\$ 58	\$ 169
11.8 Special personnel services payments	\$ 107	\$ -	\$ -
12.1 Civilian personnel benefits	\$ 1,379	\$ 1,536	\$ 1,722
21.0 Travel and transportation of persons	\$ -	\$ 45	\$ 50
22.0 Transportation of things	\$ -	\$ -	
23.1 Rental payments to GSA	\$ 2,525	\$ 2,681	\$ 2,583
23.3 Communications and utilities	\$ 7	\$ 10	\$ 15
24.0 Printing and reproduction	\$ -	\$ -	\$ -
25.1 Advisory and assistance services	\$ 8	\$ 20	\$ 30
25.2 Other services from non-Federal sources	\$ 22	\$ 55	\$ 109
25.3 Other goods & services from Federal sources	\$ 456	\$ 597	\$ 534
25.4 Operation and maintenance of facilities	\$ 3	\$ 25	\$ 7
25.7 Operation and maintenance of equipment	\$ 32	\$ 25	\$ 5
26.0 Supplies and materials	\$ 180	\$ 125	\$ 154
31.0 Equipment	\$ 64	\$ 90	\$ 172
99.0 Obligations, Appropriated (Annual)	\$ 9,043	\$ 10,352	\$ 10,597
<i>Subtotal, PC&B</i>	\$ 5,746	\$ 6,679	\$ 6,938
<i>Subtotal, Non-labor</i>	\$ 3,297	\$ 3,673	\$ 3,659
99.2 Obligations, Reimbursable	\$ 1	\$ 50	\$ 50
99.9 Total obligations	\$ 9,044	\$ 10,402	\$ 10,647

Fiscal Year 2024 Budget Request

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Appropriations Language

For necessary expenses of the Office of Inspector General and services as authorized by 5 U.S.C. 3109, \$78,618,000: *Provided*, That not to exceed \$1,500,000 shall be available for information technology enhancements related to providing a modern technology case management solution: *Provided further*, That not to exceed \$50,000 shall be available for payment for information and detection of fraud against the Government, including payment for recovery of stolen Government property: *Provided further*, That not to exceed \$2,500 shall be available for awards to employees of other Federal agencies and private citizens in recognition of efforts and initiatives resulting in enhanced Office of Inspector General effectiveness.

Program Description

This appropriation provides agency-wide audit, investigative, and inspection functions to identify and correct management and administrative deficiencies within the General Services Administration (GSA), including conditions for existing or potential instances of fraud, waste, and mismanagement. The audit function provides internal audit and contract audit services. Contract audits provide professional advice to GSA contracting officials on accounting and financial matters relative to the negotiation, award, administration, repricing, and settlement of contracts. Internal audits review and evaluate all facets of GSA operations and programs, test internal control systems, and develop information to improve operating efficiencies and enhance customer services. The investigative function provides for the detection and investigation of improper and illegal activities involving GSA programs, personnel, and operations. The inspection function supplements traditional audits and investigations by providing systematic and independent assessments of the design, implementation, and/or results of GSA's operations, programs, or policies.

*U.S. General Services Administration
Office of Inspector General*

5-Year Appropriation History Table

	FY 2020 Enacted	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
Request to Congress:	\$68,000,000	\$69,000,000	\$69,000,000	\$74,583,000	\$78,618,000
Appropriated:					
Annual Funds	\$67,000,000	\$67,000,000	\$69,000,000	\$74,583,000	
Rescissions					
Sequestration					
No-Year Funds					
Rescissions					
Total.....	\$67,000,000	\$67,000,000	\$69,000,000	\$74,583,000	

U.S. General Services Administration
Office of Inspector General

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Unobligated balance, start of year ¹	\$3,517	\$3,517	\$517
<i>Discretionary authority:</i>			
Appropriation (annual).....	\$69,000	\$74,583	\$78,618
Appropriation (no-year).....			
<i>Reimbursable authority:</i>			
Offsetting collections.....	\$600	\$600	\$600
Subtotal amount available for obligation	\$73,117	\$78,700	\$79,735
<i>Discretionary authority:</i>			
Unobligated balance, expiring.....	(\$1,252)	\$0	\$0
Unobligated balance, end of year.....	(\$3,517)	(\$517)	\$0
<i>Reimbursable authority:</i>			
Unobligated balance, expiring.....	(\$251)	\$0	\$0
Total obligations	\$68,097	\$78,183	\$79,735
Obligations, appropriated (annual).....	\$67,748	\$74,583	\$78,618
Obligations, appropriated (no-year).....	\$0	\$3,000	\$517
Obligations, reimbursable.....	\$349	\$600	\$600
Net outlays, appropriated.....	\$67,678	\$76,773	\$78,814

¹ Unobligated balance reflects no-year funds appropriated in FY 2014 through FY 2016.

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Office of Inspector General

Explanation of Changes, Appropriated Dollars, and FTE

(Dollars in Thousands)

	FTE	Budget Authority
2023 Request ²	267	\$ 74,583
2024 Request	<u>285</u>	<u>\$ 78,618</u>
Net Change.....	18	\$ 4,035

² In FY 2023, due to uninhabitable space conditions from inadequate ventilation in GSA's Central Office unrenovated portion of the building, the OIG anticipates utilizing FY 2023 enacted appropriations to relocate to a renovated section of the GSA building at 1800 F Street. In order to fund these unforeseen costs, the level of employees that could be supported in FY 2023 was adversely impacted.

U.S. General Services Administration
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	<u>FTE</u>	<u>Budget Authority</u>
Maintaining Current Levels:		
Personnel Compensations & Benefits Adjustments:		
FY 2024 FERS Retirement Payments <i>Decrease</i> (-0.1% Non-LEO FERS RAE and FRAE)		\$ (13)
FY 2024 FERS Retirement Payment Increase (0.6% for LEO)		\$ 69
2023 Pay Increase (4.6%), Q1 FY 2024		\$ 661
2024 Pay Increase (5.2%), Q2-Q4 FY 2024		\$ 2,282
Subtotal, Maintaining Current Levels		\$ 2,999
Program Initiatives:		
Mission Critical IT Enhancements		\$ 2,500
Subtotal, Program Initiatives		\$ 2,500
Program Increases:		
Personnel Compensation & Benefits	18	\$ 2,405
Travel and Transportation		\$ 200
Subtotal, Program Increases	18	\$ 2,605
Program Decreases:		
Rent		\$ (29)
Advisory and Assistance Services		\$ (841)
Purchases of Goods & Services from Govt Accts		\$ (1,649)
Equipment		\$ (1,550)
Subtotal, Program Decreases		\$ (4,069)
Net Change.....	18	\$ 4,035
<hr/>		
Reimbursable Resources	3	\$ 600

Summary of Request

The FY 2024 budget requests a total of **\$78,618 thousand** for the Office of Inspector General. This represents a net increase of **\$4,035 thousand** from the FY 2023 request and includes the following adjustments:

- -\$13 thousand for FY 2024 FERS retirement payments *decrease* (-0.1% for Non-LEO, FERS RAE and FRAE)
- \$69 thousand for FY 2024 FERS retirement payments increase (0.6% for LEO)
- \$661 thousand for 2023 pay increase (4.6%), Q1 FY 2024
- \$2,282 thousand for 2024 pay increase (5.2%), Q2-Q4 FY 2024
- \$2,500 thousand for mission critical IT enhancement
- \$2,405 thousand for personnel compensation & benefits increase
- \$200 thousand for travel and transportation increase
- -\$29 thousand for rent *decrease*
- -\$841 thousand for advisory and assistance services *decrease*
- -\$1,649 thousand for purchases of goods and services from Government accounts *decrease*
- -\$1,550 thousand equipment *decrease*

Reimbursable Programs: The FY 2024 OIG reimbursable request includes **\$600 thousand** for the following reimbursable work: (1) \$350 thousand for the Fleet Card Program; and (2) \$250 thousand for on-going reimbursable work with other agencies and independent commissions.

FY 2024 Annual CIGIE Assessment (0.40% of \$78,618,000)	\$314,472
FY 2024 Annual Training Request: Certified by the Inspector General, (includes training travel)	\$700,000

*U.S. General Services Administration
Office of Inspector General*

Obligations by Object Classification

(Dollars in Thousands)

	FY 2022	FY 2023	FY 2024
	Actual	Enacted	Request
11.1 Full-time permanent	\$34,168	\$35,968	\$39,615
11.3 Other than full-time permanent	\$220	\$183	\$225
11.5 Other personnel compensation	\$2,580	\$2,867	\$2,984
11.8 Special personal services payments	\$0	\$0	\$0
11.9 Total personnel compensation	\$36,968	\$39,018	\$42,824
12.1 Civilian personnel benefits	\$15,032	\$16,025	\$17,623
21.0 Travel and transportation of persons	\$612	\$800	\$1,000
22.0 Transportation of things	\$0	\$0	\$0
23.1 Rental payments to GSA	\$5,047	\$5,190	\$5,161
23.2 Rental payments to others	\$0	\$0	\$0
23.3 Communications, utilities and miscellaneous charges	\$339	\$350	\$350
24.0 Printing and reproduction	\$2	\$5	\$5
25.1 Advisory and assistance services	\$2,020	\$3,688	\$4,597
25.2 Other services	\$9	\$10	\$10
25.3 Purchases of goods and services from government accounts	\$4,846	\$5,237	\$3,588
25.4 Operation and maintenance of facilities	\$0	\$0	\$0
25.7 Operation and maintenance of equipment	\$1,432	\$1,550	\$1,550
26.0 Supplies and materials	\$76	\$100	\$100
31.0 Equipment	\$1,363	\$2,600	\$1,800
91.0 Unvouchered	\$2	\$10	\$10
99.0 Subtotal	\$67,748	\$74,583	\$78,618
99.0 Reimbursable obligations	\$349	\$600	\$600
99.9 Total Obligations	\$68,097	\$75,183	\$79,218

FY 2024 Request

For FY 2024, the General Services Administration (GSA) Office of Inspector General (OIG) requests \$78,618 thousand to execute our mission to detect and deter waste, fraud, abuse, and misconduct and to promote economy and efficiency in GSA's multibillion dollar programs and operations.

This requested funding level seeks to reinstate the staffing level intended in the FY 2023 enacted budget. It funds a mandated, government-wide increase in salary costs and provides funding to support a modernized, cloud-based case management system for our Office of Investigations.

The requested funds will enable us to sustain excellence in our oversight work. Our special agents continue to find and aggressively investigate cases of bribery, kickbacks and procurement fraud, including those featuring contractors that import foreign-made goods from prohibited countries and fraudulently sell them to the U.S. Government as being American-made or Trade Agreements Act (TAA) compliant.

For example, we led a multi-agency investigation that resulted in four officers and employees of Aventura Technologies, Inc., pleading guilty for their roles in a scheme to sell Chinese-made equipment with known cybersecurity vulnerabilities to government and private customers. They falsely represented that the equipment was made in the United States when in fact the products were manufactured in China. They are currently awaiting sentencing and have agreed to forfeit \$390,000 collectively. Three additional co-conspirators have been charged in this case.

We also identified inefficiencies and mismanagement. Our auditors identified concerns with the Public Buildings Service's (PBS's) stewardship of customer agencies' appropriated funding provided through interagency agreements known as reimbursable work authorizations (RWAs). In December 2022, we reported that the Special Programs Division did not effectively fulfill its stewardship responsibilities for customer agency funding of RWAs. We found that the Special Programs Division—which is responsible for a portfolio of RWAs totaling over \$528 million—accepted and executed RWAs without sufficient consideration of applicable laws, regulations, and GSA policies. The Special Programs Division violated the *bona fide* needs rule by accepting an RWA with poorly defined requirements and adding to the scope of work for another RWA more than 2 years after acceptance. Additionally, the Special Programs Division did not deliver and close out work requested through several other RWAs in a timely manner, thereby increasing the risk of appropriations law violations.

Our audit of the Federal Acquisition Service's (FAS's) use of the Price Point Plus Portal (4P) tool found that FAS contracting personnel used flawed methodologies and practices when performing contract price analyses with the 4P tool. FAS developed the 4P tool to help its contracting personnel evaluate proposed pricing on Multiple Award Schedule

(MAS) contracts offering products. In turn, FAS contracting personnel rely on the 4P tool when making fair and reasonable pricing determinations. However, due to a lack of sufficient guidance and oversight regarding the use of the 4P tool, FAS contracting personnel awarding contracts and options often make pricing decisions that do not comply with the Federal Acquisition Regulation, FAS policy, and the Competition in Contracting Act of 1984 (CICA). In addition, FAS contracting personnel rely on the 4P tool although it often contains outdated or inaccurate pricing data that could skew price analysis results. As a result, federal agencies are at risk of overpaying for products on MAS contracts and taxpayer dollars are at risk of being overspent.

Our oversight work also frequently examines fire, safety, and health issues. A particularly concerning audit we completed recently found persistent problems in PBS's evaluation and authorization process, which is designed to identify, assess, and mitigate potentially high-risk uses within GSA-controlled space. Some GSA space is used by tenant agencies for high-risk purposes—such as laboratories, firing ranges, and explosive material storage—which present unique fire, safety, and health hazards. We found that PBS has not identified all high-risk uses of space under GSA control and as a result, it has not taken measures to eliminate or mitigate potential fire, safety, and health hazards arising from high-risk uses of space, or identified and addressed all incompatible occupant activities.

Our security inspection of a high-risk building identified multiple vulnerabilities that compromised the security of a GSA building, as well as the safety and security of its occupants, and exposed the facility, employees, visitors, and customers to unnecessary risks. The building is high risk due to its mission criticality and essential support functions for a myriad of organizations across the federal government. The deficiencies identified included grave problems with the closed circuit camera surveillance and intrusion detection systems, lax enforcement of physical security requirements and parking restrictions, unsecured restricted areas, a contract employee living in the building unbeknownst to the security guards on duty, prohibited substances on site, suspected on-duty marijuana use by a contract employee, inaccessible hazardous waste cleanup materials, and a faulty occupant emergency plan. As a result of the inspection, GSA immediately began coordinated security enhancements and upgrades with the Federal Protective Service. In addition, GSA has taken quick steps there to conduct a comprehensive operational, infrastructure, fire, and life safety review; reinstate critical safety and security plans; and institute mandatory training on occupant emergency plans.

Other highlights of the work of our auditors, investigators, and inspectors are described in more detail later in this document.

Mission Critical IT Enhancements: The OIG requests \$2,500 thousand to meet new mission critical IT infrastructure requirements and initiatives related to implementing cloud services/solutions and improving security measures,

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Executive Order 14028: Improving the Nation's Cybersecurity, issued May 12, 2021, prioritizes resources for the adoption of cloud-based technologies. This supports the Office of Management and Budget (OMB) Federal Cloud Computing Strategy, issued on February 8, 2011, that requires agencies to adopt a "Cloud First" policy when contemplating IT purchases and evaluate secure, reliable, and cost-effective cloud computing alternatives when making new IT investments.

Of the \$2,500 thousand requested, \$1,500 thousand is necessary to support a modern technology case management system for our Office of Investigation. Currently, the Office of Investigations uses the eCase case management system to electronically manage information associated with the investigations of GSA programs and operations, criminal investigators' training and medical requirements, and sensitive equipment inventory. The eCase application is an on-premise tool that requires repeated lifecycle upgrades in hardware and infrastructure, dedicated physical space in a datacenter, and continual maintenance and security attention by IT personnel. Funding for this request would replace the current eCase system with a cloud-based product that is compliant with federal government IT standards as well as meets Federal Risk and Authorization Management Program (FedRAMP) certification requirements.

In addition, \$1,000 thousand is needed to increase security of our legacy applications by transitioning them to the Cloud.

GSA OIG Business Component Justifications

Our major operational components—the Office of Audits, Office of Investigations, and Office of Inspections—share primary responsibility for overseeing GSA programs and operations. Increasingly, coordinated and joint efforts by the OIG’s components are producing results that lead to program correction, savings, and successful prosecutions, some of which are noted below. While each component’s own activities well justify its cost, we are finding that often the combined efforts of our professional staffs add an important dimension to the OIG’s arsenal against misconduct and inefficiency. The appropriations for the OIG reflect a prudent investment in oversight of GSA activities.

Office of Audits

Program Description

The Office of Audits is an organization charged with overseeing GSA’s use of taxpayer dollars as GSA administers its programs and operations. The goal of our audits is to support GSA’s primary business lines—acquisition services and real property—while ensuring their integrity, economy, and efficiency. To that end, we balance our audit coverage between contract and internal audits to meet a number of needs and requirements as follows:

- Program audits provide GSA management with independent assessments and input on potential solutions to challenges.
- Information technology and systems audits evaluate whether GSA’s information systems are designed to enable efficient and effective operations, contain adequate systems controls, are properly secured, and meet user requirements.
- Regulatory audits evaluate whether GSA complies with applicable laws and regulations.
- Internal control audits test the controls built into GSA’s programs and systems to determine whether those controls are operating as intended and providing reasonable assurance of achieving effective and efficient operations, reliable financial and performance reporting, and compliance with applicable laws and regulations.
- Contract audits examine selected contractors’ records and develop the financial information necessary for GSA contracting officers to negotiate favorable pricing arrangements on contract awards and administer existing contracts. These engagements include preaward and postaward examinations of MAS contracts, as well as audits of construction claims, requests for equitable adjustment, and close-out audits.
- Audit oversight ensures independent public accountants comply with standards when performing the annual financial statements audit required under the 1990

Chief Financial Officer's Act and the audit of GSA's information security program and practices required under the Federal Information Security Modernization Act of 2014.

Our auditors provide extensive oversight of billions of dollars in contracts awarded by GSA for products, services, and real property. During Fiscal Year 2022, our audits of these contracts recommended over \$467.5 million in cost avoidances and recoveries, which included over \$2.5 million from our construction contract audits.

In addition to our contract audits and the reports on RWAs, the 4P Tool, and high-risk space highlighted above, the Office of Audits' significant results in Fiscal Year 2022 include our June 2022 audit report on security camera and alarm systems at GSA-owned buildings. GSA, in conjunction with the U.S. Department of Homeland Security's Federal Protective Service (FPS), has an important role in protecting its inventory of GSA-owned buildings. Our audit objective was to determine whether the security camera and alarm systems in GSA-owned buildings are effectively protecting the safety of the public, employees, and federal property.

We performed this audit based on concerns over the condition of security camera equipment in GSA-owned buildings raised by GSA officials and prior GSA OIG reports. We found that the poor condition of the security camera and alarm systems in the 14 GSA-owned buildings we visited validated these concerns. Although GSA and FPS have a memorandum of agreement in place to coordinate on managing these systems, little action is being taken to address the situation.

Based on our findings, we recommended that the GSA Administrator:

1. In conjunction with the Federal Protective Service, conduct a nationwide assessment of GSA-owned buildings to identify security camera and alarm systems; develop and implement a plan to repair, replace, and install the security camera and alarm systems identified through the nationwide assessment; and revise GSA's memorandum of agreement with FPS to clearly define responsibility for repairing and replacing security camera and alarm systems within an acceptable time frame.
2. If, in conjunction with FPS, GSA is not able to secure funding to repair, replace, or install security camera and alarm systems, GSA should work to establish a consistent funding stream to address current and future security camera and alarm systems.

Specifically citing our auditing work, the House Appropriations Subcommittee on Financial Services and General Government stated in the report accompanying its Fiscal Year 2022 bill that it was including funding for a comprehensive assessment to identify security vulnerabilities at child care centers located in GSA-controlled buildings and to expedite upgrades at these facilities.

In September 2022, we reported on significant deficiencies in FAS's contract pricing under its Multiple Awards Schedule (MAS) Program. The MAS Program is a major government-wide contracting vehicle. In FY 2022 alone, sales through the program exceeded \$40 billion. According to CICA, the procedures established under the MAS program are competitive as long as MAS orders and contracts result in the lowest overall cost alternative to meet the government's needs. However, after examining 20 recent MAS contract and option awards, we found that price analyses performed by FAS contracting personnel cannot provide customer agencies with assurance that orders placed against MAS contracts will result in the lowest overall cost alternative.

Our audit analyzed the pricing methodologies FAS used on MAS contracts that participate in the Transactional Data Reporting (TDR) pilot, as well as contracts that required Commercial Sales Practices (CSP) disclosures, and found that the price analyses under both methodologies were deficient. When performing price analyses on TDR pilot contracts, FAS contracting personnel do not have access to TDR data that can be used for pricing decisions and as a result, they mainly compared proposed pricing to other MAS and government contracts. However, this approach does not provide customer agencies with assurance that FAS achieved pricing that reflects the offerors' best pricing and will result in the lowest overall cost alternative to meet the government's needs. In addition, when we met with FAS contracting personnel, 7 of the 11 we interviewed expressed concerns to us about the TDR pilot's value to the MAS program and concluded that, in their opinion, the TDR pilot should be canceled.

Meanwhile, when performing price analyses for contracts subject to the CSP requirement, FAS contracting personnel frequently accepted commercial pricing information from offerors that was unsupported, outdated, or that identified no comparable commercial sales. As a result, FAS cannot provide customer agencies with assurance that MAS contract pricing will result in the lowest overall cost alternative to meet the government's needs.

To address these findings, we recommended that the FAS Commissioner:

1. Cancel the TDR pilot.
2. Inform customer agencies that they should perform separate and independent price determinations because relying on MAS contract pricing and following the ordering procedures for these contracts may not ensure compliance with the CICA requirement that orders and contracts result in the lowest overall cost alternative.
3. Establish requirements and controls to ensure that FAS contracting personnel adequately analyze CSP information.
4. Explore new pricing methodologies that can ensure that FAS's contracting personnel are able to leverage aggregate government buying power to negotiate and award MAS contracts that result in orders that reflect the lowest overall cost alternative to meet the needs of the government.

During FY 2022, we also continued our audit oversight of GSA's response to COVID-19. In September 2022, we issued a report that identified challenges to GSA's efforts to improve air filtration in GSA-controlled facilities. Guidance issued by the Centers for Disease Control (CDC) recommends improving building ventilation to slow the spread of COVID-19 in the workplace. To do so, the CDC recommends increasing air filtration to the highest possible level without significantly reducing design airflow. It also advises employers to check air handling unit air filters to ensure they are within their service lives and are appropriately installed. The CDC guidance incorporates the American Society of Heating, Refrigeration, and Air-Conditioning Engineers technical resources, which state that the Minimum Efficiency Reporting Value (MERV) of 13 or higher rated air filters are efficient at capturing airborne viruses.

However, we found that PBS cannot install the recommended air filters in some GSA-owned facilities because the aging HVAC systems cannot handle MERV 13 air filters. In addition, PBS is not consistently verifying that operations and maintenance contractors change air filters or meet preventive maintenance requirements for air handling units in GSA-owned facilities. We also found that PBS is not consistently inspecting GSA-leased space to ensure that air filters meet lease requirements. In some cases, lessors used noncompliant air filters or did not change them regularly. As a result, PBS is using air filters in some GSA-controlled facilities that are less efficient at capturing airborne viruses, including the virus that causes COVID-19.

We recommended that the PBS Commissioner address the deficiencies identified in our report to decrease the risk of exposure to COVID-19 in GSA-controlled facilities. For GSA-owned facilities, we recommended that PBS:

1. Conduct an accurate and complete assessment of existing HVAC systems to identify deficiencies in air filtration. Based upon the assessment, PBS should maximize central air filtration in existing HVAC systems without significantly reducing design airflow.
2. Review and update current and future O&M contracts to ensure that they clearly identify the required MERV air filters and preventive maintenance schedules.
3. Establish controls to ensure that PBS obtains and maintains complete preventive maintenance records.
4. Ensure contracting officer representatives conduct inspections of mechanical rooms and preventive maintenance records to ensure that air filters meet MERV requirements.

For GSA-leased facilities, we recommended that PBS:

1. Review and update current and future lease agreements to ensure that they clearly identify the required MERV air filters and preventive maintenance schedules.
2. Ensure that lessors maintain and provide required preventive maintenance records and provide timely access to mechanical rooms.

3. Ensure PBS representatives inspect mechanical rooms and preventive maintenance records to ensure that air filters meet MERV requirements.

Office of Investigations

Program Description

The Office of Investigations is comprised of special agents with full statutory law enforcement authority: they make arrests, execute search warrants, serve subpoenas, and carry firearms. Allegations investigated by OIG special agents include bribery, kickbacks, public corruption, false claims, credit card fraud, theft, diversion of excess government property, counterfeit products, product substitution, false statements, and a variety of other fraud-related crimes and offenses.

The Office of Investigations has developed and implemented an investigative action plan which contains the following elements:

- Investigations of alleged criminal violations and civil fraud by contractors, employees, and others relating to GSA acquisition programs;
- Criminal investigations relating to the integrity of GSA programs, operations, and personnel;
- Proactive initiatives, including the use of data analytics, which address systemic investigative issues that cross GSA regional boundaries; and
- Investigations of allegations of serious misconduct by high-ranking GSA officials.

Highlights of the Office's work in FY 2022 include the following:

GSA OIG special agents conducted a wide range of significant investigations affecting taxpayers and agencies across the government. For example, their successful pursuit of False Claims Act cases resulted in the largest-ever False Claims Act recovery based on allegations of small business contracting fraud. TriMark USA, LLC, agreed to pay \$48.5 million to resolve allegations they manipulated the award of federal contracts intended for small businesses. TriMark's alleged conduct deprived legitimate Service-Disabled Veteran-Owned Small Businesses and other qualified small businesses from these procurements. Additionally, Dakota Outerwear agreed to pay the United States \$1 million to resolve civil allegations that the company violated the False Claims Act by conspiring with others to manufacture, import and sell counterfeit military uniforms and gear to the government

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which was manufactured in China and Pakistan. GSA OIG worked these investigations in coordination with the Department of Justice and other law enforcement partners.

Our agents play a significant role in combating major procurement fraud and ensuring the integrity of federal contracting. For example, we led a multi-agency investigation that resulted in three co-conspirators pleading guilty to bribery charges in relation to GSA PBS construction contracts. Charles Jones, a former GSA Supervisory Construction Control Representative, and prime GSA contractors Jennifer C. Strickland, President, SDC Contracting LLC, and Daniel L. Crowe, President, Contractors USA Incorporated, each pleaded guilty for their role in the scheme. The investigation determined that Strickland made cash payments to Jones totaling \$43,500. In return, Jones awarded her company a GSA construction contract valued at approximately \$1.3 million. SDC was to provide construction and renovation services at federal buildings throughout the Eastern District of Virginia, including the Lewis F. Powell, Jr., United States Courthouse in Richmond, VA. The investigation also determined that between December 2015 and August 2019, Crowe provided payments to Jones totaling over \$400,000 in exchange for Jones assisting and recommending Crowe's firm to obtain work on government contracts. All three are currently awaiting sentencing. In another investigation, Jesse Leonard, former Construction Control Representative, GSA PBS, pleaded guilty to soliciting and receiving bribes or kickbacks from contractors with whom he awarded construction contracts to between November 2020 and October 2021, Leonard was ordered to pay a forfeiture amount of \$17,500 dollars and is currently awaiting sentencing.

In another major GSA OIG-led procurement fraud investigation, we determined that former United States Air Force employee Keith Sequin conspired with federal contractors including David J. Bolduc, Jr., one of the owners of QuantaDyn Corporation, in a bribery scheme that spanned more than a decade and involved GSA contracts valued over \$400 million. From 2007 to 2018, Bolduc and QuantaDyn paid more than \$2.3 million in bribes to Sequin, who administered GSA and DoD contracts, in exchange for steering government contracts for military simulators to QuantaDyn. Payments to Sequin were laundered through a company owned by Rubens Fiuza Lima, disguised as legitimate purchases of supplies and equipment. Sequin and Bolduc also conspired with John Hancock and Karen Paulsen, two former program managers who worked for a defense contractor, to steer a \$413 million GSA contract to their employer with the understanding they would subcontract the work to QuantaDyn. Hancock admitted his conduct resulted in government losses totaling over \$23.7 million, and Paulsen admitted her conduct resulted in losses of over \$8 million. QuantaDyn pleaded guilty to conspiracy to commit wire fraud and was ordered to pay \$37.7 million in restitution, a \$6.3 million fine, forfeit \$7.1 million in seized assets, and pay a \$22.8 million forfeiture money judgment. Sequin, Bolduc, Fiuza Lima, Hancock, and Paulsen also pleaded guilty and await sentencing. As part of his plea, Sequin was ordered to forfeit \$2.3 million.

Our investigators found that Stephanie Elliott, who was debarred from getting U.S. Government contracts due to prior misconduct, created multiple companies in GSA's

System for Award Management (SAM) using fictitious names in order to circumvent her previous debarment. She used these companies to obtain more than 1,000 government contracts valued at over \$2.2 million for supplies that she never provided, but for which she received payment. Elliott was sentenced to nine years in prison for her crimes and ordered to pay over \$7.3 million in restitution and forfeitures. In another case involving SAM, we found that Hurriyet Arslan and Sercan Oyuntur schemed to fraudulently access a government contractor's SAM account and diverted a \$23.4 million payment for work the contractor performed under a DoD contract to an account controlled by Arslan. Oyuntur was found guilty at trial, but he fled the United States prior to sentencing. Arslan pleaded guilty and was sentenced to 20 months' incarceration, three years' supervised release, and was ordered to pay \$23.4 million jointly with Oyuntur.

We also achieved important results in addressing set-aside contract fraud, which deprives legitimate, disadvantaged businesses the opportunity to fairly compete for government business. Our work in this area was highlighted by our multi-agency investigation of Stephon Ziegler, owner of Zieson Construction Company. Ziegler acted as a figurehead, and allowed Matthew McPherson and his co-conspirators to run the business and perform almost all of its daily functions. This allowed Zieson to fraudulently obtain \$335 million in federal contracts set aside for veteran and disadvantaged businesses that it was ineligible to receive. The investigation also found that Rusty Simon, owner of Simcon Corp., whose company was eligible for Small Business Administration (SBA) 8(a) disadvantaged business set-aside contracts, received payments from the co-conspirators to use Simcon's name and status to fraudulently obtain \$11.3 million in such contracts. Zeigler, McPherson and Simon pleaded guilty to crimes associated with their roles in the scheme. Zeigler was sentenced to one year incarceration and three years' probation. McPherson was sentenced to 28 months' incarceration with three years of supervised release. Simon was sentenced to five years' probation with 12 months' home confinement.

In another set aside contract fraud investigation by GSA OIG and our partners, we found that Valerie Gonzalez, owner of Primus Group, acted as a figurehead and lent her name and service-disabled veteran status to a scheme that allowed another contractor to fraudulently obtain \$4.2 million in federal contracts set aside for serviced disabled veterans that the contractor was ineligible to receive. Gonzalez pleaded guilty to wire fraud and was sentenced to three years' probation and ordered to pay \$6,000 in restitution.

Our investigators also play a major role in protecting the government's supply chain, pursuing those who sell counterfeit, non-conforming, and substandard products to agencies through GSA contracts. In addition to the Dakota Outerwear civil settlement mentioned above, a GSA OIG-led joint investigation resulted in five officers and employees of Aventura Technologies, Inc., pleading guilty for their roles in a scheme to sell Chinese-made equipment with known cybersecurity vulnerabilities to government and private customers. They falsely represented that the equipment was made in the United States when in fact the products were manufactured in China. The five are currently awaiting sentencing and have agreed to forfeit \$390,000 collectively. Two additional co-

conspirators have also been charged in this case. In another investigation, we obtained a \$969,609 civil settlement with GSA contractor Nightingale Corporation to resolve allegations under the False Claims Act that Nightingale falsely certified that their chairs were being manufactured in Tonawanda, New York, when in fact the chairs were made in Canada. Nightingale's contract with GSA required the office chairs to be manufactured in the United States.

Office of Inspections

Program Description

The Office of Inspections is responsible for independently and objectively analyzing and evaluating GSA's programs and operations through management and programmatic inspections that are intended to provide insight into issues of concern to GSA, Congress, and the American public. The office also formulates, directs, and coordinates quality assurance for the OIG.

Inspections are systematic and independent assessments of the design, implementation, and results of GSA's operations, programs, and policies. Inspections may include an assessment of efficiency, effectiveness, impact, and sustainability.

The Office of Inspections issued a FY 2023 report on GSA's oversight of its federal surplus firearms donation program. Our report found that from 1999 to 2022, GSA operated its firearms program without establishing an agency-issued Order with a system of management objectives and requirements to ensure adequate oversight and criteria. As a result, the firearms program continues to operate under a patchwork of improvised guidance. GSA has improved overall firearms program data reliability since our FY 2015 limited evaluation report that found the agency's inventory records were not complete or accurate, increasing the risk that donated firearms are unmonitored and vulnerable to theft, loss, or unauthorized use. However, some inaccuracies remain that hinder the agency's ability to identify and track all firearms throughout the donation lifecycle.

Based on our findings, we recommended the Assistant Commissioner of the Office of General Supplies and Services:

1. Review and revise GSA Order FSS P 4025.5 to establish the management objectives and requirements of the Surplus Firearms Donation Program, including GSA's roles and responsibilities for surplus firearms.
2. Coordinate with the GSA Office of General Counsel to revise internal procedural documents, including the standard operating procedures, to reflect current practices and ensure they are consistent with each other and with federal requirements.

3. Establish a process to ensure GSAXcess initial firearms data entered by federal agencies into GSAXcess is both accurate and sufficient to allow for the proper identification, tracking, and donation of surplus firearms.
4. Establish a process to ensure GSA firearms staff proactively screen and timely update GSAXcess firearms data to avoid errors.
5. Implement a centralized records management system to ensure both the consistent storage and efficient access of documentation supporting GSA's Surplus Firearms Donation Program.

Also in FY 2023, the Office of Inspections issued a report on indoor air quality in the unrenovated Wings 0 and 3 of the GSA Headquarters Building that identified persistent issues with the ventilation systems and equipment. We found that PBS's leadership had been aware of the issues for years and did not take sufficient action to address those deficiencies. During COVID-19, GSA began to implement Centers for Disease Control and Prevention mitigating actions to reduce the risk of spreading the virus that causes COVID-19. However, we found that the mitigating actions GSA took during the pandemic did not abate or improve the long-standing ventilation systems and equipment issues. Therefore, GSA cannot ensure that occupants in the unrenovated Wings 0 and 3 of the Headquarters Building are in a safe work environment.

Based on our findings, we recommended that the Public Buildings Service Commissioner:

1. Continue to monitor indoor air quality in Wings 0 and 3 of the Headquarters Building, in accordance with the PBS Desk Guide.
2. Expediently notify Headquarters Building occupants of any indoor air quality results that do not meet American Society of Heating, Refrigerating, and Air-Conditioning Engineers standards.

Executive Direction and Business Support Offices

Program Descriptions

Office of the Inspector General: The Inspector General (IG), Deputy Inspector General, Associate Inspector General, and their support staff supervise, coordinate, and provide policy and programmatic direction for all activities within the OIG, including audit, investigation, and inspection activities; Congressional affairs; and media relations. The IG recommends policies for and coordinates activities to promote economy and efficiency in the administration of and the prevention and detection of fraud and abuse in the programs and operations of GSA.

Office of Counsel: This office provides legal advice and assistance to all OIG components nationwide, represents the interests of the OIG in connection with audits and investigations and in litigation arising out of or affecting OIG operations, and advises on statutes and regulations and assists with legislative concerns. Counsel represents the OIG in personnel matters before administrative tribunals and provides support to U.S. Attorneys' Offices and the DOJ in False Claims Act and other litigation. The Office of Counsel also is responsible for the OIG's ethics, Freedom of Information Act, and Federal Acquisition Regulation mandatory disclosure programs.

Office of Administration: This office consists of a multidisciplinary staff that provides budgetary, human resources, information technology, facilities, contracting, and other administrative support and services to all OIG offices. The Office of Administration is responsible for providing the technical, financial, and administrative infrastructure to the OIG.

FY 2024 Performance Plan

The OIG's strategic plan aligns with our statutory reporting requirements in the Semiannual Report to the Congress (SAR). We provide our annual performance in the SAR that is published shortly after the end of each fiscal year.

Strategic Goal No. 1: Protect taxpayer dollars by promoting the economy, efficiency, and effectiveness of GSA programs and operations.

Discussion

The OIG's audits, inspections, and investigations support GSA operations by identifying mismanagement and control weaknesses; assisting contracting officers in achieving the best prices for goods and services; identifying non-compliance with statutes, regulations, and contract terms; suggesting ways to mitigate management control weaknesses and other systemic problems; and recommending or seeking recoveries of funds owed to the government. Audits, inspections, and investigations are performed in response to indications of possible deficiencies and requests for assistance from GSA personnel and Congress. The OIG advises GSA management of identified opportunities to increase the economy, efficiency, and effectiveness of GSA's programs and operations.

Performance Goals:

- *Identify potential savings and efficiencies in GSA contracts and programs.*
- *Seek recoveries of monies owed the United States.*
- *Provide audit, inspection, investigation, and other reports and memoranda that enable agency management to make improvements in agency operations.*

Performance Measures:

- *Dollar value of civil, criminal, and administrative monetary accomplishments.*
- *Financial impact identified in audit reports and memoranda issued.*
- *Program impact identified in audit reports and memoranda.*
- *Program impact identified in inspection reports and memoranda.*

Strategic Goal No. 2: Prevent and detect fraud and abuse in GSA programs and operations.

Discussion

The OIG uses information from its audits, investigations, and inspections to suggest ways GSA can mitigate problems that could allow fraud and or abuse to occur. The OIG detects potential fraud and other criminal conduct, and refers potential fraud cases to the Department of Justice. The OIG will provide information to GSA relevant to administrative actions and potential debarments.

Performance Goals:

- *Investigate allegations indicating violations of statutes, regulations, and policies.*
- *Seek Department of Justice involvement in potential fraud cases.*
- *Refer contractors to GSA officials for suspension and debarment where their level of responsibility poses a risk to federal government customers.*
- *Provide agency management with information necessary to take personnel and other administrative actions.*

Performance Measures:

- *Number of criminal referrals, acceptances, and convictions.*
- *Number of civil referrals, acceptances, and resolutions.*

OIG Strategic Goal No. 3: Focus on high-risk and high-impact areas.

Discussion

The OIG will focus its audit, inspection, and investigation resources on issues with potentially significant impact on GSA programs and operations; assist GSA management in ensuring the integrity of high-dollar and high-priority programs and procurements; and recommend to GSA any necessary programmatic changes to ensure process efficiency and achievement of the agency's mission and goals. By focusing on high-risk areas, the OIG should achieve greater monetary savings for GSA.

Performance Goals:

- *Perform audits of GSA contracts, programs, and systems that present the most significant management challenges, high-risk areas, cybersecurity vulnerabilities, and opportunities for improvement.*

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- *Perform inspections of high priority and high visibility GSA programs and activities that present significant risks to GSA and its stakeholders.*
- *Devote investigative resources to potentially significant government losses and serious breaches of the integrity of agency programs and operations.*

Performance Measures:

- *Percent of audit resources focused on high-priority areas, including management challenges and support of False Claims qui tam and other civil prosecution cases.*
- *Percent of inspection resources focused on high-priority assignments that impact GSA or the Federal Government.*
- *Percent of investigative resources focused on fraud and other high-priority cases.*

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ACQUISITION SERVICES FUND

Fiscal Year 2024 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, one strategic initiative, and integrator support offices within FAS:

Assisted Acquisition Services (AAS) - This portfolio 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) - This portfolio 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) - This portfolio 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) - This portfolio provides Federal agencies with professional and human capital services contract solutions, including payment solutions through the GSA SmartPay® program.

Technology Transformation Services (TTS) - This portfolio 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) - This portfolio provides partner agencies with travel, transportation, and relocation services; motor vehicle acquisition; and motor vehicle fleet leasing services.

Integrated Award Environment (IAE) - This strategic initiative provides centralized technology to support a modernized Federal award environment. As a result of a reorganization in FY 2022, The Integrated Award Environment (IAE) was realigned organizationally to the Technology Transformation Services (TTS). IAE provides a Government-wide service in collaboration with

governance groups of interagency experts by providing technology solutions to manage the collection and display of standardized data that is critical to maintaining the integrity of Federal procurement and financial assistance awarding processes and navigating the Federal acquisition lifecycle.

FAS Integrators - These offices support the business portfolios by providing strategic, organizational, and policy guidance to the business units.

FAS Supporting Administration Priorities

The Administration has communicated an ambitious set of priorities to move America forward. While many of these priorities require a coordinated, whole-of-government approach, the Federal Acquisition Service (FAS) has a substantial role in delivering meaningful results for a number of the Administration's priorities. Furthermore, because of its unique ability to enable and enhance the missions of other agencies, FAS is positioned to be a Government-wide leader of many efforts that directly support these goals. These include:

- Prioritizing IT Modernization & Cybersecurity,
- Tackling the Climate Crisis,
- Enhancing the Public's User/Customer Experience, &
- Driving Diversity, Equity, Inclusion, and Accessibility Across Government

To pursue these priorities, 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 improve socioeconomic impact, equity, and racial justice; drive nationwide policy on environmental protection; and fuel our continued economic recovery and expansion. This will create lasting changes beneficial to the many communities that FAS serves.

Building FAS's Strategic Capabilities to Deliver on the Priorities

FAS manages a very diverse portfolio of solutions, participates in nearly every commercial product and services marketplace, and serves every other agency within the Government. However, the incredible breadth and depth of this work should not obscure FAS's very straightforward vision for how it will help meet the Administration's priorities. Across the strategic capabilities it develops, FAS will:

1. *Add tremendous value to our customers' mission*
2. *Enable and support a thriving, innovative, compliant, and resilient marketplace*
3. *Make it incredibly easy to do business with FAS*

The categorized strategic capabilities below illustrate how these core principles serve to focus FAS's work to fulfill its mission and maximize its contribution to our Administration's priorities.

1. Add tremendous value to our customers' mission

Initiative: Digital Experience

Using Agile methodologies and in partnership with its stakeholders, buy.gsa.gov is a single-sign-on customer-facing portal launched in April 2022 that provides a consolidated suite of popular market research tools. Previously, these tools were managed and maintained independently of one another across various GSA sites. Under the Digital Experience initiative, buy.gsa.gov combines and modernizes the functionality of 11 different tools into one place and focuses exclusively on the pre-solicitation phase of the acquisition process. buy.gsa.gov makes it easier to do business with GSA by assisting in the creation of an Acquisition Package, and by serving as a sales funnel for FAS products and services. While Digital Experience did not originate as a direct result of the passage of the 21st Century Integrated Digital Experience Act (IDEA), this initiative closely aligns with the directives and methods outlined by IDEA.

Administration Priority(ies) Supported:

- Prioritizing IT Modernization & Cybersecurity
- Enhancing the Public's User/Customer Experience

Initiative: Services Marketplace

The Services Marketplace (SMP) is a collective of contract offerings and initiatives that support the Federal Government's services-related procurement spend, which accounts for over 80 percent of all common Federal procurement spend. The SMP will improve FAS's services initiatives and offerings to streamline operations; improve the customer, supplier, & workforce experiences; and increase the use of FAS managed indefinite delivery/indefinite quantity (IDIQ) contracts (including MAS).

Administration Priority(ies) Supported:

- Prioritizing IT Modernization & Cybersecurity
- Enhancing the Public's User/Customer Experience

2. Enable and support a thriving, innovative, compliant, and resilient marketplace

Initiative: Cybersecurity & Supply Chain Risk Management (C-SCRM)

FAS continues to build its SCRM program capability and to implement regulatory mandates for Supply Chain Resilience. In implementing its organizational level SCRM plan, FAS is developing policy, governance, tools and training to manage supply chain risks throughout the

acquisition lifecycle. Supply chain security statutes drive FAS prioritization as FAS continues to support the Federal Acquisition Security Council and its Information Sharing Agent mandate to mature SCRM across the Federal Government.

Additionally, there are specific supply chain concerns related to cybersecurity. FAS must implement Executive Order 14028, “Improving the Nation’s Cybersecurity” (Cyber EO) to include FAS-wide communications planning; development of plans for contract clauses; and coordination with vendor partners, customers, and acquisition professionals. FAS’s support of the Cyber EO requires partnership and coordination with GSA’s OCIO (as the agency lead), as well as modifications to contracts as required by provisions of the Federal Acquisition Regulation (FAR), as well as policies issued by the Office of Government-wide Policy. Coordination efforts may also include system changes and training for the acquisition workforce.

Administration Priority(ies) Supported:

- Prioritizing IT Modernization & Cybersecurity

*Initiative: **Small Business Enablement (Post Award Support Strategy)***

FAS is working closely with GSA’s Office of Small and Disadvantaged Business Utilization (OSDBU) to provide enhanced training for contract holders to better understand the Federal marketplace, its terminology, data sources, and how Federal buyers approach the buying process. Successful implementation will result in a decreased percentage of contractors with no/low sales, increased business volume through new contractors with socioeconomic status, and an increased percentage of spend through small businesses.

Administration Priority(ies) Supported:

- Enhancing the Public’s User/Customer Experience
- Driving Diversity, Equity, Inclusion, and Accessibility Across Government

*Initiative: **Fleet Electrification***

The Fleet Electrification initiative will be a major contributing factor in the Federal Government’s deployment of Zero Emission Vehicles (ZEVs) and meeting the electrification goals of the Administration. GSA Fleet will continue to deploy ZEVs within the GSA Leased Fleet as models become available that will meet agency mission requirements. GSA Fleet will also continue to provide purchasing channels for agencies to purchase ZEVs for agency-owned fleets. The Federal Government purchases approximately 50,000 vehicles annually through GSA Fleet, which positions GSA to be a major contributor to the electrification effort. GSA Fleet also provides access to charging infrastructure for customers through a blanket purchase agreement and is currently working to develop an enhanced Government-wide solution that will provide the latest models and technology to support ZEV charging requirements. These actions and this

initiative support near-term global reductions in greenhouse gas emissions and a long-term goal of net-zero global emissions through fleet electrification.

Administration Priority(ies) Supported:

- Tackling the Climate Crisis
- 3. Make it incredibly easy to do business with FAS

*Initiative: **Supplier Experience on MAS***

FAS is reviewing all online content related to suppliers' Multiple Award Schedule (MAS) program onboarding journey and working with industry to provide a consistent and easy path to providing an offer through the MAS program. FAS has created an updated MAS Roadmap that provides step-by-step instructions on how to get a MAS contract. In direct support of the 21st Century IDEA objectives, FAS also launched a new and improved Vendor Support Center site that was updated through customer experience feedback. FAS will continue this experience by updating the MAS Welcome Package that onboards new contractors after award.

Administration Priority(ies) Supported:

- Enhancing the Public's User/Customer Experience
- Driving Diversity, Equity, Inclusion, and Accessibility Across Government

*Initiative: **Catalog Management***

The Catalog Management initiative is streamlining and improving how FAS manages data associated with the more than 50 million products and services offered to the Federal marketplace, including items represented on GSA Advantage! The forthcoming changes will address long-standing problems surrounding user experience by both industry partners and customers. Modernizing catalog management will continue to streamline and improve the way FAS ingests, validates, and shares catalog information.

Administration Priority(ies) Supported:

- Prioritizing IT Modernization & Cybersecurity
- Enhancing the Public's User/Customer Experience

*Initiative: **Contract Acquisition Lifecycle Management (CALM)***

FAS will deliver a modern, enterprise-wide Contract Acquisition Life-cycle Management (CALM) system to streamline acquisition systems across five major programs: 1) The Multiple Award Schedules, 2) Multiple Award IDIQ Contracts (non-MAS), 3) GSA Global Supply, 4) Assisted Acquisition Services, and 5) Technology Transformation Services. Using human-centered

design principles as a guide, the goal is to deliver a reliable enterprise contract writing system that helps end users do their job effectively, efficiently, and economically while reducing burden and improving performance.

Administration Priority(ies) Supported:

- Prioritizing IT Modernization & Cybersecurity
- Enhancing the Public's User/Customer Experience

Summary of Request

The FY 2024 Request for the ASF provides a total of \$25.9 billion and 4,056 full-time equivalent (FTE) employees. This is an increase of \$1.611 billion in obligations and an increase of 77 FTE from the FY 2023 Plan. The FY 2023 Plan and FY 2024 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 2024 Request includes an increase of \$1.611 billion from the FY 2023 Plan:

- \$789.1 million in additional business volume through FAS Offerings
- \$675.2 million for inflation on goods and services sold
- \$364.7 million for increases in capital outlays for the Fleet Leasing program
- \$35.2 million for increases in the WCF Contribution
- \$27.0 million for the FY 2024 Pay Increase
- \$14.0 million in FTE costs to support business priorities
- \$7.4 million increase in Operational Contractual Services and Miscellaneous Spending
- \$7.0 million for increased costs for Operation and Maintenance of equipment
- -\$0.8 million decrease in Reserve Investment Spending
- -\$24.5 million for decreases in Login.gov obligations funded through the TMF ARP award
- -\$283.0 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
2023 Plan.....	3,979	\$ 24,343,507
2024 Plan.....	4,056	\$ 25,954,781
Net Change.....	77	\$ 1,611,275
	FTE	Obligations
Maintaining Current Levels:		
FY 2024 Pay Increase		\$ 27,057
Inflation on Goods and Services Sold		\$ 675,238
Subtotal, Maintaining Current Levels.....	-	\$ 702,295
Program Changes		
Increase in Business Volume through FAS Offerings.....		\$ 789,134
Increase in Capital Outlays for the Fleet Leasing Program.....		\$ 364,687
Increase in WCF Contribution.....		\$ 35,183
Increase in FTE to Support Business Priorities.....	77	\$ 13,995
Increase in Operational Contractual Services & Other Misc. Spending.....		\$ 7,418
Increase in Costs for Operation and Maintenance of Equipment.....		\$ 6,954
Decrease in Reserve Investment Spending.....		\$ (833)
Decrease in Login.gov Obligations funded through TMF ARP Award.....		\$ (24,506)
Decrease in ITC Cost of Goods Sold due to Telecom Transition ¹		\$ (283,052)
Subtotal, Program Changes.....	77	\$ 908,980
Net Change.....	77	\$ 1,611,275

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.

U.S. General Services Administration
Acquisition Services Fund

Obligations by Object Classification
(Dollars in Thousands)

		2022 Actual	2023 Plan	2024 Plan
11.1	Full-time permanent.....	\$ 408,162	\$ 495,804	\$ 525,071
11.3	Other than permanent.....	\$ 31,463	\$ 74	\$ 87
11.5	Other personnel compensation.....	\$ 11,216	\$ 11,072	\$ 11,724
11.9	Total personnel compensation.....	\$ 450,841	\$ 506,950	\$ 536,882
12.1	Civilian personnel benefits.....	\$ 161,722	\$ 186,821	\$ 197,941
13.0	Benefits for Former Personnel.....	\$ -	\$ -	\$ -
21.0	Travel and transportation of persons.....	\$ 1,601	\$ 10,140	\$ 10,142
22.0	Transportation of things.....	\$ 42,758	\$ 7,522	\$ 7,958
23.1	Rental payments to GSA.....	\$ 28,926	\$ 29,143	\$ 29,065
23.3	Communications, utilities, and miscellaneous charges.....	\$ 880,468	\$ 613,200	\$ 342,297
24.0	Printing and reproduction.....	\$ 1,837	\$ 2,679	\$ 2,703
25.1	Advisory and Assistant Service.....	\$ 20,640,852	\$ 17,707,041	\$ 18,759,919
25.2	Other good and services from non-Federal sources.....	\$ 5,377	\$ 5,396	\$ 5,504
25.3	Other purchases of goods and services from Federal sources.....	\$ 319,480	\$ 317,126	\$ 352,680
25.4	Operation and maintenance of facilities.....	\$ -	\$ -	\$ -
25.7	Operations and maintenance of equipment.....	\$ -	\$ 140,145	\$ 147,099
26.0	Supplies and materials.....	\$ 245,350	\$ 1,350,656	\$ 1,455,645
31.0	Equipment.....	\$ 872,199	\$ 3,388,792	\$ 4,053,607
32.0	Land and structures.....	\$ 2,135	\$ -	\$ -
42.0	Insurance claims and indemnities.....	\$ -	\$ 50	\$ -
43.0	Interest and Dividends.....	\$ -	\$ 5	\$ 5
	Total new obligations.....	\$ 23,653,546	\$ 24,265,667	\$ 25,901,447
	Subtotal, PC&B.....	\$ 612,563	\$ 693,772	\$ 734,823
	Subtotal, Non-labor.....	\$ 23,040,983	\$ 23,571,895	\$ 25,166,624
99.0	Obligations, appropriated (multi-year)	\$ 26,755	\$ 77,840	\$ 53,334
99.9	Total obligations	\$ 23,680,301	\$ 24,343,507	\$ 25,954,781
	Civilian full-time equivalent employment.....	3,646	3,979	4,056
	Net Outlays.....	596,091	228,635	(108,391)

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 2022, the ASF returned \$1.4 million in net proceeds from the sale of personal property across the Federal Government to the Treasury in accordance with 40 USC § 573. In FY 2023 and FY 2024, total ASF Revenue is projected to be \$22.3 billion and \$23.6 billion respectively. The projected ASF Revenue in FY 2024 is less than the total obligation request for FY 2024, because the total obligation request includes anticipated flow-thru obligations that will not be recognized as Revenue until subsequent fiscal years. The ASF revenue is generated across FAS's six business portfolios and initiatives. Revenue is projected to increase from FY 2023 to FY 2024 for all portfolios, except for ITC and IAE, due to increased utilization of current offerings as well as the introduction of several new offerings.

Below is the portfolio-by-portfolio summary that totals the ASF's \$1,263.3 million increase in anticipated Revenue from FY 2023 to FY 2024:

- \$953.5 million increase in AAS due to continued growth in customer orders
- \$479.3 million increase in TTL due to increased miles driven, increased use of Zero Emission Vehicles (ZEV), and increased rates to cover increased costs related to growth in fuel prices, vehicle acquisition costs, and other fleet related expenses
- \$86.4 million increase in GS&S associated with the expansion of store operations
- \$46.7M million increase in TTS through continued growth of the Login.gov program
- \$5.5 million increase in PSHC due to continued growth across all business lines as well as beginning to earn Revenue from the new OASIS + offering
- -\$3.1 million decrease in IAE associated with collections from customers returning to steady-state levels after experiencing an increase in collections in FY 2023 due to the final planned reimbursement for the Dun & Bradstreet (D&B) Data Rights previously purchased by GSA

- -\$305.0 million decrease in ITC as agencies transition from ITC's Networx contract to the lower rates on the Enterprise Infrastructure Solutions (EIS) contract

In FY 2023 and FY 2024, reserve expenses include funding the modernization of business systems and offerings (Fleet Systems, Contract Acquisition Lifecycle Management (CALM), Catalog Management), as well as enhancements to the IAE, continued contract transition for the Network Services Program, and support of FAS's Digital Experience initiative.

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

FAS achieved a result of 32.0 percent in FY 2022 compared to the target of 35.3 percent. For FY 2023 and FY 2024, FAS is targeting 36.4 percent and 35.3 percent respectively. FAS was more efficient than the target in FY 2022 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 in FY 2023 and FY 2024 as FAS plans to actively grow its staffing levels to support the growth in business volumes experienced over the last few years, while also continuing to spend in support of Administration priorities. However, overall efficiency in FY 2024 is improved as projected growth in gross margin exceeds projected growth in operating costs as staffing levels normalize after the ramp up in staffing in FY 2023. 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's ability to serve changing levels of Government demand at optimal levels of efficiency.

U.S. General Services Administration
Acquisition Services Fund

Results of Operations by Program
(Dollars in Thousands)

Income and Expense Statement	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
1. Assisted Acquisition Services (AAS)			
Revenue	\$ 15,106,045	\$ 16,291,629	\$ 17,245,099
Acquisition Training Fund^1	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 14,683,585	\$ 15,843,229	\$ 16,771,128
Gross Margin	\$ 422,460	\$ 448,400	\$ 473,971
<i>Cost of Operations</i>			
Program Expenses	\$ 216,794	\$ 266,417	\$ 288,705
Corporate Overhead	\$ 74,698	\$ 82,322	\$ 95,716
Other Cost of Operations	\$ 1,688	\$ 1,984	\$ 2,037
Total Cost of Operations	\$ 293,180	\$ 350,723	\$ 386,459
Net Operating Results	\$ 129,280	\$ 97,677	\$ 87,512
Reserve Expenses	\$ 20,241	\$ 24,792	\$ 36,277
Net Financial Impact	\$ 109,039	\$ 72,885	\$ 51,235
2. General Supplies and Services (GSS)			
Revenue	\$ 1,351,400	\$ 1,275,241	\$ 1,361,657
Acquisition Training Fund^1	\$ (2,636)	\$ (2,678)	\$ (2,675)
Cost of Goods Sold	\$ 1,101,907	\$ 1,049,037	\$ 1,124,012
Gross Margin	\$ 246,857	\$ 223,526	\$ 234,970
<i>Cost of Operations</i>			
Program Expenses	\$ 175,152	\$ 202,823	\$ 207,773
Corporate Overhead	\$ 49,622	\$ 50,616	\$ 55,911
Other Cost of Operations	\$ 8,451	\$ 1,562	\$ 1,428
Total Cost of Operations	\$ 233,225	\$ 255,001	\$ 265,111
Net Operating Results	\$ 13,632	\$ (31,475)	\$ (30,141)
Reserve Expenses	\$ 8,719	\$ 21,090	\$ 19,839
Net Financial Impact	\$ 4,913	\$ (52,565)	\$ (49,980)
3. Information Technology Category (ITC)			
Revenue	\$ 1,305,952	\$ 826,619	\$ 521,576
Acquisition Training Fund^1	\$ (10,189)	\$ (9,860)	\$ (9,732)
Cost of Goods Sold	\$ 904,511	\$ 486,471	\$ 202,998
Gross Margin	\$ 391,252	\$ 330,288	\$ 308,846
<i>Cost of Operations</i>			
Program Expenses	\$ 219,377	\$ 248,924	\$ 242,497
Corporate Overhead	\$ 61,448	\$ 65,121	\$ 68,666
Other Cost of Operations	\$ 2,834	\$ 1,523	\$ 1,760
Total Cost of Operations	\$ 283,659	\$ 315,568	\$ 312,923
Net Operating Results	\$ 107,593	\$ 14,720	\$ (4,077)
Reserve Expenses	\$ 14,280	\$ 21,463	\$ 24,161
Net Financial Impact	\$ 93,313	\$ (6,743)	\$ (28,238)

U.S. General Services Administration
Acquisition Services Fund

Income and Expense Statement	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
4. Professional Services & Human Capital (PSHC)			
Revenue	\$ 121,535	\$ 118,932	\$ 124,404
Acquisition Training Fund ¹	\$ (6,023)	\$ (5,947)	\$ (6,220)
Cost of Goods Sold	\$ -	\$ -	\$ -
Gross Margin	\$ 115,512	\$ 112,985	\$ 118,184
<i>Cost of Operations</i>			
Program Expenses	\$ 78,359	\$ 93,133	\$ 95,184
Corporate Overhead	\$ 23,100	\$ 24,785	\$ 27,493
Other Cost of Operations	\$ 368	\$ 617	\$ 507
Total Cost of Operations	\$ 101,827	\$ 118,535	\$ 123,184
Net Operating Results	\$ 13,685	\$ (5,550)	\$ (5,000)
Reserve Expenses	\$ 3,874	\$ 8,276	\$ 8,701
Net Financial Impact	\$ 9,811	\$ (13,826)	\$ (13,701)
5. Travel, Transportation, and Logistics (TTL)²			
Revenue	\$ 3,031,083	\$ 3,634,905	\$ 4,114,278
Acquisition Training Fund ¹	\$ (888)	\$ (1,109)	\$ (1,266)
Cost of Goods Sold	\$ 1,538,545	\$ 1,951,434	\$ 2,272,995
Gross Margin	\$ 1,491,650	\$ 1,682,362	\$ 1,840,017
<i>Cost of Operations</i>			
Program Expenses	\$ 559,349	\$ 538,877	\$ 674,406
Corporate Overhead	\$ 53,938	\$ 57,645	\$ 64,226
Other Cost of Operations	\$ 602,933	\$ 613,339	\$ 622,704
Replacement Cost Pricing ³	\$ 263,541	\$ 463,960	\$ 478,546
Total Cost of Operations	\$ 1,479,761	\$ 1,673,821	\$ 1,839,882
Net Operating Results	\$ 11,889	\$ 8,541	\$ 135
Reserve Expenses	\$ 24,629	\$ 26,609	\$ 16,740
Net Financial Impact	\$ (12,740)	\$ (18,068)	\$ (16,605)
6. Integrated Award Environment (IAE)			
Revenue	\$ 101,025	\$ 68,112	\$ 65,025
Acquisition Training Fund ¹	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 73,712	\$ 62,574	\$ 63,633
Gross Margin	\$ 27,313	\$ 5,538	\$ 1,392
<i>Cost of Operations</i>			
Program Expenses	\$ 9,871	\$ 10,636	\$ 10,777
Corporate Overhead	\$ 6,400	\$ 6,330	\$ 7,603
Other Cost of Operations	\$ 3,737	\$ 3,674	\$ (42)
Total Cost of Operations	\$ 20,008	\$ 20,640	\$ 18,338
Net Operating Results	\$ 7,305	\$ (15,102)	\$ (16,946)
Reserve Expenses	\$ 42,444	\$ 53,290	\$ 45,033
Net Financial Impact	\$ (35,139)	\$ (68,392)	\$ (61,979)

U.S. General Services Administration
Acquisition Services Fund

Income and Expense Statement	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
7. Technology Transformation Services (TTS)			
Revenue	\$ 112,475	\$ 125,475	\$ 172,189
Acquisition Training Fund^1	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 68,546	\$ 52,402	\$ 84,019
Gross Margin	\$ 43,929	\$ 73,073	\$ 88,170
<i>Cost of Operations</i>			
Program Expenses	\$ 65,519	\$ 84,227	\$ 91,941
Corporate Overhead	\$ 14,295	\$ 15,029	\$ 17,201
Other Cost of Operations	\$ 201	\$ 388	\$ 397
Total Cost of Operations	\$ 80,015	\$ 99,644	\$ 109,539
Net Operating Results	\$ (36,086)	\$ (26,571)	\$ (21,369)
Reserve Expenses	\$ 4,258	\$ 3,276	\$ 8,275
Net Financial Impact	\$ (40,344)	\$ (29,847)	\$ (29,644)
8. HR Quality Service Management Office PMO (HR QSMO)			
Revenue	\$ -	\$ -	\$ -
Acquisition Training Fund^1	\$ -	\$ -	\$ -
Cost of Goods Sold^4	\$ 350	\$ -	\$ -
Gross Margin	\$ (350)	\$ -	\$ -
<i>Cost of Operations</i>			
Program Expenses	\$ 1,804	\$ -	\$ -
Corporate Overhead	\$ 894	\$ -	\$ -
Other Cost of Operations	\$ (40)	\$ -	\$ -
Total Cost of Operations	\$ 2,658	\$ -	\$ -
Net Operating Results	\$ (3,008)	\$ -	\$ -
Reserve Expenses	\$ 6,107	0	0
Net Financial Impact	\$ (9,115)	\$ -	\$ -

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

Income and Expense Statement	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
9. Total Acquisition Services Fund (ASF)			
Revenue ⁵	\$ 21,129,515	\$ 22,340,913	\$ 23,604,228
Acquisition Training Fund ¹	\$ (19,736)	\$ (19,594)	\$ (19,893)
Cost of Goods Sold	\$ 18,371,156	\$ 19,445,147	\$ 20,518,785
Gross Margin	\$ 2,738,623	\$ 2,876,172	\$ 3,065,550
<i>Cost of Operations</i>			
Program Expenses	\$ 1,326,225	\$ 1,445,037	\$ 1,611,283
Corporate Overhead	\$ 284,395	\$ 301,848	\$ 336,815
Other Cost of Operations	\$ 620,172	\$ 623,087	\$ 628,791
Replacement Cost Pricing ³	\$ 263,541	\$ 463,960	\$ 478,546
Total Cost of Operations	\$ 2,494,333	\$ 2,833,932	\$ 3,055,435
Net Operating Results	\$ 244,290	\$ 42,240	\$ 10,115
Reserve Expenses	\$ 124,552	\$ 158,796	\$ 159,026
Net Financial Impact	\$ 119,738	\$ (116,556)	\$ (148,911)

1 - The FY 2024 amount for Acquisition Training Fund does not reflect the Legislative Proposal to increase the FAS contributions to the Acquisition Workforce Training Fund (AWTF) from the current 5% to the proposed 7.5% in FY 2024. That increase in contribution percentage would result in a \$9.9 million increase in contributions in FY 2024 from the currently planned \$19.9 million to a projected \$29.8 million.

2 - TTL Portfolio Revenue and Cost of Goods Sold include \$1,180.4 million, \$1,232.1 million, and \$1,334.5 million in intra-GSA sales of vehicles that GSA Fleet plans to purchase from GSA Automotive in FY 2022, FY 2023, and FY 2024, for its leasing program for Federal agencies.

3 - 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.

4 - The FY 2022 Cost of Goods Sold for the HR QSMO reflects expenses paid to vendors for work funded by Cross Agency Priority (CAP) Goal funding provided in FY 2021.

5 - Total FY 2024 ASF Revenue is \$2,350.6 million less than the total obligation request of \$25,954.8 million for FY 2024. 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 2022 Actual	FY 2023 Plan	FY 2024 Plan
Portfolios & Initiatives	3,034	3,273	3,326
Assisted Acquisition Services	696	773	825
General Supplies Services	459	483	489
Information Technology Category	618	686	655
Professional Services & Human Capital	248	266	269
Travel, Transportation, & Logistics	685	716	719
Integrated Award Environment	37	35	35
Technology Transformation Services	291	313	334
HR Quality Service Management Office PMO	1	-	-
Integrators	613	706	730
Office of the Commissioner	9	8	8
Regional Commissioners	101	128	130
Office of Enterprise Strategy Management	155	189	207
Office of Customer & Stakeholder Engagement	245	257	257
Office of Policy & Compliance	54	60	60
Contracting	48	64	68
Total ASF FTE¹	3,647	3,979	4,056

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 2022, AAS's business continued to grow significantly over prior years with obligations increasing by 15 percent from FY 2021 levels and Business Volume ending the year at \$14.7 billion. To ensure quality as AAS expands, the portfolio continues its Acquisition Quality Initiative focusing 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 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 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.

ASTRO is an IDIQ contract providing platform-related services, which issued a Notice to Proceed in November 2021. In FY 2022, there were two awards totaling \$3.2 billion under the ASTRO IDIQ, which exceeded the projected goal of \$3 billion. For FY 2023 AAS currently has

15 opportunities in the acquisition pipelines that are estimated at a \$9 billion total award ceiling if all 15 are awarded under ASTRO.

AAS continues to find opportunities to stand up expanded operational support with customer agencies. For example, CSC4 are longtime partners with the Environmental Protection Agency (EPA). EPA's mission, to protect human health and the environment, is closely tied with the Biden-Harris Administration's priority of tackling climate change. EPA performs highly-specialized scientific research, and their mission success depends upon having the right personnel in place.

EPA's Office of Air Quality Planning and Standards (OAQPS) required professional assistance to support air quality monitoring and analysis. The CSC4 team worked closely with the customer to understand the requirements and get the right contract support in place to conduct air quality model simulations, analyze emissions, and take ambient air measurements.

In FY 2023 and FY 2024, 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 (FAR). 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) — is the program office for the OMB designated Best-In-Class (BIC) GSA Global Supply program which 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 2022, 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) through the execution of forward supply point solutions in Europe and the Pacific Rim which improved service levels and shortened customer wait times. In FY 2023, SCM will expand the OCONUS fast delivery initiative to the U.S. Central Command (CENTCOM) Area of Responsibility (AOR) (Middle East), Alaska and Puerto Rico. These solutions are designed to vastly improve service delivery times for customers in these areas from 45-60 days to 3-5 business days. These added efforts will further expand the Global Supply product base for high demand items, while continuing to improve the customer ordering experience in obtaining these items.

SCM continues to manage its commercial third-party logistics provider (3PL) solution designed to significantly reduce the cost to ship orders to OCONUS military customers. The 3PL solution is a less costly and more efficient alternative than the previous approach, and SCM has saved an estimated \$3.25 million per year with the 3PL solution through FY 2022.

SCM is also playing a significant role in supporting the U.S. response to events occurring in Ukraine, having processed over 22,000 Ukraine-specific customer orders valued at over \$7.1 million during FY 2022.

SCM Part Number sales have grown significantly since the initiative began in 2017 with \$27.3 million in sales in FY 2022 sales compared to \$13.3 million in FY 2021. SCM is also working through the acquisition process to add Information Technology part numbers to GSA Global Supply® for customers to requisition and anticipates execution in late FY 2023. This is unprecedented for the requisition channel.

In FY 2022 and into FY 2023, SCM continues to expand the growing-in-popularity special order program (SOP–Global Supply assisted acquisition) while the modernization of National Stock Number (NSN) Management (Cataloging) will lead to faster/more timely NSN updates and improved customer service via movement to cloud technology.

Office of Retail Operations (RO) — Plans, directs and coordinates the development and execution of strategic retail supply chain operations for DoD, DHS and other civilian agencies. RO leverages GSA's contracting and acquisition experience and the product-fulfillment expertise of commercial industry leaders and Ability One partners to manage the acquisition, storage, merchandising, delivery, and billing aspects of a comprehensive requisition-based supply solution that provides common commercially available products. This 4th Party Logistics, or 4PL, is the business model that allows RO customers to easily access needed supplies, gather business intelligence on their spending and be freed from the resource constraints inherent in operating their own supply systems. Although there is no "standard" service offering, and each customer's needs are different, 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, fiscally integrated and compliant requisition method.

The value-add proposition of the 4PL model is to provide a greater level of expertise, and by completely outsourcing the logistics functions a customer can have greater focus on their core competencies. The 4PL focus on savings is on the entire supply chain process to include competitive product value. Additionally, the larger cost savings is related to the acquisition of products, inventory, receiving process and the reconciliation of products. All of this effort normally accomplished by the customers is now handled through the 4PL program.

RO currently operates and manages 81 locations around the world supported by 13 vendor partners.

GSA RO's recent expansion includes 20 new Public Works Departments (PWD) locations under the Naval Facilities Engineering Systems Command (NAVFAC) Enterprise. There are 40 NAVFAC shops processing orders through these locations. This count continues to expand with the expectation of 10 new locations to go live in the coming months. For FY 2023 and FY 2024, Retail operations will continue to roll out locations bringing the eventual total to 86 RO 4PL operations to include five (5) overseas locations. NAVFAC engagement reflects both brick and mortar operations, issue points, satellite PWD locations and the USMC Virtual Store.

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 program.

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 NSN and commercial part number items via GSA Global Supply.

AM's goals for FY 2023 and FY 2024 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 awarded new Blanket Purchase Agreements (BPAs) to support the growth of RO stores across the globe. The new process allows new stores to be opened without awarding a new BPA each time, and assists RO in expanding their business during FY 2023.

In June of 2020, AM awarded three contracts with online platform providers to support the Commercial Platforms program's initial implementation. In FY 2022, the program continued to receive strong interest from over 25 participating agencies, as a 'managed channel' for their routine online spend. AM plans to continue supporting the current contracts through their expiration in June of 2023, and is working closely with the Commercial Platforms program office on follow-on contracts that will expand and broaden the channel to additional platform providers in the future.

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 \$166 million to partner agencies in FY 2022, and has returned \$44 million through December of FY 2023.

Since March 2021, GSA has conducted eleven cryptocurrency sales on GSA Auctions and received over 4,482 bids during these auctions. The last cryptocurrency sale on GSA Auctions was held August 29-31, 2022.

In FY 2023 and FY 2024, 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.

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 is deploying the new modernized PPMS during FY 2023.

Additionally, this program provides reimbursable services to agencies for activities necessary to make excess Federal personal property ready for transfer and reutilization. Program functions include scheduling intake of Federal excess property, physically receiving and cataloging property, securing and storing property, facilitating the onsite screening of property, processing transfers and donation of property, releasing property to recipients, updating accountability records, and IT functions associated with the AAMS module. Federal agencies utilize the

services offered at the warehouse due to lack of space, security, and other mission requirements.

Information Technology Category

The Office of Information Technology Category (ITC) integrates emerging technology and innovation into a portfolio of offerings in excess of \$33 billion annually, with over \$250 billion in contract ceiling value, \$1.9 billion annually in customer savings, and a small business utilization rate of 48.2 percent.

These vehicles provide a critical set of opportunities to drive Digital Government adoption across the Federal Government. The portfolio includes the high profile, highly competitive Government-wide acquisition contracts (GWACs) program, IT MAS, agency and Government-wide BPAs, and other contract solutions that connect Federal buyers with large, diverse industry partner pools, including eight OMB designated Best-in-Class vehicles.

ITC improves the strategic acquisition of IT solutions across the Government while demonstrating commitment to key Administration priorities, including:

- **Delivering superior customer and supplier experiences (CX/SX):** ITC is continuously creating an enhanced end-to-end experience that supports customer requirements and makes it easier for suppliers to sell to the Government, using data and feedback from customers and suppliers gathered throughout the acquisition lifecycle to drive what ITC delivers and how ITC delivers it using digital tools and training.
- **Achieving equity:** ITC's dedication to DEIA initiatives is demonstrated by providing opportunities for historically underserved groups. Since the inception of the GSA's Socioeconomic Small and Small Business GWACs, Federal customers have utilized them to fulfill over \$31 billion in IT requirements. ITC vehicles:
 - Provide life cycle opportunities for socioeconomic small and small business growth
 - Ensure socioeconomic small and small business set-asides are available to GSA's customers
 - Expand opportunities to maximize competition for underserved communities
 - Leverage on-ramps to grow the industrial base by offering opportunities to new entrants
- **Connecting Government buyers with climate sustainable IT solutions:** ITC's GWACs are a valuable partner in creating a climate ready Federal Government, and the program is actively working to manage and reduce supply chain emissions and climate-related supply chain risks, boost sustainable offerings, and maximize net zero economy offerings.

ITC's focus extends to connecting a diverse group of Federal agencies and organizations to artificial intelligence (AI), distributed ledger technology (DLT), robotic process automation (RPA), and emerging technologies that will evolve over the life of the contract. GSA's vehicles enable agencies to procure ever-advancing technology, allowing them to adapt and improve their processes, saving time and taxpayer dollars, while creating new opportunities for the supplier community. All of this work is encompassed in the ITC value proposition, with these key elements:

- **Customer commitment**
 - Acquisition and IT subject matter expertise
 - Responsive customer support to assist with emerging tech needs
 - Training and decision support tools available
- **Convenience**
 - Variety and flexibility with uncompromising value and quality
 - Easy to identify and secure vendors, products, and services
 - Achieve small business / socio-economic goals
- **Cost savings**
 - Reduce costs, save time and resources for the mission
 - Solutions with pre-negotiated and competitive pricing
 - Access to Best-In-Class offerings recommended by OMB
- **Compliance**
 - Align with complex Federal regulations, laws, directives, and guidance
 - Reduce security and acquisition risks
 - Safeguard cyber assets and supply chains

ITC also serves as the Government-wide IT Category Manager, overseeing 13 BIC acquisition vehicles housed in GSA, HHS, NASA, and DoD Army. This includes 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.

ITC Subcategories:

Office of Enterprise Technology Solutions (ETS) - helps Federal agencies acquire network 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 provided via Enterprise Infrastructure Solutions (EIS), Complex Commercial SATCOM Solutions (CS3), and the MAS SIN for Wireless and Mobility.

The 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 providing a pathway for 228 Federal agencies and other government entities with \$2 billion in annual requirements to evolve from legacy services to more modernized and secure IT infrastructures. To promote a successful transition from expiring contracts to EIS, ETS has assisted agencies with planning, acquisition development, service migration, inventory tracking, and project management.

In 2019, GSA extended expiring contracts through May 31, 2023, providing agencies with additional time to execute their transition to EIS. Because it is now clear that some agencies will not complete their transition off the expiring contracts by the May 31, 2023 expiration date, GSA will be invoking Continuity of Service (CoS) clauses which will give agencies up to May 31, 2024 to complete their transition. GSA has also agreed to extend the contracts to May 31, 2026 for large agencies with extraneous circumstances.

IT Services — invests in the development of the next generation of Government-wide Acquisition Contracts (GWACs). Agencies spend approximately \$10.8 billion annually through GSA's GWACs, which represents approximately 32% of ITC's total business volume. All of the GWAC vehicles continue to meet the rigorous category management performance criteria and have been designated BIC vehicles by OMB, with these highlights per vehicle:

- **8(a) STARS III:** Awarded in June 2021 with a five-year base period, three-year option, and a \$50 billion ceiling. The GWAC generated more than 425 task orders in FY 2022, estimated at \$550 million, which were awarded to more than 245 suppliers. Nearly 58 percent of these task orders were awarded to SDB suppliers, with a 47.5 percent increase in SDB awards during the GWAC's second cohort. The contract's year one sales reflect a 39 percent increase in comparison to the 8(a) STARS II GWAC contract's year one sales.
- **VETS 2:** Approaching the end of its fifth year, VETS 2 has reached over \$2 billion in total estimated value and nearly \$1 billion in obligated sales. This puts VETS 2 on target to exceed the total sales for base and option periods of its predecessor, VETS GWAC. A testament to the success of this GWAC is that in nearly five years, it has already reached half of its \$5 billion ceiling.
- **Alliant 2:** GSA increased its contract ceiling from \$50 billion to \$75 billion in August 2022 to help ensure customer demand continues to be met while Alliant 3 is being developed. Alliant 3 will continue to support and adapt to emerging Administration priorities, regulatory requirements, and agency needs.
- **Polaris:** serves as a flagship demonstrating ITC's commitment to the DEIA initiatives outlined in EO 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government. Polaris will be the first GSA GWAC to feature multiple socioeconomic groups through a single offering, and it will bring

innovation from the socioeconomic and small business community to Federal agencies and the acquisition workforce leading to substantial benefits to the supplier community, improved technology for Federal agencies, and greater flexibility for acquisition professionals across Government. Final awards are anticipated at the end of calendar year 2023.

IT Software — provides traditional software products, licensing, and maintenance services, and cloud products and services through initiatives and offerings, to include:

- **The Department of Defense Enterprise Software Initiative:** partnership to utilize ITC vehicles to aggregate software requirements, drive down prices, and establish more consistent licensing terms and conditions.
- **Department of the Treasury's Financial Management Quality Service Management Office (FM QSMO):** a MAS SIN launched in May of 2022 that provides agencies with access to innovative and proven financial management solutions and expert guidance, advancing Government-wide financial management objectives and modernizing systems.

IT Hardware — includes purchase, lease, and maintenance options for communications, computing, electronics, and fiber-optic equipment, and hardware services through solutions including:

- **2nd Generation IT (2GIT) Products BPAs:** operationalizes improved standards for the customer buying experience, Supply Chain Risk Management (SCRM), data collection, and vendor support for IT hardware and software purchasing through ITC's Best In Class MAS contracts.
- **Government-wide Strategic Solutions for Desktops and Laptops:** helps agencies purchase desktops and laptops with standard configurations with transparent contract terms and conditions and better pricing.

IT Security — provides products and services to protect information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction through solutions including:

- **Highly Adaptive Cybersecurity Services (HACS):** 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.
- **USAccess HSPD-12 Managed Service Office:** provides Federal Information Processing Standard Publication 201 compliant Personal Identity Verification (PIV) card issuance services to over 1 million Federal employees and contractors with 120 Federal

agencies, commissions, and boards. In FY 2022, GSA operationalized the USPS Credentialing Post Sites with five sites in the DC, Maryland, and Virginia area, opened a new site in Colleyville, TX in December 2022, and has plans to extend to 14 additional metropolitan areas by the end of calendar year 2023.

- **Federal Public Key Infrastructure (FPKI) Management Authority:** a shared service enabling identity management practices for secure physical and logical access and information sharing across Federal agencies and external business partners through the execution of digital certificate policies and standards.

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 2022, \$111 billion in total contract obligations were awarded of which approximately 65 percent were considered spend under management of the Government-wide category. From the PSHC developed and managed contract solutions, \$23.2 billion were awarded through the Professional Services Special Item Numbers on the Multiple Award Schedule (MAS-PS) and the OASIS suite of contracts. Overall, the category experienced 10 percent growth in total obligations compared to FY 2021, with PSHC Government-wide contracts realizing business volume growth of 9 percent.

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 percent) of the MAS-PS contracts and 899 (70 percent) of the OASIS contracts. In FY 2022, MAS-PS business volume increased slightly (less than 2 percent) with \$10.8 billion in reported sales, with \$4.9 billion (45 percent) of sales awarded to small businesses. In FY 2022, OASIS business volume

increased by about 16% with \$12.4 billion in reported obligations, with \$4.7 billion (43 percent) of these obligations awarded to small businesses through 279 task orders.

In FY 2023 and FY 2024, 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 focused on improving the Services Marketplace for Federal agencies' use; with solutions and digital tools that enhance visibility of supplier capability and buyers ordering behavior
- Awarding OASIS+, a new suite of expanded Government-wide contracts for non-IT services with a complement of small business set-asides, increased vendor onboarding opportunities and improved systems and tools
- Building on the progress to-date to fully execute the MAS consolidation plan while exploring the path to further reduce burden to industry by streamlining the evaluation criteria to participate in the contract program
- Expanding use of the best-in-class OASIS contract, and its new OASIS 8(a) contract program, while providing a centralized task order management tool for customers to ease ordering for customers
- Conducting market research into the viability of an eCommerce solution for services
- Strategically supporting high-spend Federal agencies with procurement spend analysis and tailored acquisition strategies
- 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 with an industry relations community of practice
- Continuing to expand the Civilian Services Acquisition Workshop (CSAW) program to instill a process to simplify 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. World class master contracts with multiple commercial banks allow agencies and organizations across the government to obtain innovative payment solutions to support their mission needs.

GSA SmartPay generated more than \$5.6 billion in agency refunds since its inception in 1998. In FY 2022 alone, the program supported more than 78 million agency transactions through 6 million accounts, totaling \$32.7 billion in spend and resulting in \$426.4 million in agency refunds.

In FY 2022 GSA SmartPay® travel spend totaled \$7.5 billion, which was 37.2 percent above the spend in FY 2021.

In FY 2023 and FY 2024, 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 600 Tier 2 SUM contractors through GSA's MAS program. The Human Capital MAS schedules show growth year over year, with the biggest increase in FY 2022. With the advent of telework and remote work for many agencies, human capital and training requirements are trending upwards. In FY 2023 and FY 2024, 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. Since its inception the program now boasts an estimated value of \$1.87 billion in sales. DHS, USAID, and DHA have awarded major task orders under HCaTS in FY 2022 at an estimated value of \$443 million. In the first quarter of FY 2023, DHA awarded a \$445 million task order award. In FY 2023 and FY 2024, 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. The HCaTS PMO provides continual training and advice on how to provide equitable procurements through the use of Small Business and particularly businesses with various underserved socioeconomic status. 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, reimbursable work, and agency contributions 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 2023 and FY 2024, 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 partners to help them build and buy technology that instills trust, is accessible, secure, delivered efficiently, meets the needs of users, and strengthens technology practices to last beyond its partnerships. 18F works in the open to share approaches, practices, templates, and examples, such as the 18F De-Risking Guide for use by its partners and all those working to better deliver services to the public.

In FY 2022, 18F began work with designated High-Impact Service Providers (HISPs), continued work with additional partners in the Executive and Judicial branches, and partnered closely with other TTS programs to help all of these partners better build and buy technology to improve the user experience of Government.

In FY 2023 and FY 2024, 18F will continue and seek new opportunities to improve the user experience of Government services by helping partners, including designated High-Impact Service Providers (HISPs), build and buy technology. 18F will seek new opportunities to improve the public's most meaningful priority life experiences, broadly share its practices and approaches, help its partners meet the needs of those who depend on their services, and also continue to focus on making the organization run more efficiently.

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 2022, the PIF program continued to grow and recruit the best private-sector innovation talent. In addition, PIF diversified its portfolio to build a stronger presence within agencies where Fellows were best suited to drive technology modernization. PIF collaborated with other TTS programs and the Administration to accelerate AI adoption across the Government. Lastly, PIF continued to provide a positive customer experience by utilizing the feedback provided in customer experience surveys from agency partners.

In FY 2023, the PIF program was transferred from the ASF to the FCSF to facilitate improved operations. Some fellows remained in the ASF at the start of the fiscal year because they were on existing Interagency Agreements (IAAs) that carried into FY 2023, but will transfer when their agreements end. 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 enables the program to use the recently approved broadened reimbursable authority of the FCSF which allows the program to better serve its partner agencies by entering into agreements that can cross fiscal years. In FY 2024, the PIF program will be fully transitioned and funded out of the FCSF.

Login.gov — is an authentication and identity verification system available for use by Government partners. Login.gov simplifies secure access to online Government services for the public while reducing costs for taxpayers and 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 2022, Login.gov was serving over 300 agency applications in production, with over 41 million active users across applications. It is continuing to grow rapidly, with an average of over 10 million active users per quarter in FY 2022 across applications.

The program successfully onboarded several additional partners in FY 2022 for identity verification services and projects additional agency and state/local launches in FY 2023. Login.gov continues to grow its team aggressively to support the ever-growing demand for its services.

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 (Cloud.gov Pages) — 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 2022, Cloud.gov operated in 27 Federal agencies and was used in 66 production systems. Cloud.gov has a renewal rate of 95 percent and maintains a growing and dedicated user-base. In FY 2023 and FY 2024, Cloud.gov anticipates increased demand for cloud services and is well-positioned to expand to new offices and agencies.

Federalist, now called Cloud.gov Pages, is a modern publishing platform for Government websites that is built on cloud.gov's infrastructure. In a matter of minutes, a team can build a new website using the U.S. Web Design System. In FY 2022, Cloud.gov Pages hosted over 130 production websites in 17 agencies, serving over 100 million visitors per year, 500 million requests per month, and average 17 million requests per day. Federal law now requires all new sites to be accessible and mobile-friendly; thereby driving demand for Cloud.gov Pages.

Made in America (MiA) - The Made in America Office (MIAO) will ensure that any waivers from Made in America laws are applied clearly, consistently, and transparently across Federal agencies. The MIAO will analyze the information it gathers from waivers to support U.S. manufacturing and more resilient supply chains. madeinamerica.gov will provide relevant market intelligence to those interested in doing business with the U.S. Government. By centralizing information on past and pending waivers, MiA aims to maximize opportunities for U.S. producers to supply goods and services to the Federal Government.

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, along with Practice Areas for Innovation Adoption and Acquisition.

Demand for CoE's fee-for-service consulting services remained strong in FY 2022 and into FY 2023 with a total of 30 new partnership agreements valued at over \$57 million signed during the period. Major accomplishments with public-facing impact from the portfolio include:

- Center for Disease Control (CDC) - CoE helped CDC implement a centralized approach to DevSecOps and data management best practices, allowing faster deployments to service public health infrastructure, creating automated pipelines with more efficient and consistent data for servicing public health, and providing a foundation for authoritative source for consolidated data to disseminate public health information.
- HUD Central Contact Center - Launched newly designed “Find A Housing Counselor Website” to help the public more easily locate and obtain services from Housing Counselors, and implemented new Interactive Voice Response features, Salesforce CRM, and a Knowledge Management System to increase call center capacity, responsiveness and effectiveness.
- FEMA Contact Center - Provided FEMA with a contact center future state roadmap and scoped follow-on implementation work that will help FEMA better serve citizens impacted by disaster.
- USDA Farm Service Agency (FSA) - CoE helped FSA improve the Loan Assistance Tool (LAT) that directly supports economic relief for the American farmer. Success means lowering the barrier of entry for loan applications, decreasing frustration and improving transparency for farmers who need immediate relief.
- Veterans Affairs - Established an enterprise level citizen developer program at VA where business units can learn and perform end-to-end RPA development and deployment so that they can automate routine tasks and allocate human capital to higher value activities.
- GAO Engagement - CoE team members along with GAO engagement partners were recognized by the Comptroller General of the United States and the Executive Committee at GAO for “Results through teamwork award” in recognition of the exceptional quality, comprehensiveness, and Government-wide impact of the Anti-fraud Resource and Conceptual Fraud Model published in Jan 2022.

In addition the CoE passed USDA and National Institutes of Health - National Library of Medicine clients to AAS to do assisted acquisitions totaling over \$600 million. CoE also connected its CDC client to AAS for a \$1 billion cloud acquisition which will run in FY 2023.

FY 2022 also saw the successful kickoff of CoE Resources and Advisory Support, a newly branded suite of products, solutions, and learnings aligned to CoE Centers and Practice Areas and offered at *no cost* to Federal agencies. Implemented in the third quarter of FY 2022 with funding from the American Rescue Plan, these offerings have generated enthusiastic demand from the Federal community. These offerings have already shown great promise in the Federal marketplace, with 18 events conducted for hundreds of customers from 61 unique Federal agencies through the first quarter of FY 2023.

In FY 2023 and FY 2024, CoE will continue to focus on delivering excellence for Federal partners in the fee-for-service consulting space, with a renewed focus on working with the 35

agencies designated as High Impact Service providers. At the same time, CoE will continue delivery of its popular CoE Resources and Advisory Support offerings, with the goal of either identifying a permanent funding source to support them or winding them down at the end of FY 2024. Finally, CoE will continue to work on staffing challenges to better align staffing levels with market demand.

Office of Integrated Award Environment (IAE) - is an E-Government initiative that provides centralized technology and processes to support a modernized Federal award environment. IAE operates SAM.gov, along with 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 FY 2022, the Office of Systems Management underwent a reorganization in order to improve efficiencies, clarify organizational missions and reduce accounting complexities. As a result of the reorganization, The Integrated Award Environment (IAE) was realigned to the Technology Transformation Services (TTS).

IAE continues to successfully move forward on the large-scale modernization effort to consolidate its portfolio of 10 disparate systems into a cohesive, modern infrastructure. IAE has retired six of the 10 systems, along with a major component of a seventh system, leaving just over three remaining systems on the roadmap to retire.

In March 2022, IAE launched a Google Contact Center Artificial intelligence (CCAI) Virtual Agent available on the Federal Service Desk (FSD) with two current use cases with plans to add additional functionality in the future integrating AI into more robust customer service solutions.

In April 2022, as part of a Government-wide modernization initiative, IAE transitioned from the DUNS Number to a Government issued and managed unique entity identifier, as well as a new entity validation service provider. While IAE faced some challenges during the transition, GSA is working to resolve those issues as expeditiously as possible. Now, entities doing business with the Federal Government use the Unique Entity ID created in SAM.gov. These entities no longer have to go to a third-party website to obtain their identifier. By separating the Government requirement for a Unique Entity ID from the Government requirement to validate that the entities are unique, competitiveness was introduced into entity validation services. The transition in identifiers only needs to happen once, even if in the future a different entity validation service provider is selected. Demand for entity validation has been extremely strong with many entities seeking services for reasons not required by Federal policy. IAE has seen a year-over-year 15 percent increase in daily usage and a 40 percent increase in registered users.

IAE is actively supporting the executive agencies preparing to and implementing grant programs enacted in the Bipartisan Infrastructure Law and the Inflation Reduction Act, ensuring that these grant programs in support of these once-in-a-generation investments are able to realize the

intent, revitalize the American economy, and provide the economic security of American companies.

IAE continues to make regular updates to its systems to incorporate new policy requirements, security upgrades, address issues, and make minor enhancements using technology to reduce burden for those doing business with the Government. For example, IAE successfully completed Redshift Consolidation activities, which provided a few key benefits such as, single datasource for Databank reporting across all SAM.gov domains, reduced cloud cost, and data/reports teams have better control over the data.

IAE initiated plans to implement non-Federal Entity Administrator identity proofing using login.gov. The identity proofing process will prevent unauthorized access to entity registration accounts, and specifically, access to sensitive data that could harm or damage an entity. As part of the process, administrators will be asked to submit an image of their state issued photo ID, Social Security number and a valid phone number. That information will be confirmed with the issuing agency and compared with other registrant data.

In FY 2023 and FY 2024, IAE will make progress on Federal award 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 update information architecture to tie pre-award to post-award data, streamline data entry and eliminate duplication, increase data quality, and address customer requests to eliminate “siloes” data. IAE also has plans to add site enhancements and new features to SAM.gov. IAE will continue to bring systems into full compliance with the 21st Century 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.

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 had a significant impact on TTL in FY 2021 and FY 2022 and is projected to continue to impact the program in FY 2023. The pandemic has resulted in substantial decreases in customer demand for most TTL offerings 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 2022, 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 2023 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 2023, GSA Fleet will continue to build upon the progress made in FY 2022 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.

The Fleet Purchasing program has to operate in alignment with the Statutory Pricing Limitation (SPL), which is legislation that establishes the maximum price the Government can pay for passenger motor vehicles including the systems and equipment that are customarily standard

on vehicles. The actual price for the SPL is set annually in fiscal year appropriations through the Government-wide general provision included in Section 702 of that year's appropriations act.

For FY 2024, the Administration and GSA are requesting to waive the SPL provision temporarily through the proposed Section 702 of the President's Budget Request:

Sec. 702. Notwithstanding subsection 1343(c) of Title 31, United States Code, there shall be no maximum amount established for the purchase of any passenger motor during the current fiscal year."

The request to waive the SPL through Section 702 of the FY 2024 Appropriations Act is a short-term fix as the Administration pursues a permanent fix through the submission of a legislative proposal to eliminate the SPL. Elimination of the SPL is required because the SPL is extremely outdated and obsolete given modern automotive industry practices. Manufacturing processes have changed and industry no longer manufactures vehicles in the way the SPL asks industry to price vehicles. Additionally, removing the SPL will streamline vehicle procurement processes, but will not affect awarded vehicle pricing, agency budget requirements, or other policy measures. The SPL only applies to about 14 percent of Federal vehicles, and is not an effective control measure. There are many other regulatory acquisition, price, and programmatic control mechanisms in place and working well to stimulate free market competition, including for the remaining 86 percent of Federal vehicles purchased.

The legislative proposal would amend 31 U.S.C 1343 by eliminating subsection (c). This proposal does not impact the requirement that agencies still require specific statutory authority to purchase passenger motor vehicles, it only eliminates the SPL. This proposal would amend Section 1343 of Title 31 of the United States Code by striking subsection (c) and redesignating subsections (d) and (e) as (c) and (d), respectively, as outlined below:

31 U.S. Code § 1343. Buying and leasing passenger motor vehicles and aircraft

(a) In this section, buying a passenger motor vehicle or aircraft includes a transfer of the vehicle or aircraft between agencies.

(b) An appropriation may be expended to buy or lease passenger motor vehicles only—

(1) for the use of—

(A) the President;

(B) the secretaries to the President; or

(C) the heads of executive departments listed in section 101 of title 5; or

(2) as specifically provided by law.

(c) An appropriation (except an appropriation for the armed forces) is available to buy, maintain, or operate an aircraft only if the appropriation specifically authorizes the purchase, maintenance, or operation.

(d) This section does not apply to—

(1) buying, maintaining, and repairing passenger motor vehicles by the United States Capitol Police;

(2) buying, maintaining, and repairing vehicles necessary to carry out projects to improve, preserve, and protect rivers and harbors; or

(3) leasing, maintaining, repairing, or operating motor passenger vehicles necessary in the field work of the Department of Agriculture.

Fleet Leasing — provides full-service leases for more than 227,000 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 \$50 million in funding in FY 2024 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 equipment. 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 2021, GSA Fleet successfully transitioned 2,951 agency-owned vehicles into GSA's leased fleet and ordered approximately 2,800 additional vehicles for customers to support expanded mission requirements, replace commercial leases or replace agency-owned vehicles. GSA Fleet continued to support agencies through consolidations in FY 2022, though because of supply chain issues and a focus on electrification, there were only 511 vehicles consolidated in FY 2022. However, it is anticipated that FY 2023 consolidation levels will significantly outpace those seen in FY 2022.

In FY 2022, GSA Fleet continued rolling out its telematics program, installing devices on leased vehicles. Installations of telematics devices will continue into FY 2023, leading to improved data collection and better fleet management both by GSA and its customers.

The Fleet program did see an increase in miles driven in FY 2022 as the impact of COVID-19 and remote work decreased in comparison to FY 2021. However, miles driven rates have not returned to pre-pandemic levels yet. Supply chain disruptions and shortages of materials to produce automobiles continued to be a challenge for industry and GSA in FY 2022. The limited supply of vehicles has led to longer lead times to get replacement vehicles and higher pricing. There is a downstream impact as well of GSA not being able to sell vehicles that are replacement eligible and provide a revenue stream to the program to purchase replacement vehicles. One final challenge in FY 2022 were the increases in petroleum prices negatively impacting the program.

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 2023, 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 witnessed significant declines in travel as a result of COVID-19. For FY 2022, travel utilization was approximately 65 percent of FY 2019 levels based on airfare data. The program anticipates travel will slowly rebound in FY 2023, 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 2023 are somewhere between 70 to 75 percent of FY 2019 levels.

The E-Gov Travel Service 2 (ETS2) is a Government-wide, web-based, and world-class travel management service. In FY 2022, FAS continued to strategize and plan for the next generation solution (ETSNext) by conducting market research with industry and customer agencies, which reinforced the recommendation to deliver an end-to-end travel and expense service - that results in a more efficient government-wide travel and expense marketplace. This would build upon the recently implemented travel and expense business standards and have a user-centric design that integrates all travel products for an improved customer experience that is in line with the objectives outlined by the 21st Century IDEA. The solution will be centrally acquired and delivered as a shared service, allowing GSA to focus on prioritizing customer needs, cost efficiencies, security, and environmental benefits. By the end of FY 2023, FAS intends to finalize its Acquisition Plan and issue a Synopsis for a Request for Proposal (RFP) that will be approved in early FY 2024.

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 2022, partner agencies used the City Pair Program to purchase about 2.8 million tickets, saving about \$1.367 billion government-wide when compared to similar commercial airfares.

The Travel Services Solution Schedule provides emergency management lodging and travel management center offerings; while the FedRooms lodging program offers Federal employees with access to over 8,100 properties globally, and in FY 2022, saved \$41 million Government-wide.

The Emergency Lodging Service (ELS) supports Federal agencies as well as state, tribal, and local governments that need lodging support prior to, during, and/or after incidents requiring a coordinated Federal response. In FY 2022, ELS provided over one million room nights in support of Hurricane Ida and 236 thousand room nights in support of Operations Allies Welcome for interim to long-term resettlement of Afghan Refugees.

In FY 2023 and FY 2024, the Travel Management Division will look to increase utilization of its business offerings in alignment with Category Management principles, specifically with regard to ETSNext, 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. More than 90 percent of agencies chose to use ERRC programs in FY 2022 for civilian employee moves. In FY 2023 and FY 2024, 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 2022, 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. Additionally in FY 2022, the Division expanded its Assisted Acquisition support by handling critical shipments and warehousing needs for Operation Fly Formula (infant formula) and COVID-19 tests and other medical supplies. In FY 2023 and FY 2024, the program intends to sustain its Assisted Acquisition agreements and leverage its Tier 2 Category Management designation to increase spend under management Government-wide.

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, OMB designated OPM

as the lead agency for the HR QSMO, therefore GSA has abolished its HR QSMO PMO. As a result, GSA's FY 2024 budget request does not account for any HR QSMO related activity, including the PMO funded by the ASF. GSA is in the process of transferring 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 (VoC), Voice of the Supplier (VoS), 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, as well as tribal and territorial governments, through communications, training, industry events, and the FAS corporate content on the GSA.gov channel.

In FY 2023 and FY 2024, CASE will continue to support improving service to suppliers and customers by coordinating with FAS Portfolios and FAS Integrators. In FY 2022, CASE developed an opportunity pipeline review and analysis process to aid portfolios in understanding how to better anticipate agency requirements and improve FAS solutions. CASE continues to work 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 and governance bodies, 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 provides product management support in reengineering processes and their associated systems and leads 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 expanded as the result of a reorganization whereby the Common Acquisition Platform (CAP) and governance portions of the Office of Systems Management were moved into OESM.

In FY 2023, OESM will more tightly integrate FAS's investment review and governance as well as 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 several strategic initiatives dedicated to making it easier to do business with FAS. In FY 2023, improvements will focus on the MAS program, improving the underlying data supporting product and service search capabilities offered through GSA contracts, and streamlining FAS acquisition systems in support of a more efficient back-end process, driving efficiency and transparency for both the acquisition workforce and users.

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.

The Office of Systems Transformation (OST; formerly Common Acquisition Platform or "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. OST will continue to provide customized levels of support for FAS's systems modernization and promote the use of Agile best practices incremental value delivery, improved user experience, and delivery of quality, secure, and user-centered solutions to the FAS internal and external users.

Office of Policy and Compliance (OPC) - establishes policies and procedures to support FAS's acquisition workforce, monitors compliance to enhance 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 analytics to strengthen compliance of the acquisition function across FAS and reduce the burden of analysis placed on the acquisition workforce.

OPC leads the SCRM strategy and implementation across FAS and supports the Federal Acquisition Security Council (FASC) through GSA's council member, the FAS Commissioner. To further advance FAS's SCRM maturity, OPC has developed innovative activities to support SCRM through the blending of data and process automation for the removal of prohibited products.

In FY 2023 and beyond, OPC will lead FAS SCRM initiatives. OPC continues 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. These efforts have bolstered FAS's Vendor Risk Assessment Program by monitoring

contractors on risk factors during the acquisition cycle, provided FAS with C-SCRM visibility into GSA's critical upstream suppliers, equipped FAS to deliver footprint analysis and vendor risk assessment requests from both the FASC and CFIUS, and equipped FAS in identifying open source data to substantiate findings from partners in the intelligence community.

In FY 2022, OPC established the Office of Industrial Climate to lead the development of strategic policy objectives and implementation to ensure FAS has a healthy supply chain. OPC also leads discussions on FAS industrial base to meet customer needs and fulfill important public policy objectives, such as small business, domestic sourcing, equity and diversity, climate, cyber and labor objectives. In regard to Climate and Sustainable Acquisition, OPC serves as the FAS Sustainability Advocate leading the FAS-wide sustainability and climate adaptation working group. In FY 2023 and beyond, this group will focus on achieving GSA and FAS-wide goals, monitor rules and regulations impacting climate/environmental risk management efforts and propose solutions to address needs and increase FAS maturity. Additionally, OPC will continue to monitor changes to the statutory/regulatory environment and execute policy actions associated with administration priorities.

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's business systems. The GSA IT organization manages FAS's business systems in partnership with OST 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 line with FAS's strategic focus on driving customer value and making it easy to do business with FAS, modernizations and enhancements supporting the 21st Century IDEA are a central focus of both short and long-term efforts.

In FY 2022, 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 2023 and FY 2024, FAS IT will continue to partner with OST 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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U.S. General Services Administration

WORKING CAPITAL FUND

Fiscal Year 2024 Congressional Justification

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Appropriations Language

For the Working Capital Fund of the General Services Administration, \$11,300,000, to remain available until expended, for necessary costs incurred by the Administrator to modernize rulemaking systems and to provide support services for Federal rulemaking agencies.

Working Capital Fund Overview

The FY 2024 requested funding level for the Working Capital Fund (WCF) is \$860.4 million, including funding from all sources. The U.S. General Services Administration (GSA) continues to realize operational efficiencies, strengthen management controls, and improve performance by centralizing management and enterprise-wide functions and services within the WCF. This has allowed GSA to establish more consistent processes, uniform policies, and higher quality services while achieving economies of scale and stronger internal controls.

The FY 2024 WCF budget estimate for internal operations of \$801 million which will:

- Invest in vital human capital resources across business lines;
- Bolster critical technology infrastructure, software, and security;
- Focus on Administration & GSA priorities such as cybersecurity and;
- Budget for a 5.2% pay raise

The WCF faces increased demand for services from GSA business lines, while continuing to modernize the delivery of IT services to the agency. This funding will allow GSA to place an emphasis on improving our IT infrastructure and workforce by focusing on critical IT technology and software. This funding will directly support GSA's management objectives to streamline and modernize IT, capture high-quality data to support decision making, and improve our human resources experience. These critical investments reinforce the customer-supplier relationship by aligning service delivery to demand, ultimately enabling WCF customers to execute their missions more effectively.

The WCF also continues to make strategic, enterprise-wide, high priority investments to improve the WCF day-to-day support operations while balancing the need for significant investments and Administration priorities such as Cybersecurity, enhanced Customer Experience, Diversity, Equity, Inclusion and Accessibility (DEIA), and Climate. This plan will fund \$1.4 million in FY 2024 to support the transition of GSA leased vehicles to a zero-emission fleet by the end of 2027 and enhance our Office of Customer Experience (OCE) by providing extra FTE.

The FY 2024 Budget also requests \$11.3 million in no-year appropriated funds for an additional installment toward modernization of the rulemaking systems. The modernization of these systems will help achieve a more modern, secure, scalable, and flexible IT platform that will be

able to support new functionalities. This request is the next installment of a four-year modernization plan, building on the FY 2022 and FY 2023 enacted amounts totaling \$9.9M.

GSA continues to evaluate functions that are most effectively delivered through the WCF. The WCF based offices will continue to work closely with customers to identify efficiencies and meet their mission-support needs while providing higher-quality service and critical management controls.

Program Description

The WCF is a revolving fund that finances GSA's administrative services. Examples of these core support services include: IT management, budget and financial management, legal services, human resources, equal employment opportunity services, procurement and contracting oversight, emergency planning and response, and facilities management of GSA-occupied space. This account also funds liaison activities with the U.S. Small Business Administration (SBA) to ensure that small and disadvantaged businesses receive a fair share of the Agency's business. WCF offices also provide external administrative services such as human resource management for other Federal agencies, including small boards and commissions on a reimbursable basis. GSA's WCF operations are divided into four types of services: ***Internal Services, External Services, Major Equipment Acquisition & Development, and Direct Appropriations***

Internal Services: Enterprise-wide management functions and costs shared by all components of GSA, including some GSA rent, IT and telecommunications services, human resource services, procurement operations, facilities management for GSA-occupied space, legal services, and financial management services. These costs can be categorized by the following service areas: direct services to specific customers, common services to all customers, administrative/overhead functions, and third-party pass-through services such as transit subsidy benefits.

External Services: The WCF provides or coordinates the delivery of administrative services to other Federal organizations including small boards and commissions as well as larger agencies like OPM. GSA provides human resource services, IT and telecommunications services, and payroll support to these customers. GSA is reimbursed for the cost of providing these services through Interagency Agreements. The WCF also provides administrative support to home state or district offices for members of Congress.

Major Equipment Acquisition & Development: In accordance with 40 U.S.C. § 3173(d), the equipment acquisition and development activity may be utilized for agency-wide investments to implement the Chief Financial Officers Act of 1990 (CFO Act) such as: acquisition of capital

equipment, automated data processing systems, and financial management and management information systems. These funds, which are composed of expired balances transferred from prior-year GSA appropriations, may be used only with the advance approval from the Committees on Appropriations of both houses of Congress. In FY 2023, Congress enacted Section 602 of Division E, Title VI, which allows GSA to transfer expired balances to this account within the WCF in alignment with 40 U.S.C. § 3173(d). The FY 2024 President's Budget requests that similar authority be authorized in FY 2024 as shown below:

Sec. 602. None of the funds appropriated in this Act shall remain available for obligation beyond the current fiscal year, nor may any be transferred to other appropriations, except for transfers made pursuant to the authority in section 3173(d) of title 40, United States Code, unless expressly so provided herein.

Direct Appropriations: The FY 2024 Request will support costs necessary for the modernization of critical rulemaking management systems. Also, in FY 2020 GSA received an appropriation in support of the Coronavirus Aid Relief Economic Security (CARES) Act that is being spent in FY 2020 - FY 2023.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
Unobligated Balances:			
Carry forward	\$ 128,977	\$ 186,190	\$ 161,116
Recoveries from prior year balances	\$ 57,776	\$ 20,000	\$ 20,000
Transfers In (Lapsed Balances)	\$ -	\$ -	\$ -
Transfers In (TMF)	\$ 13,777	\$ 14,704	\$ 1,321
Transfers Out (TMF)	\$ (7,377)	\$ (1,285)	\$ (2,136)
Direct Appropriations	\$ 4,000	\$ 5,900	\$ 11,300
Revenue	\$ 733,957	\$ 777,601	\$ 836,856
Obligations:	\$ (744,920)	\$ (841,994)	\$ (858,341)
Development	[70,695]	[70,695]	[69,695]
Total, Unobligated Balances	\$ 186,190	\$ 161,116	\$ 170,116
Revenue:			
<u>Operating Programs:</u>			
Internal Services	\$ 697,976	\$ 728,614	\$ 790,999
External Services	\$ 35,981	\$ 48,986	\$ 45,857
Total, Revenue	\$ 733,957	\$ 777,601	\$ 836,856
Obligations:			
<u>Operating Programs:</u>			
Internal Services	\$ 707,853	\$ 773,689	\$ 800,999
External Services	\$ 28,513	\$ 48,986	\$ 45,857
Development	\$ -	\$ -	\$ 1,000
Technology Modernization Fund Projects	\$ 11,871	\$ 14,704	\$ 1,321
Direct Appropriations	\$ 4,060	\$ 5,900	\$ 11,300
Total, Obligations	\$ 752,297	\$ 843,279	\$ 860,477
Net Outlays	\$ 7,225	\$ 10,000	\$ (5,000)
Total Employment (FTE)	1,917	2,147	2,399

Notes:

GSA requests \$11.3 million to modernize rulemaking management systems in FY 2024.

FY 2022 Direct Appropriation obligations are related to CARES Act and Rulemaking Modernization funding.

U.S. General Services Administration
Working Capital Fund

Explanation of Changes
(Dollars in Thousands)

	Internal		External		Major Equipment		Technology Modernization/ARP		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
FY 2023 CJ	2,068	738,331	27	46,319	0	10,000	0	6,400	0	10,900	2,085	811,950
FY 2023 Revised	2,120	773,888	27	48,986	0	0	0	14,704	0	5,900	2,147	843,278
Net Change	62	35,558	0	2,667	0	(10,000)	0	8,304	0	(5,000)	62	31,329
FY 2023 CJ	2,068	738,331	27	46,319	0	10,000	0	6,400	0	10,900	2,085	811,950
Increases:												
GSA IT - Zero Trust							8,304				0	8,304
GSANT - Cohesity Data Platform		515									0	515
GSANT - CADW Technical Support		907									0	907
GSANT - Adobe Licenses		819									0	819
GSANT - Google Suite Workspace Enterprise		167									0	167
GSANT - Salesforce Licenses and DevOps		455									0	455
GSANT - ServiceNow		1,255									0	1,255
GSANT - IT Home Equipment O&M		965									0	965
GSANT - D2D and GSA Enterprise Data Solution		2,749									0	2,749
GSANT - VTC Web Conferencing		314									0	314
GSANT - Various Increases (Less than \$100K)		57									0	57
GSANT - EIS		2,600									0	2,600
GSANT - EASI BI partition		161									0	161
GSANT - Microsoft Team Licenses		182									0	182
GSANT - TMF repayment		1,281									0	1,281
OAS - PC&B True Up		1,851									0	1,851
OAS - Electrify GSA Fleet		700									0	700
OAS - Workplace Service Support	3	373									3	373
OAS - OIA Contract Support		451									0	451
OAS - Home office solutions		200									0	200
OAS - EASI BI partition		89									0	89
OCE - Human Capital Resource	2	236									2	236
OCFO - FAS/AAS support	17	1,120									17	1,120
OCFO - Benefits True Up		450									0	450
OCFO - KPMG Contract Increase		474									0	474
OCFO - Payroll Modernization		5,000									0	5,000
OCFO - OneStream License Increase		430									0	430
OCFO - Economic Impact Analysis		300									0	300
OCFO - G-Invoicing Contract Support		300									0	300
OCFO - Data Governance Support		108									0	108
OMA - FAS/AAS Support	1	720									1	720
OMA - Crisis Management System in former PTT SCIF		300									0	300
OCR - DEIA Support	3	263									3	263
OGC - AAS Attorneys (R9)	2	135									2	135
OGC - IJJA Legal Support (PBS)	1	200									1	200
OGC - OGC Technology Division	7	1,245									7	1,245
OGP - IT Credentialing		969									0	969
OGP - Teaching School	2	450									2	450
OGP - Additional Staffing	6	764									6	764
CHRM - Multi Year Service Delivery	7	1,120									7	1,120
CHRM - TTS support increase	2	310									2	310
CHRM - FAS/AAS Support Increase	2	477									2	477
CHRM - Data Governance Implementation		1,830									0	1,830
CHRM - ASL & Reasonable Accommodations		150									0	150
CHRM - HR Support for Payroll Implementation		1,000									0	1,000
CHRM - GSA SES Coaching contract		225									0	225
OSC - PC&B Increase	7	1,691									7	1,691
WCF - Increase to External Programs				2,667							0	2,667
Subtotal, Increases - Base	62	36,363	0	2,667	0	0	0	8,304	0	0	62	47,328
Decreases:												
WCF - Reduction to Major Acquisition & Development						(10,000)					0	(10,000)
TTS - Reduction to e-Rulemaking Modernization									(5,000)		0	(5,000)
CHRM - Transit Subsidy Efficiencies		(1,000)									0	(1,000)
Subtotal, Decreases - Base	0	(1,000)	0	0	0	(10,000)	0	0	0	(5,000)	0	(16,000)
FY 2023 Revised	2,120	773,888	27	48,986	0	0	0	14,704	0	5,900	2,147	843,278

U.S. General Services Administration
Working Capital Fund

	Internal		External		Major Equipment		Technology Modernization/ARP		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
FY 2023 Revised	2,120	773,689	27	48,986	0	0	0	14,704	0	5,900	2,147	843,279
FY 2024 Request	2,372	800,999	27	45,867	0	1,000	0	1,321	0	11,300	2,399	860,477
Net Change	252	27,310	0	(3,129)	0	1,000	0	(13,383)	0	5,400	252	17,198

FY 2023 Revised	2,120	773,689	27	48,986	0	0	0	14,704	0	5,900	2,147	843,279
Increases												
TTS - eRulemaking System Modernization Increase									5,400	0	5,400	
GSAIT - Cybersecurity		18,000								0	18,000	
GSAIT - Adobe		135								0	135	
GSAIT - Office Productivity Suite - Secondary		154								0	154	
GSAIT - Salesforce Licenses and DevOps		364								0	364	
GSAIT - ServiceNow		150								0	150	
GSAIT - D2D and GSA Enterprise Data Solution		865								0	865	
GSAIT - Various Increases (Less than \$100K)		198								0	198	
FMLOB - G-Invoicing Phase II		500								0	500	
OCFO - FMLOB Return to GSA	240	0									240	0
OCFO - KPMG Contract Escalation		227								0	227	
OCFO - FAS MOU-direct bill AAS Support		45								0	45	
OCR - FTE Increase to Support DEIA		270								0	270	
OGC - Technology Division		28								0	28	
OGC - AAS Attorneys (RS)		50								0	50	
OAS - PC&B Increase		42								0	42	
OAS - Workplace Service Support		124								0	124	
OAS - EASI Partition		250								0	250	
OAS - Electrify GSA Fleet		700								0	700	
OCE - Human Capital Resource	1	377								1	377	
OGP - MVA Acquisition Workforce Support		177								0	177	
CHRM - Multi Year Service Delivery	7	1,160								7	1,160	
CMA - SCIFs GOLD and CMS Equipment Refresh		1,500								0	1,500	
CMA - FAS Support		11								0	11	
OSC - FY 2022 7 FTE Enhancement		34								0	34	
OSC - FTE Enhancement	3	400								3	400	
OSDBU - FTE Enhancement	1	169								1	169	
WCF - Major Equipment & Acquisition						1,000					0	1,000
WCF - 5.2% Payraise		13,632									0	13,632
Subtotal, Increases - Base	262	58,662	0	0	0	1,000	0	0	0	5,400	262	46,962
Decreases												
GSA IT - TMF (Non-Recur)								(13,383)			0	(13,383)
GSAIT - Cohesity Data Platform (Non-Recur)		(415)									0	(415)
GSAIT - VTC Web Conferencing Integration application		(14)									0	(14)
OGP - IT Credentialing (Non-Recur)		(160)									0	(160)
CHRM - Data Governance Implementation (Non-Recur)		(490)									0	(490)
WCF - FY 2023 Carryover Non-Recur		(11,163)									0	(11,163)
WCF - Reduction to External Programs				(3,129)							0	(3,129)
Subtotal, Decreases - Base	0	(12,242)	0	(3,129)	0	0	0	(13,383)	0	0	0	(23,764)
Net Change	262	27,310	0	(3,129)	0	1,000	0	(13,383)	0	5,400	262	17,198
FY 2024 Request	2,372	800,999	27	45,867	0	1,000	0	1,321	0	11,300	2,399	860,477

U.S. General Services Administration
Working Capital Fund

Working Capital Fund by Staff Office
(Dollars in Thousands)

	FY 2022		FY 2023		FY 2024	
	FTE	Actual	FTE	Plan	FTE	Plan
Office of GSA Information Technology	458	\$308,766	504	\$ 321,805	504	\$ 342,160
Office of Chief Financial Officer	523	\$102,281	567	\$ 116,265	567	\$ 113,938
Financial Management Line of Business (FMLoB)	0	\$ 55,487	0	\$ 59,193	240	\$ 59,693
Office of Human Resources Management	333	\$ 75,563	361	\$ 82,766	368	\$ 84,230
Office of Administrative Services	131	\$ 50,329	131	\$ 60,313	131	\$ 61,924
Office of Mission Assurance	102	\$ 39,820	127	\$ 45,505	127	\$ 47,450
Office of General Counsel	166	\$ 33,685	194	\$ 38,143	194	\$ 39,654
Office of Government-wide Policy	41	\$ 10,226	50	\$ 13,400	50	\$ 13,284
Office of Strategic Communication	86	\$ 16,544	101	\$ 19,717	104	\$ 20,742
Office of Civil Rights	20	\$ 4,592	26	\$ 4,707	26	\$ 5,125
Office of Small Business Utilization	30	\$ 5,707	41	\$ 7,694	42	\$ 8,143
Office of Customer Experience	11	\$ 4,853	18	\$ 4,181	19	\$ 4,657
Subtotal, Staff Office Internal Authority	1,901	\$707,853	2,120	\$ 773,689	2,372	\$ 800,999
Office of GSA Information Technology	0	\$ 1,265	0	\$ 4,591	0	\$ 4,107
Office of Chief Financial Officer	9	\$ 1,317	9	\$ 12,136	9	\$ 12,136
Financial Management Line of Business (FMLoB)	0	\$ 472	0	\$ 552	0	\$ 552
Office of Human Resources Management	0	\$ 114	0	\$ 1,666	0	\$ -
Office of Administrative Services	0	\$ 1,493	6	\$ 1,573	6	\$ 1,573
Office of Mission Assurance	0	\$ 969	0	\$ 3,000	0	\$ 3,000
Office of Government-wide Policy	3	\$ 22,405	6	\$ 13,397	6	\$ 13,418
TTS eRulemaking Program	4		6	\$ 10,800	6	\$ 9,800
Office of Congressional & Intergovernmental Affairs	0	\$ 455	0	\$ 1,210	0	\$ 1,210
Office of Customer Experience	0	\$ 3	0	\$ -	0	\$ -
Office of Civil Rights	0	\$ 20	0	\$ 60	0	\$ 60
Subtotal, Staff Office External Authority	16	\$ 28,513	27	\$ 48,986	27	\$ 45,857
TMF - Database Transformation	0	\$ 231	0	\$ -		\$ -
TMF - American Rescue Plan	0	\$ 11,640	0	\$ 14,704	0	\$ 1,321
Subtotal, Technology Modernization Funds	0	\$ 11,871	0	\$ 14,704	0	\$ 1,321
Emergency Paid Leave	0	\$ 12	0	\$ -	0	\$ -
COVID-19	0	\$ 154	0	\$ -	0	\$ -
TTS Rulemaking Systems Modernization	0	\$ 3,894	0	\$ 5,900	0	\$ 11,300
Subtotal, Direct Appropriations	0	\$ 4,060	0	\$ 5,900	0	\$ 11,300
CFO Act, Major Acquisition and Development	0	\$ -		\$ -		\$ 1,000
Subtotal, Major Acquisition and Development	0	\$ -	0	\$ -	0	\$ 1,000
Total, Working Capital Fund	1,917	\$752,297	2,147	\$ 843,279	2,399	\$ 860,477

Working Capital Fund Obligations by Object Class

(Dollars in Thousands)

Reimbursable Funds

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
11.1 Full-time, permanent.....	\$ 238,526	\$ 265,490	\$ 281,074
11.3 Other than full-time permanent.....	\$ 3,687	\$ 1,003	\$ 1,003
11.5 Other personnel compensation.....	\$ 6,571	\$ 4,976	\$ 4,962
11.8 Special personnel services payments.....	\$ -	\$ -	\$ -
12.1 Civilian personnel benefits.....	\$ 99,909	\$ 98,050	\$ 103,034
13.0 Benefits for former personnel.....	\$ 325	\$ 300	\$ 300
21.0 Travel and transportation of persons.....	\$ 3,606	\$ 6,405	\$ 6,516
22.0 Transportation of things.....	\$ 419	\$ 1,204	\$ 1,204
23.1 Rental payments to GSA.....	\$ 16,961	\$ 18,742	\$ 17,347
23.2 Rental payments to others.....	\$ -	\$ -	\$ -
23.3 Communications and utilities.....	\$ 22,349	\$ 23,913	\$ 25,052
24.0 Printing and reproduction.....	\$ 69	\$ 66	\$ 66
25.1 Advisory and assistance services.....	\$ 221,459	\$ 261,870	\$ 266,328
25.2 Other services from non-Federal sources.....	\$ 2,621	\$ 3,003	\$ 3,223
25.3 Other goods & services from Federal sources.....	\$ 48,807	\$ 62,634	\$ 62,699
25.4 Operation and maintenance of facilities.....	\$ 64	\$ 4,165	\$ 4,215
25.6 Medical care.....	\$ 79	\$ -	\$ -
25.7 Operation and maintenance of equipment...	\$ 535	\$ -	\$ -
26.0 Supplies and materials.....	\$ 608	\$ 677	\$ 673
31.0 Equipment.....	\$ 69,139	\$ 70,175	\$ 70,159
32.0 Land and structures.....	\$ -	\$ -	\$ -
42.0 Insurance claims and indemnities.....	\$ 633	\$ -	\$ -
43.0 Interest and dividends.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ 736,367	\$ 822,676	\$ 847,855
<i>Subtotal, PC&B.....</i>	<i>\$ 349,018</i>	<i>\$ 369,820</i>	<i>\$ 390,373</i>
<i>Subtotal, Non-labor.....</i>	<i>\$ 387,349</i>	<i>\$ 452,855</i>	<i>\$ 457,483</i>

Multi Year FY 2021 - FY 2025 ARP Funds – Awarded GSA TMF Projects

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
25.1 Advisory and assistance services.....	\$ 11,871	\$ 14,704	\$ 1,321
31.0 Equipment.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ 11,871	\$ 14,704	\$ 1,321
<i>Subtotal, PC&B.....</i>	\$ -	\$ -	\$ -
<i>Subtotal, Non-labor.....</i>	\$ 11,871	\$ 14,704	\$ 1,321

Appropriated Funds

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
25.1 Advisory and assistance services.....	\$ 4,060	\$ 5,900	\$ 11,300
31.0 Equipment.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ 4,060	\$ 5,900	\$ 11,300
<i>Subtotal, PC&B.....</i>	\$ -	\$ -	\$ -
<i>Subtotal, Non-labor.....</i>	\$ 4,060	\$ 5,900	\$ 11,300

Description of WCF Services by Office

Office of GSA Information Technology (GSA IT): FY 2024 Estimate - \$346.2 million

Internal Services: FY 2024 Budget Estimate - \$342.1 million

Providing IT support to all GSA offices, GSA IT designs and delivers innovative IT solutions that ensure integration between GSA systems and organizations. GSA IT directly supports GSA's management objectives to streamline and modernize IT, support cybersecurity, capture high-quality data to support decision making, and improve customer experience. In its execution of IT services, GSA IT incorporates its business knowledge and technological expertise to identify the best solution available for its customers. In FY 2024, GSA IT will be investing in its cybersecurity capabilities in order to implement the mandates laid out in Executive Order 14028, "Improving the Nation's Cybersecurity" as well as the subsequent OMB Memoranda and Cybersecurity and Infrastructure Security Agency Binding Operational Directives.

GSA IT provides a standardized agency-wide approach to infrastructure management and operations designed to maximize resources and optimize the efficiency of enterprise systems

and organizational staff. GSA IT manages internal IT assets, server resources, network resources, and end-user devices. These responsibilities include: planning and governance, systems access controls, systems user training, IT security and integrity, local support, help desk functions, circuits, wireless services, teleconferencing, and telephony.

GSA IT faces increased demand for services from GSA business lines, while continuing to modernize the delivery of IT services to the agency. To enhance its delivery, GSA IT needs to have the right level of skilled staff and contractor support to meet business line needs, stay abreast of current technological initiatives, and remain innovative. To that end, GSA IT is working closely with the Office of Human Resource Management to identify appropriate training and conduct targeted hiring to acquire employees with the needed skills.

External Services: FY 2024 Budget Estimate - \$4.1 million

The Office of GSA IT provides a cost-effective, secure platform to deliver administrative systems services to external clients. The Office of Corporate IT Services provides professional systems support for payroll and labor distribution systems. This Office supports other IT functions such as business requirements and change management, systems operations and maintenance, financial data management and reporting, systems access control, security and integrity, systems user training, and help desk support. The Office of Acquisition IT Services also supports customers using GSA acquisition systems and IT knowledge to facilitate the development of requirements, cost estimates, and plans for replacing legacy systems.

Office of the Chief Financial Officer: FY 2024 Estimate - \$127.1 million

Internal Services: FY 2024 Estimate - \$114 million

The Office of the Chief Financial Officer (OCFO) provides GSA with financial management services including budget formulation and execution, financial reporting and operations, internal controls, data management and analytics, performance management, and audit management and accountability. OCFO is responsible for the development, submission, and execution of the annual GSA Budget, the GSA Strategic Plan, the Annual Performance Plan, and the Agency Financial Report.

OCFO will continue to serve as a partner and financial advisor to GSA's Services and Staff Offices and lead value generation for GSA and the Federal Government by delivering high-value services such as data analytics, business planning, and performance management. OCFO is leading GSA's efforts to implement robotic process automation, to increase the agency's capacity to more efficiently and effectively manage workload, enhance employee experience, and drive increased value for internal and external partners.

OCFO will continue to deliver high performance in managing traditional financial management activities, such as improving internal controls, and supporting the annual financial statement

audit. In addition, OCFO has established an office to improve program audit management that will include an objective assessment capability to ensure GSA is addressing potential risk areas that are identified by agency leadership or through the GSA Office of Inspector General (OIG) and Government Accountability Office (GAO).

External Services: FY 2024 Estimate - \$12.1 million

OCFO provides payroll support to 30 independent agencies, boards, and commissions on a fee-for-service basis. OCFO is also leveraging GSA's deep experience in process automation and transformation to solve complex business challenges across the Government. This program promotes the adoption of emerging automation technologies and rapid process transformation through the Federal Robotic Process Automation (RPA) Community of Practice (COP).

Leadership within the RPA COP mentors other agencies and provides regular government-wide engagements and best practices that include RPA, Intelligent Automation, and adoption of process transformation methodologies.

Major Equipment Acquisition & Development: FY 2024 Estimate – \$1 million

Per 40 U.S.C. § 3173(d), the equipment acquisition and development activity may be utilized for agency-wide investments to implement the Chief Financial Officers Act of 1990 such as: acquisition of capital equipment, automated data processing systems, and financial management and management information systems. GSA will submit any proposed projects requesting to use this funding to Congress for approval as required by 40 U.S.C. § 3173(d).

Financial Management Line of Business (FMLoB): FY 2024 Estimate - \$60.2 million

Internal Services: FY 2024 Estimate - \$59.7 million

In August 2022, the U.S. Department of Agriculture (USDA) signed a Memorandum of Intent with GSA to divest its operations as a financial shared services provider (FSSP) and return control of the financial systems and financial management support services to GSA. This transition is a budget-neutral shift of FTE from USDA to GSA since operating costs are already reflected in the base WCF budget. The FMLoB consists of the staff and infrastructure necessary to support the operation, maintenance, development, and upgrades of GSA's primary accounting system, Pegasys.

External Services: FY 2024 Estimate - \$552 thousand

The FMLoB coordinates the delivery of financial management support to a variety of smaller agencies or commissions and boards enacted in legislation. Such enabling legislation outlines broad conditions that allow GSA to provide financial management or other administrative services. GSA enters into interagency agreements with these smaller agencies and recoups costs for arranging delivery of financial or administrative services on a reimbursable basis.

Office of Human Resources Management: FY 2024 Estimate - \$84.2 million

Internal Services: FY 2024 Estimate - \$84.2 million

The Office of Human Resources Management (OHRM) is focused on helping GSA attract, motivate, develop, retain, and reward employees. OHRM, led by the Chief Human Capital Officer, provides and maintains an evolving portfolio of effective and innovative end-to-end human resource and human capital solutions that meet partner and external stakeholder needs, including the delivery of meaningful Human Resource (HR) data, analysis, and consultation to help customers make informed business decisions. Through improved service delivery models, OHRM is focused on hiring, developing, and retaining a talented and diverse mission-ready GSA workforce in critical job series including building management, acquisition, information technology, finance and human resources.

OHRM provides HR services in a consolidated manner to reduce redundancy within business lines while still ensuring a high standard of service for recruitment, staffing, and employee development. These services include GSA enterprise-wide programs such as workers' compensation, transit subsidy, health room services, childcare subsidy, and unemployment compensation. Funding also provides training contracted through one of OHRM's multiple blanket purchase agreements that covers a wide range of classes and programs. Efficiencies gained through the recertification process in both the transit and childcare subsidies reduced costs by \$3 million since FY 2021. In FY 2024, OHRM will be in the second year of a multi-year service delivery model improvement initiative that will allow OHRM to leverage industry best practices to enhance the customer experience as well as heavily invest in key functional areas that will further improve the efficacy and efficiency of the services OHRM provides. Additionally, OHRM will continue implementation of its HR Data Strategy, Governance Framework, and Operating Model.

The OHRM funding level includes \$5.5 million to fund operations & maintenance (O&M) support for the HR Links system, which includes Time and Attendance functionality. OHRM will also continue to focus on future of work programs and workers' compensation case file reviews in an effort to reduce the overall costs of the workers' compensation program. These investments are a necessity for OHRM to provide required HR IT systems support and achieve additional cost efficiencies in the workers' compensation program. Rising retirement eligibility rates within GSA and across the Federal Government overall is a driving factor for increasing the entry level talent pipeline. GSA will continue to build a talent pipeline focused on leveraging entry level programs such as OHRM's Enterprise Emerging Leaders Program (EELP). Equally important is the focus on improving the quality of hiring at all levels. Using candidate assessment tools like Subject Matter Expert Qualification Assessments (SME-QA) is helping GSA achieve better hiring outcomes for the 1102 series as well as GSA's other mission-critical occupations. The budget comprises the training, salaries, benefits, career ladder promotions, and within-grade-increases for the EELP participants.

Office of Administrative Services: FY 2024 Estimate - \$63.5 million

Internal Services: FY 2024 Estimate - \$61.9 million

The Office of Administrative Services (OAS) is responsible for administrative and management services for GSA. These include, but are not limited to: executive correspondence, forms, directives, internal contracting, and travel and purchase card oversight. OAS also serves as the tenant representative for the agency, providing workspace planning, facility design, facilities management, and workplace services tenant support on a national scale. OAS staffs 10 locations and manages 10 workplace programs including: Internal Real Estate, Workplace Services, Fleet, Personal Property, Occupational Safety and Health, Print Services, Print Management, Acquisition Support, Mail, and Assistive Technology. OAS plans to spend \$1.4M in FY 2024 to acquire zero emission vehicles (ZEVs), to comply with Executive Order 14057 requiring the Federal Government to reach 100 percent ZEV acquisition by 2035. OAS oversees rent and security expenditures for offices funded by the WCF in GSA-occupied space including GSA's Washington, DC, facility at 1800 F Street, NW.

OAS's funds cover major areas of responsibility, including payment of GSA internal fleet program, funding nationwide space alteration and maintenance requests, and payments for rent and security costs of all GSA WCF organizations.

External Services: FY 2024 Estimate - \$1.6 million

OAS' Office of Presidential and Congressional Agency Liaison Services provides Commissions and Boards (CABs) account management services and coordinates support with GSA and non-GSA service providers for Commissions, Boards, and small independent agencies. These services include but are not limited to: human resources (labor relations, employee relations, performance management), legal, payroll and financial management, assisted acquisition, realty and facilities, telecommunications, IT, records management, and equal employment opportunity for approximately 30 CABs customers. OAS's CABs Account Management team partners with the Office of Human Resources Management (OHRM) CABs Human Resource Services Center to provide human resources services and access to platforms such as HR links.

Office of Mission Assurance: FY 2024 Estimate - \$50.5 million

Internal Services: FY 2024 Estimate - \$47.5 million

The Office of Mission Assurance (OMA) ensures resilience and continuity of GSA's critical business processes by integrating and coordinating activities across all domains of security (physical and personnel) and emergency management. This includes funding and managing all of GSA's background investigations for FTEs and contractors, Homeland Security Presidential Directive 12 credentialing, managing GSA's Insider Threat program, disaster response, and contingency and continuity of operations planning. OMA issues general emergency

preparedness and response and security policy guidance for acquisition and assignments of Government controlled and leased space. OMA provides an enterprise-wide approach to mission assurance planning while ensuring the safety, privacy, and security of GSA facilities, people, and IT assets nationwide. OMA continues to leverage efficiencies, refine best practices, and, to the greatest extent possible, identify savings needed to offset cost increases due to mission priorities.

External Services: FY 2024 Estimate - \$3 million

OMA is responsible for coordinating GSA's response to national emergencies and major disasters, as outlined in the National Response Framework - Emergency Support Function #7 *Logistics*. The costs of logistical services provided in response and recovery efforts are recovered through mission assignments issued by the Federal Emergency Management Agency. The requested level of authority ensures OMA will be able to immediately accept and begin any and all mission assignments in response to natural disasters or other emergencies, such as a particularly severe hurricane season or a pandemic.

Office of the General Counsel: FY 2024 Budget Estimate - \$39.7 million

Internal Services: FY 2024 Estimate - \$39.7 million

The Office of the General Counsel (OGC) provides legal support to all GSA offices and programs, except the Office of Inspector General and the Civilian Board of Contract Appeals (CBCA). This includes providing all legal services for PBS, FAS, the Office of the Administrator, and the offices within the WCF.

OGC also provides legal support for litigation before the CBCA, defends the agency against contract claims under the Contract Disputes Act; defends against protests before the U.S. Government Accountability Office; and assists the U.S. Department of Justice with claims filed in Federal court. OGC defends the agency against tort claims, injury, or other damage claims arising out of the management of Federal buildings and the operation of GSA fleet vehicles. Other legal services involve contracting, acquisition policy, management of real and personal property, historic preservation, environmental compliance and litigation, personnel and labor relations, ethics, appropriations law, Freedom of Information Act (FOIA), the Privacy Act, the Federal Advisory Committee Act, compliance with technology-related laws and regulations implementing GSA authorities including the Federal Acquisition Regulation, the Federal Travel Regulation, and the Federal Management Regulation.

OGC also advises on responses to congressional inquiries, assists in the preparation of congressional testimony, develops and manages the GSA ethics program, and supports alternative dispute resolution efforts. OGC also manages the GSA FOIA program which processes and responds to FOIA requests received by GSA. The General Counsel serves as GSA's Designated Agency Ethics Official and as GSA's Chief FOIA Officer.

Office of Government-wide Policy: FY 2024 Budget Estimate - \$26.7 million

Internal Services: FY 2024 Estimate - \$13.3 million

The Chief Acquisition Officer (CAO) and the Senior Procurement Executive (SPE) in the Office of Government-wide Policy (OGP) develop acquisition policy and aid in ensuring an informed and engaged workforce to help GSA deliver high value acquisition mission solutions. OGP also provides services and support for acquisition professionals throughout GSA including the Federal Acquisition Service, the Public Buildings Service, and GSA's internal acquisition functions.

OGP's Asset and Transportation Management Office provides support in compliance with the Federal Advisory Committee Act (FACA). In this role it oversees Government-wide FACA policy and certain requirements relating to GSA's advisory committees.

OGP took over the responsibility for the Evidence-Based Policymaking Act of 2018 ("Evidence Act") Title 1 and GSA's Evaluation Function in FY 2021. OGP's Office of Evaluation Sciences (OES) will undertake a number of activities related to building and using evidence. The activities to build and use evidence include implementing and delivering on the multi-year Learning Agenda and the FY 2024 Annual Evaluation Plan, and addressing opportunities flagged in the GSA capacity assessment. Implementation of the Evidence Act offers an opportunity to improve how GSA builds and uses evidence and to better align performance, budget, strategic planning, policymaking, data, and evidence-building activities.

OES will also provide Statistical Analysis using mathematical models to quantify relationships between variables and outcomes and make predictions based on those relationships from collected evaluations data. The Statistical Official will provide important checks and validation of the GSA evaluations Program.

Lastly, OGP manages GSA's membership in the Carbon Disclosure Project (CDP) Supply Chain Program. The CDP Supply Chain Program is a membership program through which agencies collect data from, and engage, their suppliers to improve their environmental performance. The program enables agencies to drive action in their supply chains and achieve their supply chain goals.

External Services: FY 2024 Estimate - \$13.4 million

External programs are supported through collections from participating agencies, who enter into Inter-Agency Agreements (IAAs) to reimburse GSA. OGP provides support and manages GSA's IT Capital Planning and Investment Control (CPIC) program. The CPIC program manages the Folio application, a web-based, Government-owned, fee for service technology

solution, that Federal agencies use to support their internal IT Portfolio Management, IT Capital Planning, and IT Governance processes. Folio provides Federal agencies with a Federal shared service solution. Member agencies use Folio to meet their external reporting requirements to the Office of Management and Budget (OMB). The CPIC PMO supports its member agencies by providing dedicated program management, centralized hosting services, Folio related user/admin training, and application related technical support. This community also shares best practices and lessons learned, as well as collaborates on the latest trends in IT portfolio management and IT Governance best practices.

The Performance Management Line of Business (PMLoB) is an interagency effort to develop Government-wide performance management capabilities to help meet the transparency requirements of the Government Performance and Results Act Modernization Act of 2010 (GPRAMA), and support Government-wide performance management efforts, including Performance.gov.

The \$1.9 trillion American Rescue Plan (ARP) represents a unique opportunity to invest in a range of programs and policies that are designed to build an equitable recovery, and will have long-lasting effects on individuals and communities. Building evidence to support equitable delivery of ARP resources and future policy interventions is integral to rebuilding existing Government-wide services and building trust with the public. Between FY 2022 - 2024, the Office of Evaluation Sciences will initiate a portfolio of 10 rapid evaluations in support of the Administration's efforts to advance an equitable recovery, and to better understand which program changes and innovations within ARP investments contributed to producing equitable outcomes: <https://oes.gsa.gov/american-rescue-plan/>

Technology Transformation Services: FY 2024 Estimate - \$21.1 million

External Services: FY 2024 Estimate - \$9.8 million

The eRulemaking Program Management Office (PMO) that is part of GSA's Technology Transformation Services (TTS) is an E-Government program that fulfills the requirements under Section 206 of the E-Government Act of 2002, the Clinger-Cohen Act, and the Government Paperwork Elimination Act, as well as furthering the effectiveness and efficiency of Government. This program establishes Managing Partner and Partner Agency responsibilities and funding requirements in support of PMO operations including technical support related to the eRulemaking Program and the eRulemaking system.

Direct Appropriations: FY 2024 Request - \$11.3 million

TTS in partnership with the OMB, Office of Information and Regulatory Affairs, and the Office of Government-wide Policy is reimagining business processes and creating a modern, flexible, and scalable architecture for a new Modernized Rulemaking Management system to enhance the Federal Docket Management System and regulations.gov and RISC/ROCIS/REGINFO. This

request is the next installment of a four-year modernization plan, building on the FY 2022 enacted amount of \$4M and FY 2023 enacted amount of \$5.9M.

Pending funding availability, the Office will pursue modernization that is not only critical to remediating aging infrastructure and end-of-life software and bringing down long-term operations and maintenance costs, but will also deliver important new functionality for more than 220 Partner Agencies along with the Office of Information and Regulatory Affairs. Specifically, the President's January 21, 2021 memorandum, "Modernizing Regulatory Review," directs agencies to identify "recommendations for improving and modernizing regulatory review." A modernized rulemaking management (MRM) system can support the President's priorities in several ways. For example, one of the President's priorities, listed in Section 2(b) (ii) of the memorandum is to assess the distributional effects of regulations; MRM has the potential to use data-tagging, Natural Language Processing, or other analytical tools to aggregate and synthesize such information. Such tools can also be used to aggregate data and provide the Administration with important analysis of the wider impacts of regulations.

With respect to Section 2(b)(iv) in the President's memorandum, MRM is uniquely suited to help "promote the efficiency, transparency, and inclusiveness of the interagency review process." MRM has the capacity to support public comments, along with maintaining historical records in the rulemaking process.

Through the application of modern machine reengineering and learning tools, modernization will also increase IT productivity, increase the willingness of users to recommend the services (as measured by Net Promoter scores), reduce the frequency and impact of system defects, increase data integrity, and reduce the time needed to incorporate new ideas and functionality.

Office of Strategic Communication: FY 2024 Estimate - \$20.7 million

Internal Services: FY 2024 Estimate - \$20.7 million

The Office of Strategic Communication (OSC), is GSA's singular resource for internal and external communication needs. OSC's main responsibility is to use communication to help the agency meet its mission and business goals. In FY 2023, OSC will continue to promote and enhance the performance and reputation of GSA by providing critical, integrated communication support to its clients. OSC comprises the Public Affairs and Operations Divisions and the Office of Client Engagement.

OSC's Public Affairs Division carries out the agency's effort to help Federal agencies, the media and the public understand the important work performed by GSA in buildings, acquisitions and technology. The Media Affairs Branch acts as the official point of contact for national media inquiries and works closely with communication teams in all 11 GSA regions to ensure there are experts available to reply to media queries at national and local levels. The Public Affairs

Division also maintains editorial control over GSA's social media presence and approves and manages all requests for outside speaking engagements. Additionally, this team oversees stakeholder engagement to ensure internal and external engagement around key issue areas.

The Operations Division includes the immediate office and both the Digital and Visual Communication Program Management Offices (PMOs). The Digital Communications PMO manages the agency's primary website (www.gsa.gov) and its intranet site. It also provides enterprise-wide web governance and develops strategy, standards, policies, and guidelines on the agency's web content and the presentation of that content, including facilitating the implementation of OMB and agency decisions concerning online content and presentation. The Visual Communications PMO maintains the agency's brand and produces and provides quality assurance oversight on all of GSA's visual and broadcast products, including videos, graphics, podcasts, and photos. The Visual Communications PMO also provides live streaming and event services for the agency.

The Office of Client Engagement includes both client-focused and regional branches. OSC Client branches are in-house communication teams, working directly with GSA's business lines and staff offices to promote and enhance the performance of GSA. They provide complete communication services, including developing and executing strategic communication plans and solutions to support high-priority GSA initiatives. Regional communication branches support the communication needs of all 11 regions. Support ranges from using targeted tactics to deliver news and updates to regional staff to developing regionally focused features for national distribution to staffing urgent and emergency situations that require local GSA representation.

Office of Civil Rights: FY 2024 Estimate - \$5.1 million

Internal Services: FY 2024 Estimate - \$5.1 million

The Office of Civil Rights (OCR) provides support and guidance on all aspects of equal employment opportunity (EEO), affirmative employment, nondiscrimination in federally assisted programs, and nondiscrimination in federally conducted programs within GSA. OCR's equal employment opportunity program keeps GSA in compliance with laws, guidance and authorities that prohibit discrimination and harassment in the Federal workplace. OCR provides a variety of services to GSA employees and applicants for employment who believe they have been discriminated against based on age, color, disability, race, national origin, religion, sex (including sexual harassment and pregnancy discrimination), sexual orientation, gender identity, genetic information, genetic information, or reprisal retaliation for protected EEO equal employment opportunity activity. OCR also processes informal and formal EEO complaints, encourages resolution of EEO disputes through the Alternative Dispute Resolution program, and adjudicates discrimination claims in accordance with Federal EEO regulations and guidance.

To support full inclusion and equal opportunity for all persons, OCR leads a robust EEO training and outreach program aimed at preventing discrimination.

OCR's civil rights and civil liberties program ensures that GSA's public-facing activities and programs are in compliance with applicable Federal laws and authorities, including environmental justice principles. Through investigations, technical assistance, voluntary compliance efforts, policy development and education, the civil rights program ensures that recipients of Federal financial assistance from GSA comply with Federal laws that prohibit discrimination in the delivery of services or benefits based on the guiding principles of Equal Employment Opportunity and its established discrimination factors. Similarly, OCR ensures that programs, services and activities conducted by GSA do not discriminate on the basis of disability. By funding and administering GSA's Limited English Proficiency Program, OCR ensures that persons with limited English proficiency have meaningful access to the programs, services and information that GSA provides.

OCR's affirmative employment program leads GSA's annual assessment of its EEO program and the formation of GSA's affirmative employment strategy for eliminating barriers to workplace advancement by persons with disabilities. OCR's FY 2024 estimate of \$5 million will allow GSA to provide outstanding civil rights services and support compliance with Federal laws, regulations, and GSA policies to improve mission achievement and support for the administration's priority of affirmatively advancing equity, civil rights, racial justice, and equal opportunity for all.

External Services: FY 2024 Estimate - \$60 thousand

OCR provides equal employment opportunity services to other Federal agencies on a cost-reimbursable basis. These services include equal employment opportunity counseling, mediation, investigations, and complaint adjudication.

Office of Small and Disadvantaged Business Utilization: FY 2024 Estimate - \$8.1 million

Internal Services: FY 2024 Estimate - \$8.1 million

GSA's Office of Small and Disadvantaged Business Utilization (OSDBU) carries out our nationwide responsibility for delivering a successful small business program. OSDBU's mission is to maximize small business and socio-economic small business procurement opportunities within GSA and from Federal Government customers.

OSDBU monitors and implements small business policies and executes a range of programs as directed by the Small Business Act of 1953, as amended by Pub. L. 95-507. This includes, but is not limited to:

- Managing OSDBU's small business program funding to ensure timely, efficient, and effective use of appropriated resources;
- Evaluating, refining, proposing, and ensuring compliance with small business policy to ensure maximum practicable opportunity for small and disadvantaged businesses to participate in the Federal procurement arena, while prioritizing the accomplishment of the GSA mission;
- Through data analytics and in coordination with the U.S. Small Business Administration, establishing challenging small business procurement goals for GSA, monitoring performance across small business and socio-economic small business categories and implementing initiatives to achieve statutory goals;
- Contributing to the forecasting of opportunities, market research, influencing acquisition strategy, and negotiating higher subcontracting goals to ensure small and disadvantaged businesses receive the maximum practical opportunity to provide innovative, cost-competitive, and timely products and services to satisfy Federal procurement requirements; and
- Providing training and resources to GSA's acquisition workforce and the vendor community.

GSA's small business programs foster entrepreneurial opportunities to new business horizons and enhance technological capabilities. OSDBU's work is critical to the achievement of GSA's prime and subcontracting small business goals.

OSDBU's FY 2024 estimate of \$8.1 million includes funding to deliver and expand a successful agency small business program, influence improvements for the small business community throughout the Federal Government, and reduce the burden for the acquisition workforce. This encompasses eliminating ineffective technologies and workflow processes, automating technology, enhancing small business vendor engagement and training, expanding small business training to the acquisition workforce, and improving efficiency and effectiveness.

Office of Customer Experience: FY 2024 Estimate - \$4.7 million

Internal Services: FY 2024 Estimate - \$4.7 million

The mission of the Office of Customer Experience (OCE) is to improve the end-to-end experience of GSA customers by aligning operations to customer needs. OCE was the first agency-wide organization in the Federal Government to focus solely on improving customer experience and fostering a customer-first mentality.

OCE works with internal clients to enhance relationships with customers, industry partners, and both internal and external stakeholders. The office utilizes human-centered design approaches to promote three key behaviors: conducting representative customer research; synthesizing

findings into actionable insights; and making incremental, measurable, and customer-focused improvements.

OCE advances these behaviors and the goals of Executive Order 14058 through four pillars of service:

- Strategy: OCE works across GSA to develop strategies and action plans to achieve customer-centric goals based on customer research and administrative data;
- Customer Research: OCE collaborates with teams to frame, study, and understand GSA customer needs through qualitative and quantitative research;
- Capacity Building: OCE helps teams and individuals across GSA to better understand customer experiences and adapt to shifting needs and preferences; and
- Pilots: OCE partners with GSA teams to prototype service, product, and process innovations to improve customer experiences. Along the way, we gather user feedback to test, validate, and refine big ideas.

OCE offers in-house centralized feedback collection and survey management expertise; it provides guidance on customer experience legislation, and it leads the effort to advance the goals of the 21st Century Integrated Digital Experience Act (21st Century IDEA) and improve enterprise digital customer experience by strengthening digital governance, providing training, analyzing website performance and customer centricity, and advising teams on website modernization.

Office of Congressional and Intergovernmental Affairs: FY 2024 Estimate - \$1.2 million

The Office of Congressional and Intergovernmental Affairs (OCIA) is funded out of the Operating Expenses appropriation; however, the office uses the WCF for the reimbursable services it provides to Members of Congress across the country. This requirement is based on the best information available and subject to change as necessary to support the requirements of the President or Congress.

External Services: FY 2024 Estimate - \$1.2 million

OCIA coordinates services to over 1,400 House district offices and Senate state offices nationwide. OCIA supports the acquisition of office space, furniture and furnishings, property disposal, equipment and supplies, and storage and relocation services.

Working Capital Fund Bill by Staff and Service Office

(Dollars in Thousands)

GSA Working Capital Fund Bill \$(000)	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
Public Building Service	\$ 380,527	\$ 393,772	\$ 417,123
Federal Acquisition Services	\$ 296,286	\$ 312,454	\$ 350,374
FAS ASF	\$ 291,448	\$ 304,257	\$ 338,184
FAS FCSF (includes ARP)	\$ 4,838	\$ 8,197	\$ 12,190
FAS FCSF	\$ 4,838	\$ 5,725	\$ 10,496
FAS FCSF ARP		\$ 2,472	\$ 1,694
Office of Governmentwide Policy	\$ 11,514	\$ 10,732	\$ 11,645
Office of Inspector General	\$ 2,352	\$ 2,450	\$ 1,498
Former Presidents	\$ 35	\$ 28	\$ 28
Civilian Board of Contract Appeals	\$ 280	\$ 215	\$ 143
Technology Modernization Fund	\$ 120	\$ 1,553	\$ 1,628
Operating Expenses	\$ 5,558	\$ 5,731	\$ 6,265
Executive Direction	\$ 3,028	\$ 3,001	\$ 3,169
Real Property Disposal	\$ 2,530	\$ 2,730	\$ 3,095
WCF External Programs	\$ 1,304	\$ 1,680	\$ 2,295
OCFO - Payroll Shared Services	\$ 255	\$ 264	\$ 316
OGP - Electronic Capital Planning & Investment Control	\$ 185	\$ 282	\$ 211
OAS - Commissions & Boards	\$ 200	\$ 182	\$ 186
OGP - eRulemaking	\$ 664	\$ 916	\$ 799
OGP - PMLOB		\$ 36	\$ 38
OGP - AWTF			\$ 746
Grand Total WCF Bill	\$ 697,976	\$ 728,614	\$ 790,999
Funded from Reserves	\$ (9,877)	\$ (44,453)	\$ (10,000)
Total WCF Operating Plan	\$ 707,853	\$ 773,067	\$ 800,999

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U.S. General Services Administration
FEDERAL CAPITAL REVOLVING FUND
Fiscal Year 2024 Congressional Justification

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FY 2024 President's Budget Appendix Narrative

This account provides for the operation of the Federal Capital Revolving Fund (FCRF). The FCRF will finance the construction, renovation and purchase of federally owned civilian real property assets. The corpus of the FCRF is proposed as mandatory funding in the President's Budget. A detailed discussion of the FCRF can be found in the Budget Process chapter of the Analytical Perspectives volume.

In summary, the FCRF will create a mechanism that is similar to a capital investment budget but operates within the traditional scoring guidelines used for the Federal budget. Upon approval in an appropriations act, the FCRF will transfer funds to agencies to finance large-dollar real property purchases, renovations and construction. Purchasing agencies are then required to repay the FCRF using discretionary appropriations over a period up to 15 years.

As a result, large real property assets funded through the FCRF, which would otherwise require a large spike in appropriations, will no longer compete in the same way with annual operating and programmatic expenses for the limited funding available under tight discretionary funding levels. Instead, the annual cost to the agency and appropriations bill is one fifteenth of the cost of the asset for 15 years, smoothing out the annual cost within the annual appropriations process and eliminating a spike in funding. This approach also has the benefit of allowing agencies to utilize the asset while making payments to the FCRF. Annual repayments, equal to 1/15th of the asset cost, will be made from future appropriations, which will incentivize project selection based on highest mission need and return on investment, including future cost avoidance. The repayments will also replenish the FCRF so that real property can continually be replaced as needed.

Program Description

The structure of the Federal budget and budget enforcement requirements can create hurdles to funding large-dollar capital investments. These types of investments are handled differently at the State and local government levels. Expenditures for capital investments are combined with operating expenses in the Federal unified budget. Both kinds of expenditures must compete for limited funding within the discretionary levels. Large-dollar Federal capital investments can be squeezed out in this competition, frequently forcing agency managers to make difficult decisions and turn to operating leases to meet long-term Federal requirements. These alternatives are more expensive than ownership over the long term because: (1) Treasury can always borrow at lower interest rates and (2) to avoid triggering scorekeeping and recording requirements for capital leases, agencies sign shorter-term, consecutive leases of the same space. For example, the cost of two consecutive 15-year leases for a building can result in the Government paying close to 180 percent of the fair market value of the asset – and more when taking into consideration the tenant build out costs necessary for occupancy. Alternative financing

proposals typically run up against budget scorekeeping guidelines and the Recording Statute (31 U.S.C. § 1501) that measure cost based on the full amount of the Government's obligations under the contract, which further constrains the ability of agency managers to meet capital needs.

In contrast, State and local governments separate capital investment from operating expenses. They are able to evaluate, rank, and finance proposed capital investments in separate capital budgets, which avoids direct competition between proposed capital acquisitions and operating expenses. If capital purchases are financed by borrowing, the associated debt service is an item in the operating budget. This separation of capital spending from operating expenses works well at the State and local government levels because of conditions that do not exist at the Federal level. State and local governments are typically required to balance their operating budgets, and their ability to borrow to finance capital spending is subject to the discipline of private credit markets that impose higher interest rates for riskier investments. In addition, State and local governments tend to own capital that they finance. In contrast, Treasury debt has historically been considered a safe investment, regardless of the condition of the Federal balance sheet. Also, the bulk of Federal funding for capital investments is in the form of grants to lower levels of the government or to private entities.

To deal with the drawbacks of the current Federal approach, the FY 2024 budget proposes funding in support of the establishment of the FCRF, which will: (1) fund large-dollar, federally owned, civilian real property capital projects that house Federal civilian employees; and (2) provide specific budget enforcement rules for the FCRF that would allow it to function, in effect, like State and local government capital investment budgets. This proposal incorporates principles that are central to the success of capital budgeting at the State and local levels— a limit on total funding for capital investment, annual decisions on the allocation of funding for capital projects, and spreading the acquisition cost in the discretionary operating budgets of agencies that purchase the assets.

The FY 2024 Budget proposes the capitalization of the FCRF with a \$10 billion mandatory appropriation, and the budget presentation scores the proposal with anticipated outlays over the 10-year window for the purposes of pay-as-you-go budget enforcement rules. Annual discretionary repayments by purchasing agencies would replenish the FCRF and would be available until expended to fund additional capital projects. Total annual capital purchases would be limited to the lower of \$5 billion or the balance in the FCRF, including annual repayments.

*U.S. General Services Administration
Federal Capital Revolving Fund*

Summary of the Request

The goal of this President’s Budget request for the appropriation of funds in support of repayment for two inaugural projects also supports the establishment of the new FCRF within the unified budget. The FCRF will function effectively as a capital budget for investment in federally owned civilian real property and implement budget enforcement rules that exclude the upfront acquisition cost from the discretionary caps and instead charge the cost to discretionary funding over time.

In FY 2024, the budget uses the FCRF concept to fund a \$3.5 billion capital investment. In accordance with the principles and design of the FCRF, the 2024 budget requests appropriations language designating the specific project to be funded out of the FCRF, which will be housed within the U.S. General Services Administration (GSA), along with \$233 million for the first-year repayments for the project to the FCRF. The FCRF account requested will fund the first FCRF-funded project in 2024 and a total of approximately \$15 billion worth of Federal buildings projects using the initial \$10 billion in mandatory appropriations over the 10- year horizon.

The President’s FY 2024 budget includes appropriations language supporting the investment of \$3.5 billion, as well as the first of 15 annual discretionary appropriation repayments of \$233 million. This funding will be used to support the construction of the Federal Bureau of Investigation's (FBI) new suburban headquarters campus. GSA and FBI are currently working to select one of the three sites previously included in the 2016 procurement, on which GSA will construct a federally owned, modern and secure headquarters facility for at least 7,500 personnel in the D.C. suburbs. The FCRF funding would be paired with \$645 million in GSA prior year appropriations to support the acquisition and construction of the FBI’s new suburban headquarters campus. Please see the Federal Buildings Fund narrative for more details on this project.

Federal Capital Revolving Fund			Purchasing Agency		
	Year 1	Years 2-15		Year 1	Years 2-15
Mandatory:			Mandatory:		
Transfer to purchasing agency to buy building.....	3,500		Collection of transfer from Federal Capital Revolving Fund.....	(3,500)	
Purchasing agency repayments.....	(233)	(3,267)	Payment to buy building.....	3,500	
			Discretionary:		
			Repayments to Federal Capital Revolving Fund.....	233	3,267

*U.S. General Services Administration
Federal Capital Revolving Fund*

Total Government-wide Deficit Impact			
	Year 1	Years 2-15	Total
Mandatory			
Purchase Building.....	3,500		3,500
Collections from Purchasing agency.....	(233)	(3,267)	(3,500)
Discretionary:			
Purchasing agency repayments.....	233	3,267	3,500
Total Government-wide.....	3,500	-	3,500

For budget enforcement purposes, transfers from the FCRF to agencies to fund acquisitions and spending of those amounts by agencies would be scored as direct spending, while agencies would use discretionary appropriations to fund annual repayments to the FCRF. This allocation of cost means that the upfront cost of capital investment would be included in the budget, but the up-front expense would not have to compete with operating expenses in the annual appropriations process. The FCRF does not provide any new landholding or land-managing authorities for Federal agencies.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
Resources:			
Available from prior year	\$ -	\$ -	\$ -
Mandatory Appropriation	\$ -	\$ -	\$ 10,000,000
Offsetting Collections	\$ -	\$ -	\$ 233,333
Total Resources Available	\$ -	\$ -	\$ 10,233,333
Obligations			
Transfers for Acquisition of Real Property	\$ -	\$ -	\$ 3,500,000
Program Administration	\$ -	\$ -	\$ 311
Total Obligations	\$ -	\$ -	\$ 3,500,311
Fund Balance:			
Total Resources Available	\$ -	\$ -	\$ 10,233,333
Total Obligations	\$ -	\$ -	\$ (3,500,311)
Fund Balance	\$ -	\$ -	\$ 6,733,022
Net Budget Authority	\$ -	\$ -	\$ 10,000,000

*U.S. General Services Administration
Federal Capital Revolving Fund*

Obligations by Object Classification

(Dollars in Thousands)

	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request
11.1 Full-time, permanent.....	\$ -	\$ -	\$ -
11.3 Other than full-time permanent.....	\$ -	\$ -	\$ -
11.5 Other personnel compensation.....	\$ -	\$ -	\$ -
12.1 Civilian personnel benefits.....	\$ -	\$ -	\$ -
21.0 Travel and transportation of persons.....	\$ -	\$ -	\$ -
23.1 Rental payments to GSA.....	\$ -	\$ -	\$ -
23.3 Communications and utilities.....	\$ -	\$ -	\$ -
24.0 Printing and reproduction.....	\$ -	\$ -	\$ -
25.1 Advisory and assistance services.....	\$ -	\$ -	\$ -
25.3 Other goods & services from Federal sources.....	\$ -	\$ -	\$ 311
26.0 Supplies and materials.....	\$ -	\$ -	\$ -
31.0 Equipment.....	\$ -	\$ -	\$ -
32.0 Land and structures.....	\$ -	\$ -	\$ -
33.0 Investments and loans.....	\$ -	\$ -	\$ -
41.0 Grants, subsidies, and contributions.....	\$ -	\$ -	\$ -
42.0 Insurance claims and indemnities.....	\$ -	\$ -	\$ -
43.0 Interest and dividends.....	\$ -	\$ -	\$ -
44.0 Refunds.....	\$ -	\$ -	\$ -
94.0 Financial transfers.....	\$ -	\$ -	\$ 3,500,000
99.0 Obligations, Mandatory.....	\$ -	\$ -	\$ 3,500,311
Subtotal, PC&B.....	\$ -	\$ -	\$ -
Subtotal, Non-labor.....	\$ -	\$ -	\$ 3,500,311

U.S. General Services Administration

PERMANENT BUDGET AUTHORITY

Fiscal Year 2024 Congressional Justification

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Transportation Audit Contracts and Contract Administration

Program Description

This permanent, indefinite appropriation provides for the detection and recovery of overpayments to carriers for Government moves under rate and service agreements established by the U.S. General Services Administration (GSA) or other Federal agency transportation managers. Program expenses are financed from overcharges collected from Transportation Service Providers (TSPs) as a result of post payment audits examining the validity, propriety, and conformity of charges with the proper rate authority. Funds recovered in excess of expenses are returned to the U.S. Department of the Treasury (Treasury).

Authorizing Legislation

The Expenses of Transportation Audit Contracts and Contract Administration appropriation is permanently authorized by 31 U.S.C. § 3726(e): “Sec. 3726. Payment for transportation (e) Expenses of transportation audit post payment contracts and contract administration, and the expenses of all other transportation audit and audit-related functions conferred upon the Administrator of General Services, shall be financed from overpayments collected from carriers on transportation bills paid by the Government and other similar type refunds, not to exceed collections. Payment to any contractor for audit services shall not exceed 50 percent of the overpayment identified by contract audit.”

FY 2023 Operating Plan and FY 2024 Budget Request

The Transportation Audits program is managed by the Federal Acquisition Service (FAS) in the Travel, Transportation and Logistics (TTL) Portfolio. The FY 2024 budget request includes a mandatory appropriation amount of \$17.58 million for the Transportation Audits program to continue its focus on prepayment oversight and post payment audits of Government-wide transportation bills and recoveries of overcharges.

The program office will oversee the implementation and performance of prepayment audits for transportation services procured around the world by Federal agencies; conduct post payment audits of transportation bills; execute the collection of overcharges; validate overcharges via evidence, regulation, and background; adjudicate claims brought by TSPs and Federal agencies as needed; handle bankruptcies and litigation related to TSPs for Federal agencies; and act as an expert in court cases as needed.

In FY 2022, Transportation Audits continued to streamline business operations, while capitalizing on efficiencies and improvements gained through IT systems modernization efforts. These efforts helped to optimize operations, improved service delivery, and increased customer and stakeholder confidence. In FY 2023 and FY 2024, the program will continue to promote partnerships to increase the amount of data received and drive automated submission of overcharges.

*U.S. General Services Administration
Permanent Budget Authority*

In FY 2022, there was a planned surge in collections tied to outstanding receivables set to expire at the end of the Fiscal Year. With the surge in collections, there is a related increase in spending tied to commission payments to the third-party vendor that is used to conduct the audits as that vendor is entitled to a commission when an overcharge is collected by GSA. In FY 2023 and FY 2024, collections and spending are planned to remain at elevated levels due to new access to Time Definite Service Level transactions with the Defense Freight Transportation Services. The program will continue to monitor the Department of Defense procurement services transition for the associated impacts on collections, vendor claims, and the approach for the future execution of audits.

Obligations by Object Classification

(Dollars in Thousands)

		FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
11.1	Full-time, permanent	\$ 2,877	\$ 3,977	\$ 4,132
11.3	Other than full-time permanent	\$ -	\$ -	\$ -
11.5	Other personnel compensation	\$ 64	\$ 87	\$ 91
12.1	Civilian personnel benefits	\$ 928	\$ 1,178	\$ 1,224
21.0	Travel and transportation of persons	\$ 3	\$ 29	\$ 29
22.0	Transportation of things	\$ -	\$ -	\$ -
23.1	Rental payments to GSA	\$ -	\$ -	\$ -
23.3	Communications and utilities	\$ -	\$ -	\$ -
24.0	Printing and reproduction	\$ -	\$ -	\$ -
25.1	Advisory and assistance services	\$ 8,656	\$ 9,315	\$ 9,286
25.2	Other services from non-Federal sources	\$ -	\$ 42	\$ 42
25.3	Other goods and services from Federal sources	\$ 1,392	\$ 1,362	\$ 1,705
26.0	Supplies and materials	\$ -	\$ 11	\$ 11
31.0	Equipment	\$ 2	\$ 57	\$ 57
99.0	Obligations, appropriated (annual)	\$ 13,922	\$ 16,059	\$ 16,577
	Subtotal, PC&B	\$ 3,869	\$ 5,242	\$ 5,447
	Subtotal, Non-labor	\$ 10,053	\$ 10,816	\$ 11,130
99.9	Total obligations	\$ 13,922	\$ 16,059	\$ 16,577
FTE		25.9	32.0	32.0

U.S. General Services Administration
Permanent Budget Authority

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
Balance, start of year	\$ 27,845	\$ 44,468	\$ 70,361
Receipts	\$ 28,846	\$ 34,500	\$ 38,000
Sequestration	\$ 945	\$ 971	\$ 1,002
Excess collections returned to Treasury	\$ -	\$ -	\$ -
Appropriation to the expenditure fund	\$ (16,586)	\$ (17,030)	\$ (17,579)
Unobligated balance expired from expenditure fund	\$ 3,417	\$ 7,452	\$ 5,152
Balance, end of year	\$ 44,468	\$ 70,361	\$ 96,936

Special Fund Expenditures:

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
Mandatory authority:			
Appropriation	\$ 16,586	\$ 17,030	\$ 17,579
Sequestration	\$ (945)	\$ (971)	\$ (1,002)
Unobligated balance, end of year	\$ (1,718)	\$ -	\$ -
Total obligations	\$ 13,922	\$ 16,059	\$ 16,577
Net Outlays	\$ 12,249	\$ 15,418	\$ 16,422

Acquisition Workforce Training Fund

Program Description

The Acquisition Workforce Training Fund (AWTF) is a permanent, indefinite appropriation providing a source of funds to train the Federal acquisition workforce. The AWTF is currently financed through a credit of five percent of the fees collected from non-Department of Defense activities by GSA and other civilian agencies that manage Government-wide Acquisition Contracts (GWACs), Multiple Award Schedule (MAS) contracts entered into by the Administrator of General Services, and other multi-agency contracts. Receipts are available for expenditure in the fiscal year collected, in addition to the two following fiscal years. The AWTF is managed by the Administrator of General Services through GSA's Federal Acquisition Institute (FAI) in consultation with the Office of Federal Procurement Policy (OFPP) and the FAI Board of Directors. The fund was created to ensure that the Government's non-defense acquisition workforce has sufficient training resources to adapt to the changing nature of Federal Government acquisition.

Authorizing Legislation

The fund is authorized by 41 U.S.C. § 1703(i), as amended by Section 854 of Title VII of the National Defense Authorization Act for Fiscal Year 2008 (Public Law 110-181, January 28, 2008). The establishment and operation of FAI is authorized by 41 U.S.C. § 1201, as amended by Section 864 of Title VIII of the National Defense Authorization Act for Fiscal Year 2012 (Public Law 112-81, December 31, 2011).

Administration Proposal

The Administration is pursuing a legislative proposal to increase the credit of fees collected from certain Government-wide acquisition contracts from five percent to seven and a half percent. The increase in the credit will allow GSA to address a critical deficiency in the training and support the Government provides to our acquisition professionals and position the acquisition workforce to procure, deliver, and sustain mission-execution resources. Increasing the AWTF credit will allow the Government to keep up with short-term training demands (e.g. new training legislation, increased contract expenditures) and meet long-term workforce challenges such as technical knowledge gaps, new acquisition laws and regulations, and an aging acquisition workforce). Without the additional funding authority, the Government risks being unable to adequately implement new statutory training requirements, deliver fundamental training to new entrants to the acquisition workforce, and develop and deliver the advanced training needed to keep up with a continuously evolving procurement environment.

Adjusting the AWTF credit does not require additional appropriations and is a relatively frictionless way of ensuring the Federal acquisition workforce is prepared for today's and tomorrow's challenges. Since GSA manages the fund through FAI, but also contributes about 90% of the fees credited to it, this proposal would essentially authorize GSA to reallocate a

greater proportion of fees it already collects for acquisition workforce training with no anticipated increase in fees charged on Government-wide acquisition contracts.

This proposal entails increasing the AWTF credit from 5% to 7.5%. This is estimated to be a \$11.5 million increase to the fund's collections in FY 2024, with FAI retaining \$7.5 million of the new funds and the remaining \$4 million being transferred to the Defense Acquisition University (DAU).

In FY 2022, \$22 million was credited to the fund, with FAI retaining \$14 million and the remaining \$8 million being transferred to DAU. Approximately \$20 million of those credits came from fees collected by GSA for the use of its applicable contracts (e.g. such as Federal Supply Schedules, and Government-wide Acquisition Contracts). If the FY 2022 credit collection rate (5%) had been increased to the proposed 7.5% rate, total collections would have been approximately \$33 million, with \$21 million being retained by FAI and \$12 million being transferred to DAU. GSA-collected fees would have accounted for \$30 million of the total \$33 million in fund credits.

Changes to Existing Law: This proposal would make the following changes to section 1703(i) of title 41, United States Code (changes in **bold**; additions in underline and deletions in ~~strikethrough~~):

(i) Training Fund.—

(1) Purposes.—The purposes of this subsection are to ensure that the Federal acquisition workforce—

(A) adapts to fundamental changes in the nature of Federal Government acquisition of property and services associated with the changing roles of the Federal Government; and

(B) acquires new skills and a new perspective to enable it to contribute effectively in the changing environment of the 21st century.

(2) Establishment and management of fund.—There is an acquisition workforce training fund. The Administrator of General Services shall manage the fund through the Federal Acquisition Institute to support the activities set forth in section 1201(a) of this title, except as provided in paragraph (5). The Administrator of General Services shall consult with the Administrator [1] [2] in managing the fund.

(3) Credits to fund[3] [4] .—Seven and a half percent of the fees collected by executive agencies (other than the Department of Defense) under the following contracts shall be credited to the fund:

(A) Government-wide task and delivery-order contracts entered into under sections 4103 and 4105 of this title.

(B) Government-wide contracts for the acquisition of information technology as defined in section 11101 of title 40 and multi agency acquisition contracts for that technology authorized by section 11314 of title 40.

(C) multiple-award schedule contracts entered into by the Administrator of General Services.

(4) Remittance by head of executive agency.—The head of an executive agency that administers a contract described in paragraph (3) shall remit to the General Services Administration the amount required to be credited to the fund with respect to the contract at the end of each quarter of the fiscal year.

(5) Transfer and use of fees collected from the Department of Defense.—The Administrator of General Services shall transfer to the Secretary of Defense fees collected from the Department of Defense pursuant to paragraph (3). The Defense Acquisition University shall use the fees for acquisition workforce training.

(6) Amounts not to be used for other purposes.—The Administrator of General Services, through the Office of Federal Procurement ¹ [Footnote: *So in original. Probably should be "Procurement"*].[\[5\]](#) [\[6\]](#)

Policy, shall ensure that amounts collected under this section are not used for a purpose other than the activities set forth in section 1201(a) of this title.

(7) Amounts are in addition to other amounts for education and training.—Amounts credited to the fund are in addition to amounts requested and appropriated for education and training referred to in subsection (h)(1).

(8) Availability of amounts.—Amounts credited to the fund remain available to be expended only in the fiscal year for which they are credited and the 2 succeeding fiscal years.

FY 2023 Operating Plan and FY 2024 Budget Request

The FY 2024 budget request includes a mandatory appropriation amount of \$21.3 million in new collections for FAI programs. The Board of Directors has reviewed the FAI programs to identify where continued AWTF funding is most needed to effectively support FAI's mission and goals. AWTF funds are used to execute FAI's 12 statutory responsibilities stated in 41 U.S.C. § 1201(a).

FAI supports professional development of the civilian agency acquisition workforce by ensuring the availability of learning and career development opportunities. The funds collected by the AWTF support FAI activities in the following three revised programs:

FAI Business Operations

This program is used for FAI's mission, operational infrastructure, and strategic planning execution. It combines previously defined Human Capital Initiative and Operations and Logistics Support programs funding. The funding provides for FAI personnel salaries, travel, training and PM operational support.

Learning and Development

This program is used to develop learning assets and deliver training to the AWF. It is also used for AWF human capital research studies and to support Government-wide acquisition human capital initiatives. It combines previously defined Curriculum Development and Training Delivery programs funding. The funding provides for development, delivery, and maintenance of learning and career development activities, human capital and acquisition workforce management initiatives.

Information Technology and Data Reporting

This program is used to support Federal acquisition workforce technology systems and related initiatives. The funding provides for overarching IT operations, maintenance, and enhancement activities. FAI.gov operations and maintenance and FAI's Cornerstone on Demand (CSOD) support contract.

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipt

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
Balance, start of year.....	\$ 1,590	\$ 4,117	\$ 1,195
Receipts.....	\$ 12,849	\$ 13,756	\$ 21,495
Appropriation to the expenditure fund.....	\$(10,322)	\$(16,678)	\$(21,300)
Balance, end of year.....	\$ 4,117	\$ 1,195	\$ 1,390

Special Fund Expenditure

	FY 2022 Current	FY 2023 Plan	FY 2024 Request
Unobligated balance, start of year.....	\$ 23,120	\$ 21,902	\$ 21,902
Carry over of unobligated balances.....	\$ 3,280	\$ -	\$ -
Mandatory authority:			
Appropriation.....	\$ 9,956	\$ 16,678	\$ 21,300
Unobligated balance, expiring.....	\$ -	\$ -	\$ -
Total Obligations.....	\$(11,922)	\$(16,678)	\$(21,300)
Unobligated balance, end of year.....	\$ 21,902	\$ 21,902	\$ 21,902
<i>Net Outlays</i>	<i>\$ 8,960</i>	<i>\$ 15,010</i>	<i>\$ 19,170</i>

Note: If the legislative proposal is enacted, the receipts fees rate from Government-wide Awarded Contracts will increase from 5% to 7.5%, resulting in addition collections in 2024.

Obligations by Object Class

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
11.1 Full-time permanent	\$ 1,644	\$ 1,664	\$ 2,889
11.5 Other personnel compensation	\$ 28	\$ 47	\$ 74
11.8 Special personnel services payments	\$ -	\$ 200	\$ 200
12.1 Civilian personnel benefits	\$ 560	\$ 705	\$ 1,067
25.1 Advisory and assistance services	\$ 3,517	\$ 7,817	\$ 9,835
25.3 Other goods & services from Federal sources	\$ 4,201	\$ 6,235	\$ 7,225
26.0 Supplies and Materials	\$ 6	\$ 10	\$ 10
99.0 Total obligations	\$ 9,956	\$ 16,678	\$ 21,300

Expenses, Disposal of Surplus Real and Related Personal Property

Program Description

This mandatory appropriation provides for the efficient disposal of real property assets that no longer meet the needs of landholding Federal agencies. The following costs are paid through receipts from such disposals each fiscal year: fees of auctioneers, brokers, appraisers, and environmental consultants; surveying costs; costs of advertising; costs of environmental and historical preservation services; highest and best use of property studies; property utilization studies; deed compliance inspections; and other disposal costs. GSA leverages the expertise of auctioneers and brokers familiar with local markets to accelerate the disposal of surplus real property.

Authorizing Legislation

The Expenses, Disposal of Surplus Real and Related Personal Property appropriation is permanently authorized by 40 U.S.C. § 572(a). The appropriation is authorized to pay expenses directly or to reimburse another account for expenses paid. The total amount paid and reimbursed in a fiscal year may not exceed 12 percent of the receipts available in GSA's Expenses, Disposal of Surplus Real and Related Personal Property receipt account. Proceeds from the disposal of Federal real property are deposited into GSA's Expenses, Disposal of Surplus Real and Related Personal Property receipt account and funds deemed in excess of the Real Property Disposal program's long-term requirements must be transferred to the Land and Water Conservation Fund in accordance with 54 U.S.C. § 200302.

The types of expenses that may be paid or reimbursed are limited to specific, enumerated expenditures listed in 40 U.S.C. § 572(a)(2)(A) including:

- (i) Costs of appraisers, auctioneers, and realty brokers, in accordance with the scale customarily paid in similar commercial transactions.
- (ii) Costs of environmental and historic preservation services, highest and best use of property studies, utilization of property studies, deed compliance inspections, targeted asset reviews and the expenses incurred in approved relocations.
- (iii) Costs of advertising and surveying.

Administration Proposal

The President's Budget supports the expansion of the allowable uses of the disposal fund. The expanded authority will allow GSA to better assist agencies in identifying and preparing real property prior to the agency declaring a property excess. Currently, agencies do not always complete these types of activities because agencies must fund the activities from limited resources. This expanded authority will allow GSA to help agencies in rightsizing their portfolios as COVID-19 leads to potentially smaller space requirements by providing the funding required

to assess and prepare potential excess properties for disposal; funds will then be recovered from the proceeds of sale.

Here is the language that will be included as part of a separate legislative authority proposal:

Notwithstanding limitations contained in subsection 572(a) of title 40, United States Code, the Administrator of General Services is authorized to use the fund established in section 572 to assist agencies in identifying, preparing, and divesting property, including costs related to identifying and preparing real property to be divested and costs related to assisting agencies with the identification, preparation, and divestiture of real property, and the Administrator is authorized to be reimbursed for such costs from the proceeds of the sale of such properties.

FY 2023 Operating Plan and FY 2024 Budget Estimate

The FY 2024 budget request includes a mandatory appropriation of \$10.876 million for the Real Property Disposal program. Obligations are based on properties planned for disposal in each year. Financing is provided through receipts from sales of surplus property and outleasing of Government-owned space.

Obligations by Object Classification

(Dollars in Thousands)

		FY 2022	FY 2023	FY 2024
		Actual	Plan	Plan
21.0	Travel and transportation	\$ -	\$ 50	\$ 50
24.0	Printing and reproduction	\$ 9	\$ 129	\$ 129
25.1	Advisory and assistance services	\$ 311	\$ 9,391	\$ 9,391
25.2	Other services from non-Federal sources	\$ 141	\$ 119	\$ 119
25.3	Other goods & services from Federal sources	\$ -	\$ 547	\$ 547
25.7	Operation and maintenance of equipment	\$ -	\$ 20	\$ 20
99.9	Total obligations	\$ 461	\$ 10,256	\$ 10,256

U.S. General Services Administration
 Permanent Budget Authority

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
Balance, start of year.....	\$ 77,405	\$ 78,562	\$ 77,306
Receipts, real property disposal.....	\$ 8,546	\$ 8,000	\$ 6,000
Receipts, outleasing.....	\$ -	\$ 3,000	\$ 3,000
Subtotal Net receipts.....	\$ 8,546	\$ 11,000	\$ 9,000
Appropriation to the expenditure fund.....	\$ (2,059)	\$ (10,876)	\$ (10,876)
Sequestration.....	\$ 559	\$ 620	\$ 620
Total budgetary resources.....	\$ (1,500)	\$ (10,256)	\$ (10,256)
Transfer to Land and Water Fund, DOI.....	\$ (7,282)	\$ (2,000)	\$ (2,000)
Unobligated balance, transferred in from Expenditure Fund.....	\$ 1,393	\$ -	\$ -
Fund Expenditures.....	\$ -	\$ -	\$ -
Balance, end of year.....	\$ 78,562	\$ 77,306	\$ 74,050

Special Fund Expenditures:

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
Mandatory authority			
Appropriation.....	\$ 2,059	\$ 10,876	\$ 10,876
Unobligated balance, sequestered.....	\$ -	\$ (620)	\$ (620)
Unobligated balance.....	\$ 3,318	\$ -	\$ -
Total obligations.....	\$ (1,259)	\$ 10,256	\$ 10,256
Net Outlays.....	\$ (1,259)	\$ 10,256	\$ 10,256

Note: In accordance with 54 U.S.C. § 200302, any receipts in excess of the long-term requirements of the GSA Expenses, Disposal of Surplus Real and Related Personal Property Fund must be transferred out of the Fund and deposited into the Land and Water Conservation Fund of the U.S. Department of the Interior.

Obligations by Program Activity

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Plan	FY 2024 Plan
1. Utilization and Disposal - Real Property			
a. Appraisers, auctioneers, brokers fees, surveying	\$ 112	\$ 2,669	\$ 2,669
b. Advertising	\$ 189	\$ 1,186	\$ 1,186
c. Environmental Services	\$ 7	\$ 2,633	\$ 2,633
d. Historical Preservation Services	\$ -	\$ 884	\$ 884
e. Highest and best use of property studies, utilization of property studies, Targeted Asset Reviews (TARS), deed compliance inspections	\$ 141	\$ 2,342	\$ 2,342
f. Expenses incurred in a Relocation	\$ -	\$ -	\$ -
g. Personnel compensation	\$ -	\$ -	\$ -
h. Personnel benefits	\$ -	\$ -	\$ -
i. Administrative support	\$ -	\$ 305	\$ 305
j. Travel expenses	\$ -	\$ 122	\$ 122
Subtotal, Utilization and Disposal of Real Property	\$ 449	\$ 10,141	\$ 10,141
2. Outleasing of Government-owned Space			
a. Appraisers, auctioneers, brokers fees, surveying	\$ 12	\$ 100	\$ 100
b. Advertising	\$ -	\$ 15	\$ 15
Subtotal, Outleasing	\$ 12	\$ 115	\$ 115
Total obligations	\$ 461	\$ 10,256	\$ 10,256

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Administrative Provisions	Explanation
<p><i>Sec. 520. Funds available to the General Services Administration shall be available for the hire of passenger motor vehicles.</i></p>	<p>This provision authorizes GSA to use funds for the hire of passenger motor vehicles.</p>
<p><i>Sec. 521. Funds in the Federal Buildings Fund made available for fiscal year 2024 for Federal Buildings Fund activities may be transferred between such activities only to the extent necessary to meet program requirements: Provided, That notice of any proposed transfers shall be transmitted in advance to the Committees on Appropriations of the House of Representatives and the Senate.</i></p>	<p>This provision authorizes GSA to transfer funds within the Federal Buildings Fund to meet program requirements.</p>
<p><i>Sec. 522. Except as otherwise provided in this title, any request for United States Courthouse construction transmitted using funds made available by this Act should: (1) meet the design guide standards for construction as established and approved by the General Services Administration, the Judicial Conference of the United States, and the Office of Management and Budget; (2) reflect the priorities of the Judicial Conference of the United States as set out in its approved five-year construction plan; and (3) include a standardized courtroom utilization study of each facility to be constructed, replaced, or expanded.</i></p>	<p>This provision requires that the budget request meet certain design and construction standards for Federal Courthouse construction.</p>

U.S. General Services Administration
General and Administrative Provisions

<p><i>Sec. 523. None of the funds provided in this Act may be used to increase the amount of occupiable square feet, provide cleaning services, security enhancements, or any other service usually provided through the Federal Buildings Fund, to any agency that does not pay the rate per square foot assessment for space and services as determined by the General Services Administration in consideration of the Public Buildings Amendments Act of 1972 (Public Law 92-313).</i></p>	<p>This provision provides that no funds may be used to increase the amount of occupiable square feet, provide cleaning services, security enhancements, or any other service usually provided, to any agency that does not pay the requested rate.</p>
<p><i>Sec. 524. From funds made available under the heading "Federal Buildings Fund, Limitations on Availability of Revenue", claims against the Government of less than \$250,000 arising from direct construction projects and acquisition of buildings may be liquidated from savings effected in other construction projects with prior notification to the Committees on Appropriations of the House of Representatives and the Senate.</i></p>	<p>This provision permits GSA to pay small claims less than \$250,000 made against the Government.</p>
<p><i>Sec. 525. With respect to the Federal Buildings Fund construction and acquisition and major repair and alteration programs, and with respect to E-Government projects funded under the heading "Federal Citizen Services Fund", the Administrator of General Services shall submit a spending plan and explanation for each project to be undertaken to the Committees on Appropriations of the House of Representatives and the Senate not later than 60 days after the date of enactment of this Act.</i></p>	<p>This provision requires GSA to submit spend plans for certain programs.</p>

<p><i>Sec. 526. Notwithstanding 31 U.S.C. 1535(d), Federal agencies ordering services from the Office of Evaluation Sciences pursuant to the Economy Act (31 U.S.C. 1535) are not required to deobligate funds obligated on such orders to the extent that the Office of Evaluation Sciences has not incurred obligations before the end of the period of availability of such funds.</i></p>	<p>This provision gives GSA's Office of Evaluation Sciences the authority to enter into interagency agreements that cross fiscal years so that GSA can better assist other agencies with conducting evaluations of their programs.</p>
<p><i>Sec. 527. For fiscal year 2025 and each fiscal year thereafter, the following amounts shall be subtracted from the estimate of discretionary budget authority and resulting outlays for any estimate of an appropriations Act under the Congressional Budget and Impoundment Control Act of 1974 or the Balanced Budget and Emergency Deficit Control Act of 1985: (1) collections estimated to be deposited in the General Services Administration—Real Property Activities—Federal Buildings Fund (FBF), as transmitted with the President's budget submitted pursuant to section 1105 of title 31; and (2) any discretionary appropriation of new obligational authority derived from the FBF for that fiscal year, in an amount not to exceed the collections estimated in subsection (1).</i></p>	<p>This provision directs both the Congressional Budget Office and the Office of Management and Budget to subtract new Budget Authority and Outlays from their application of legislative scoring guidelines for the FBF, as well as collections deposited into the FBF. This scoring adjustment would apply only to funds annually deposited into the FBF and used to support FBF-authorized purposes. The maximum amount of this scoring adjustment is limited to the revenues and collections expected to be deposited into the FBF for that fiscal year.</p>

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U.S. General Services Administration

Fiscal Year 2024 Annual Performance Plan and Fiscal Year 2022 Annual Performance Report



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Executive Summary

Purpose

The U.S. General Services Administration's (GSA) fiscal year (FY) 2024 Annual Performance Plan (APP) and the FY 2022 Annual Performance Report (APR) outlines the agency's goals and objectives for the next fiscal year and articulates the level of performance achieved in the prior fiscal year.

In general, the APP's purpose is to:

- Explain how the work of the agency benefits the public.
- Enable the public to understand the goals set by the agency to make progress.
- Describe the performance improvement strategies that are key to achieving the goals.

More specifically, the FY 2022 APR summarizes GSA's actual performance relative to the goals and objectives laid out in the agency's FY 2022 APP. The FY 2024 APP defines the level of performance to be pursued by GSA in FY 2024, describing the strategic goals, strategic objectives, supporting performance goals, and performance indicators.

Both the APP and APR (collectively referred to as the APP/R) comply with the Government Performance and Results Modernization Act of 2010, Pub. L. 111-352, under guidance from the U.S. Office of Management and Budget (OMB) Circular No. A-11 (Revised August 2022): Preparation, Submission, and Execution of the Budget.

About GSA

GSA's mission is to deliver the best customer experience and value in real estate, acquisition, and technology services to the Government and the American people.

It accomplishes its mission by developing inventive, sustainable, cost-effective, and collaborative solutions in its core business areas: real estate, acquisition, and technology. GSA also improves Government operations by fostering interagency collaboration, promoting shared services, and developing smart policies that allow agencies to focus on mission delivery.

GSA brings together a talented and diverse workforce — including leasing specialists, architects, contracting officers, project managers, and policy analysts — as a data-driven, customer-focused team developing solutions to meet the needs of the Government today and into the future.

There are four fundamental strategies for delivering GSA's mission in the coming years:

1. Develop real estate solutions by acquiring, designing, constructing, managing, and preserving Government buildings and optimizing GSA's real estate portfolio.
2. Offer best value and an exceptional customer experience to Government organizations in acquiring professional services, equipment, supplies, telecommunications, and information technology.
3. Modernize technology across Government to protect against cyber threats and deliver a better digital experience for the American people.
4. Promote interagency collaboration, centralized services, and shared solutions to improve management practices and operations across Government.

Core Business Lines

Public Buildings Service



Throughout the 50 States, five Territories, and the District of Columbia, GSA's Public Buildings Service (PBS) manages one of the Nation's largest and most diverse real estate portfolios, housing nearly 1 million Federal employees. As the largest landlord in the United States, PBS operates and leases approximately 8,400 assets and maintains an inventory of almost 364 million square feet of rentable workspace. GSA's inventory of assets includes 429 buildings listed in the National Register of Historic Places and 86 buildings eligible for listing. PBS provides high-quality real estate and workspace solutions, including acquiring, designing, constructing, leasing, and when necessary, disposing of surplus Federal properties for 60 Federal departments and agencies.

Federal Acquisition Service



The Federal Acquisition Service (FAS) helps Federal agencies buy goods, services, and technology solutions, using the Federal Government's buying power to offer the best value for taxpayers and Federal customers. FAS offers Federal agencies over 32 million different products and services needed to meet their missions for the American people. FAS also supplies over \$87.5 billion in information technology (IT) products, services, and solutions; telecommunications services; assisted acquisition services; travel and transportation management solutions; motor vehicles and fleet services; and charge card services. FAS is approaching 227,000 leased vehicles in its fleet, manages over 6.5 million charge cards, and provides personal property disposal services for the reuse of over \$1 billion in surplus property annually.

Office of Government-wide Policy

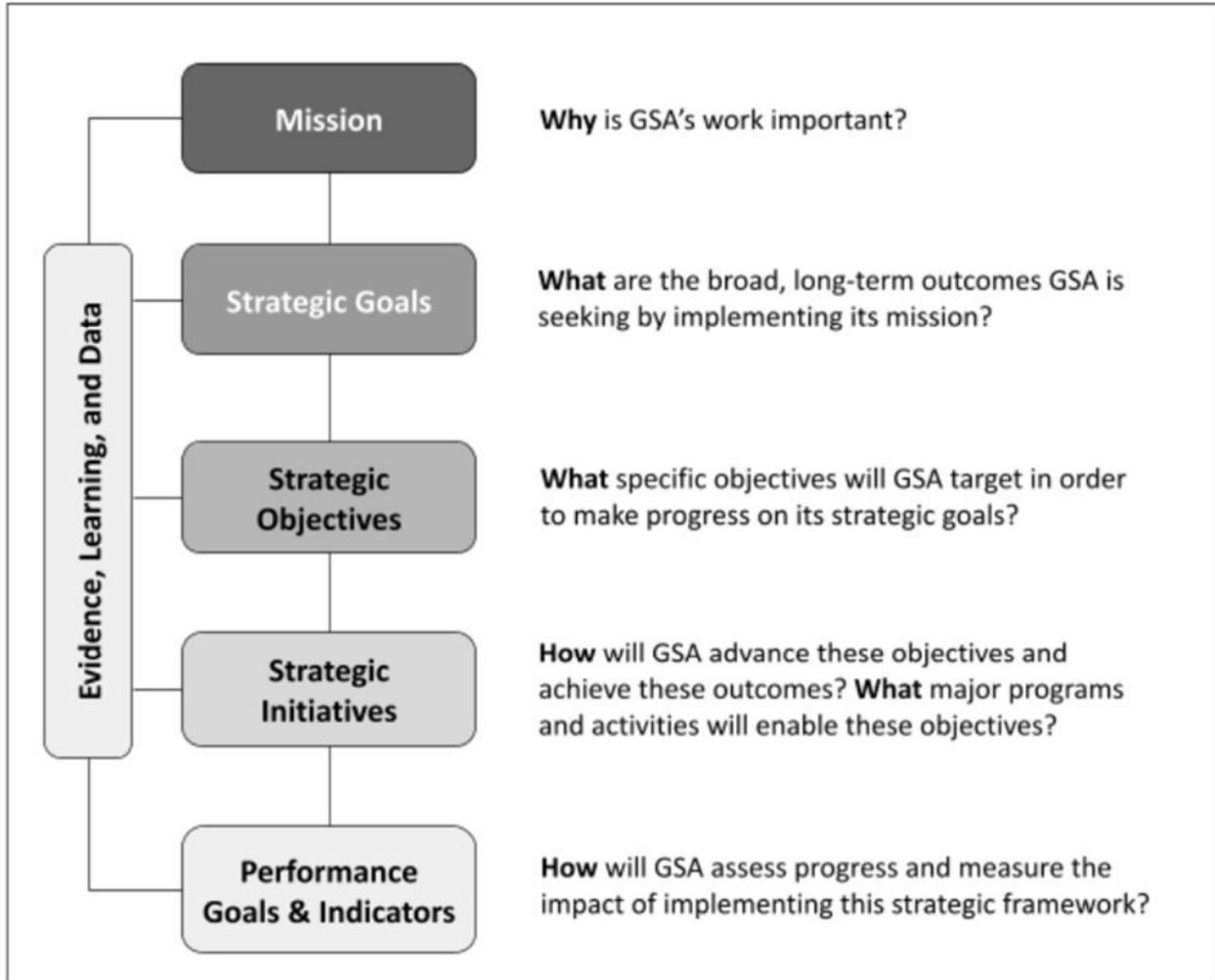


The Office of Government-wide Policy (OGP) uses policies, data, and strategy to drive efficiency, excellence, and dynamic mission delivery across the Federal Government. OGP focuses on key administrative areas such as shared services, travel and transportation, acquisition, acquisition workforce development, fleet management, information technology modernization, and real estate management. OGP influences agency behavior in these areas through the development of Government-wide policies, performance standards, benchmarking resources, and transparent reporting of Government-wide data.

For a full description of GSA's organization structure and offices, please see the Appendix.

Components of the Strategic and Performance Framework

The infographic illustrates the standardized structure of GSA’s strategic and performance framework as well as the purpose of each component in fleshing out the strategic goals, from high-level objectives to specific performance indicators.



FY 2022 Annual Performance Report

SO 1.1 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Target	FY 2022 Results
PI 1.1.1 Percent of CFO Act Agencies with new National Workspace Portfolio Plans ↑ ● FY 2022 -2023 Agency Priority Goal	PBS	N/A	N/A	N/A	50%	50%

Progress Update: As a leader in providing flexible, sustainable, and mission-enhancing Federal workplaces, GSA remained focused on right-sizing its real estate portfolio through continued advancements of its workforce-centric workspace offerings. In partnership with customer agencies, GSA met its FY 2022 target by completing 50%, or 12, of the 24 CFO Act Agency plans. The plans describe each agency’s current portfolio, real estate goals, and strategies and opportunities for improving space utilization and reducing cost. Most notably, customers are developing interim space policies, rethinking conventional space utilization strategies, or moving to reduce the size of their portfolio. Customers are also expressing interest in the emerging suite of GSA “Workplace 2030” Services.

GSA recently assigned an Executive Sponsor to each CFO Act Agency. These senior-level executives partner with customer agency officials to assist and support the agency capital planning effort. Strategic customer engagements are proving to enhance efforts to develop agency requirements that ultimately provide sound and cost-effective workplace solutions that bolster mission success.

SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 1.2.1 (a) Lease cost relative to average market rate ↓	PBS	-17.00%	-12.60%	-10.25%	-9.00%	-7.26%
PI 1.2.1 (b) Gross sales revenue from GSA disposals (in millions) ↑	PBS	\$61.70	\$38.20	\$4.95	\$28.00	\$48.31
PI 1.2.1 (c) Capital projects schedule variance ↔	PBS	N/A	N/A	-1.5%	-10% to 0%	-4.0%
PI 1.2.1 (d) Percent of capital projects on budget ↑	PBS	82.0%	83.5%	80.2%	80.0%	80.0%
PI 1.2.1 (e) Percent of non-competitive sales and donations awarded within 220 days ↑	PBS	98.0%	95.5%	100.0%	93.0%	96.0%
PI 1.2.1 (f) Percent of public sale properties awarded within 135 days ↑	PBS	99%	100%	98%	98%	98%

Progress Update: GSA’s ongoing efforts to right-size and modernize the Federal Government’s real estate portfolio of nearly 8,400 owned and leased assets yielded positive results in FY 2022 as GSA achieved five of six targets. GSA remained diligent in its efforts to maintain a financially-solvent portfolio of leased and owned properties.

GSA performed well in disposing of assets, with \$48.31 million in gross sales revenue, exceeding the target by \$20.31 million, while achieving the target of sale properties awarded within 135 days and the target of non-competitive sales and donations

awarded within 220 days. GSA also met goals for delivering capital projects on budget and on schedule, despite the construction market facing supply chain issues, labor shortages, and costly materials.

GSA missed the target for Lease Cost Relative to Market (LCRM) in FY 2022, coming in at -7.26% relative to the average market rate, versus a target of -9.0%. A key driver of this result was an increase in lease extensions and renewals, which cost an average of 17.2% above market rate. GSA provided more short-term extensions to allow tenant agencies extra time to evaluate their long-term housing needs in a post-COVID-19 pandemic environment. Even though lease concessions were increasing in the broader market and rental rates were beginning to decline, these short-term extensions had an adverse impact on GSA's ability to negotiate reduced lease costs.

SO 1.3 Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall greenhouse gas emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions) ↑	PBS	41.4%	45.3%	51.0%	50.0%	58.7%*
PI 1.3.2 Energy Intensity reduction (cumulative percent reduction from baseline year of FY 2015) ↓	PBS	5.06%	10.33%	11.09%	11.34%	10.44%

*This is a preliminary result. The final FY 2022 result will be published in Q3 FY 2023 as part of the OMB and Council on Environmental Quality (CEQ) Environmental Scorecard.

Progress Update: Driven by its commitment to the Government and American people and guided by a series of Executive Orders,¹ GSA focused on a set of tailored initiatives to help mitigate climate impacts to the Nation. The most notable initiatives included:

- Developing robust data and capacities to manage facility-level greenhouse gas (GHG) tracking and climate change risks, as well as to increase resilience, and secure Federal real property investments.
- Developing and implementing regionally-tailored GHG reduction plans.
- Identifying and assessing opportunities to deploy operational net zero emission technologies in Land Port of Entry (LPOE) projects funded by the Bipartisan Infrastructure Law (BIL).
- Developing a Carbon Pollution-Free Electricity Roadmap.
- Increasing renewable energy requirements in competitive electricity solicitations.
- Targeting 50% of eligible buildings to comply with the Guiding Principles for Sustainable Federal Buildings by 2025.

GSA’s approach to GHG reduction focused on facilities’ energy efficiency and renewable electricity procurements. “Scope 1” covers direct emissions from owned or controlled sources and “Scope 2” covers indirect emissions from the generation of purchased electricity, steam, heating, and cooling produced by others and consumed by GSA. GSA’s energy use reduction and competitive electricity contracts with increased renewable energy requirements were important contributing factors which GSA anticipates will lead to achieving the FY 2022 target. Additionally, GSA’s climate and sustainability efforts led to the deployment of new tools that enable GHG analysis at regional and facility levels for the base year FY 2008, FY 2020, and FY 2021.

GSA did not meet the Energy Intensity target in FY 2022, due largely to extended equipment run-times in GSA buildings to prioritize health and safety of tenants as employees return to facilities. Even so, GSA’s investments in energy efficiency in Federal spaces act as a catalyst for the broader marketplace of facility energy efficiency. In a continuing effort to drive performance to target, GSA expanded tools, processes, and partnerships related to energy intensity, refrigerants, and carbon pollution-free electricity.

¹ [EO 13990: Protecting Public Health and the Environment and Restoring Science To Tackle the Climate Crisis](#); [EO 14008: Tackling the Climate Crisis at Home and Abroad](#); and [EO 14057: Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability](#).

SO 1.4 Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Target	FY 2022 Results
PI 1.4.1 “Good Neighbor Program” Planning Outreach and Partnership (POP) engagements ↑	PBS	8	8	5	22	22

Progress Update: In FY 2022, GSA made major progress in supporting local communities. GSA leveraged its “Good Neighbor Program” through Planning Outreach and Partnership (POP) engagements with local officials to better foster public use of its real estate holdings and support community based urban development. POP engagements targeted communities where GSA planned future construction, modernization projects, major leasing activity, and communities where GSA’s existing portfolio had potential to support local sustainability, environmental justice, or other impactful planning goals. GSA held 22 POP engagements, meeting the FY 2022 target.

To further benefit local communities, GSA developed Community Engagement plans and conducted outreach for the 26 LPOE Major Modernization projects to maximize outcomes implementing the BIL. The engagement plans focus on the identification of and approach to the external stakeholder groups critical to the success of BIL projects. The goal of this effort is to ensure transparency of project activities and encourage the development of collaborative and positive relationships between the Federal Government and the communities that surround these land ports.

BIL efforts have also included contracting awards to small disadvantaged and women-owned businesses. In FY 2022, GSA awarded nearly 65% of small business contracts utilizing BIL funding, a total of \$13.7 million awarded during the first year of the program. GSA received an appropriation of more than \$3.4 billion to invest in LPOEs. The BIL funding bolsters GSA’s ability to improve the Nation’s security, enhance commerce, address climate change, and further its commitment to diversity, equity, inclusion, and accessibility.

SO 2.1 Ensure GSA’s portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 2.1.1 Acquisition program savings delivered to customers (in billions) ↑	FAS	\$6.54	\$5.92	\$6.09	\$6.10	\$6.82
PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	\$33.16*	\$36.82*	\$39.75*	\$38.00	\$40.96

*FY 2019 to FY 2021 results have been revised from previously reported figures. Extensive data cleaning and recoding led to a one-time revision of MAS sales.

Progress Update: As the Federal Government’s primary provider of acquisition services, GSA is committed to delivering value, innovation, and an exceptional customer experience. In FY 2022, GSA’s acquisition programs delivered more than \$6.8 billion in savings for the Government. This was achieved despite reduced demand for travel services impacted by COVID-19. GSA’s Information Technology Category represented the largest source of savings followed by Travel, Transportation, and Logistics.

Multiple Award Schedule (MAS) sales continued to grow, reaching a new high of nearly \$41 billion in FY 2022. Notable achievements included the MAS Roadmap update that simplified the onboarding process for prospective vendors by decreasing the time and effort required for companies to determine eligibility and requirements.

GSA continues to bolster customer outreach and listen to customer feedback to enhance acquisition approaches. Examples include:

- Collaborated with customers and agency stakeholders to define anticipated requirements and scope the non-IT services contracts.
- Used customer feedback to continue refining and modernizing multiple major product acquisition and requisition systems.

- Promoted and clarified the online Products Marketplace offerings through commercial platforms training, bureau-level outreach, and accelerated agency adoption.

GSA sought to strengthen the skills of acquisition professionals Government-wide by conducting “Acquisition Training for the Real World” quarterly campaigns, encouraging best practices in Category Management and the use of GSA-managed tools.

GSA also expanded efforts to provide purchasing solutions for evolving workspaces and telework trends. In addition, GSA established the GSA 2030 Workplace Innovation Lab to market workplace innovations, “crowdsource” solutions, and analyze user feedback.

SO 2.2 Improve stakeholder satisfaction by delivering simplified customer and supplier experiences.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 2.2.1 Customer Loyalty Survey (CLS) score (Rating Scale is 1 to 10)* ↑	FAS	7.6	7.9	7.8	7.9	7.9
PI 2.2.2 Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5)** ↑	FAS	3.65	3.81	3.90	3.95	3.99
PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index*** ↑	PBS	70%	N/A	N/A	N/A	N/A
PI 2.2.4 (a) Average Entity scores as measured by Procurement Management Review Division (PMRD) (Rating scale: 0% to 100%) ↑	OGP	89%	85%	87%	85%	86%
PI 2.2.4 (b) Average Transactional scores as measured by PMRD (Rating scale: 0 to 3) ↑	OGP	2.22	2.12	2.11	2.00	2.11

*Beginning in FY 2022, a modest change to the CLS methodology was implemented to provide a more balanced and accurate representation of survey responses. As a result, FY 2022 figures are not comparable to FY 2019 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in a slight decline in CLS score from FY 2020 to FY 2022.

**Beginning in FY 2022, a modest change to the ISS methodology was implemented to provide a more balanced and accurate representation of survey responses. As a result, FY 2022 figures are not comparable to FY 2019 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in similar results from FY 2019 to FY 2022.

***Due to decreased occupancy levels associated with the COVID-19 pandemic, GSA did not conduct the TSS in FY 2020, FY 2021, or FY 2022. GSA plans to restart the TSS in FY 2023.

Progress Update: GSA continues to be hyper-focused on delivering exceptional customer and supplier experiences and has undertaken significant work to understand user journeys, identify pain points, and invest in solutions to streamline and simplify each interaction. In FY 2022, GSA achieved a score of 3.99 for the Industry Satisfaction Survey score, a measure of supplier satisfaction with the agency’s services, and 7.9 for the Customer Loyalty Survey. A few initiatives were key in FY 2022 for these results to occur:

- GSA launched the streamlined buy.gsa.gov to make it easier for Government agencies to navigate the acquisition process for GSA solutions.
- GSA developed the new Common Catalog Platform to improve the user experience for suppliers and the workforce managing catalog details.
- GSA expanded the Authoritative Catalog Repository to improve catalog data quality, accessibility, and processing efficiency.

In addition to streamlining buy.gsa.gov, GSA emphasized acquisition modernization through technology. It mapped four major business processes to the Contract Acquisition Life-cycle Management (CALM) system to support the MAS program. GSA also released ASSIST system enhancements focused on improving the GSA Assisted Acquisition Services user experience and deployed Robotic Process Automations to make MAS offer rejections more consistent and to track items related to MAS rejections. Moreover, new processes incorporating data from the Verified Products Portal were implemented to improve the Federal supply chain, including flagging products that violate schedule contract requirements.

Contract administration is another essential element to improving stakeholder satisfaction and ensuring sound stewardship of Government funding. GSA hit both targets associated with contract administration in FY 2022, receiving an average entity score of 86% and an average transactional score of 2.11. In response to self-identified challenges, GSA improvements included the development of composite metrics for Acquisition Excellence across GSA (to be implemented in FY 2023) and the enhancement of contractor catalogs on GSA Advantage!.

SO 2.3 As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Target	FY 2022 Results
PI 2.3.1 Percent of GSA acquisition workforce trained in cyber-supply chain risk management ↑	OGP	N/A	N/A	0% (Baseline)	50.0%	78.7%

Progress Update: In FY 2022, GSA pursued advancements in cyber-supply chain risk management and established a baseline measure of GSA’s maturity in this area. The advancements included establishing standard procedures to share risk information within GSA and creating both mandatory and optional learning assets for the workforce. GSA exceeded targets in training completion, training over 78% of its acquisition workforce in cyber-supply chain risk management. As the challenges in the supply chain continue to evolve, GSA anticipates developing additional training courses to meet this need.

GSA continues to promote sustainable acquisition. GSA initiated multiple pilot acquisitions using sustainability innovations. In October 2021, GSA issued guidance which adds the Chief Sustainability Officer to major acquisition review boards, identifies sustainable acquisitions considerations for procurement strategies, and requires greater detail on sustainability in acquisition plans. In November 2021, GSA issued an interim acquisition policy to:

- Encourage the use of innovative contracting solutions that address environmental issues, beyond looking at the attributes of a product being purchased alone.
- Provide guidance on existing flexibilities within acquisition to support better environmental outcomes.
- Track and share best practices.

SO 2.4 Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 2.4.1 Percent of GSA obligations to AbilityOne Program ↑	OGP	7.39%	7.91%	5.78%	2.50%	7.60%
PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS) ↑	FAS	34.20%*	33.76%*	34.36%*	36.00%	35.42%
PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	42.69%	49.43%	46.89%	34.00%	TBD**
PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA’s Grade ↑	OSDBU	A+	A+	A+	A+	TBD***

*FY 2019 to FY 2021 results have been revised from previously reported figures. Extensive data cleaning and re-coding led to a one-time revision of MAS sales, the denominator in the calculation of this measure. The revised results more accurately capture the level of MAS sales and the proportion of those sales going to small business.

**Result is expected in Q3 of FY 2023.

***Result is expected in Q4 of FY 2023.

Progress Update: In FY 2022, GSA made notable progress in maximizing opportunities and minimizing barriers for small, disadvantaged, and socioeconomic entities. GSA’s AbilityOne spend surpassed the target set for FY 2022. The AbilityOne

Program provides quality products and services at fair market prices to Federal purchasers and private sector contractors authorized to use Government suppliers. This past year, GSA designated AbilityOne Representatives (ABORs) in OGP, FAS, and PBS to work closely with the acquisition workforce to identify opportunities for AbilityOne and encourage consideration of AbilityOne during acquisition planning. With the assistance of the GSA ABOR Team, GSA continues to expand utilization of the AbilityOne Program, creating employment opportunities for persons with disabilities and reducing the need for state and Federal disability subsidies.

GSA remains committed to creating more opportunities for small and socio-economic businesses. In FY 2022, over a third of GSA’s prime contract dollars were awarded to small and disadvantaged businesses, ending the year just short of the 36% goal. In FY 2023, GSA expects to expand the small business industry base through the new Polaris Government-wide Acquisition Contract (GWAC). Moreover, GSA is actively developing an agency-wide post-award engagement plan to ensure small businesses not only have access to the market but are sufficiently supported in achieving success in the market. Likewise, in mid-FY 2022, GSA finalized a supplier diversity action plan, supporting the Administration’s overall goal of increasing Small Disadvantaged Businesses spend by 50% over the next five years. In the fourth quarter of FY 2023, the Small Business Administration (SBA) will release scorecard results for GSA; the scorecard measures how successfully Federal agencies reach their small business and socio-economic prime contracting and subcontracting goals. GSA has achieved an A or A+ for over 11 consecutive years.

GSA also enhanced strategies for Government-wide contractors. In FY 2022, GSA streamlined the process for onboarding new contractors through the Federal Supply Schedule. Likewise, the offer process has been improved with a transactional view that enhances customer visibility into their status and provides training on the same platform. Additionally, GSA created a survey to collect offeror feedback to track the offer process and identify system “pain points”.

SO 3.1 Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards ↑	OCE	N/A	N/A	4%	8%	15%
PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant ↑	FASTTS	N/A	N/A	53%	75%	80%
PI 3.1.1 (c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that adequately address Section 508 provisions ↑	OGP	N/A	N/A	3.00%	5.00%	6.04%
PI 3.1.2 Number of websites utilizing GSA’s Digital Analytics Program (cumulative) ↑	FASTTS	N/A	N/A	6,000*	6,300	6,640*

*Results are estimated based on criteria used to filter out testing sites to better count public-facing production websites.

Progress Update: GSA prioritized an equity-focused, people-centered approach to digital design practices throughout FY 2022. GSA’s Enterprise Digital Experience team contributed to the review of 70+ GSA public-facing websites and the rollout of the Digital Lifecycle Program (DLP), a user-centered system for managing website ownership responsibilities regarding policy- and law-related requirements, as well as criteria for sunseting and archiving, which have never previously been mapped. GSA also used an Acquisition Management Program tool to assess all public-facing GSA sites for accessibility. These actions enabled GSA to better integrate inclusive, accessible, and equitable design practices that reflect the 21st Century Integrated Digital Experience Act (IDEA) and Section 508 standards into its websites, assets, and solicitations, thereby meeting all three FY 2022 targets. Additionally, the number of websites utilizing GSA’s Digital Analytics Program (DAP) continued to rise in FY 2022, also exceeding its target. The DAP modernizes the technical infrastructure underpinning data collection, analysis, and reporting, providing opportunities to raise the base level of web analytics knowledge across the Government.

GSA continues to integrate inclusive and accessible design into its agency culture. In FY 2022, GSA identified and implemented the first-ever performance plan element for senior leaders focusing on digital ecosystem management and strategy. GSA also

actively engaged senior management, supervisors, and individual contributors to understand website management as a collaborative, integrated responsibility.

SO 3.2 Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative) ↑	FAST TTS	1,273	1,847	2,864	3,174	4,573
PI 3.2.1 (b) Average time to obtain FedRAMP authorization through Joint Authorization Board (months) ↓	FAST TTS	4.19	4.82	4.60	4.10	4.60
PI 3.2.1 (c) Average time for agencies to obtain a FedRAMP authorization for a cloud product (months) ↓	FAST TTS	N/A	N/A	8.10	7.20	7.50
PI 3.2.2 (a) Number of customer agencies using at least one GSA identity management solution ↑ ● FY 2022 -2023 Agency Priority Goal	FAST TTS	17	19	27	31	38
PI 3.2.2 (b) Number of active users on Login.gov (in millions) ↑ ● FY 2022 -2023 Agency Priority Goal	FAST TTS	N/A	14.00	16.00	32.00	41.04
PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform ↑ ● FY 2022 -2023 Agency Priority Goal	FAST TTS	N/A	2	2	4	3
PI 3.2.2 (d) Number of Login.gov serviced applications ↑ ● FY 2022 -2023 Agency Priority Goal	FAST TTS	46	83	199	250	322

Progress Update: In FY 2022, GSA made notable progress improving and expanding cloud services and identity management solutions. FedRAMP promotes the adoption of secure cloud services across the Federal Government by providing a standardized approach to security and risk assessment for cloud technologies and Federal agencies. In FY 2022, GSA exceeded the FedRAMP target for reuse. However, due to administrative challenges, it fell just short of targets for time required to obtain authorizations. FedRAMP is currently piloting automated solutions, including automated validations by way of the Open Security Controls Assessment Language (OSCAL) formatted deliverables, and is working with authorized Cloud Service Providers to ingest an OSCAL-based package as proof of concept.

GSA also exceeded three of four targets associated with identity management solutions for FY 2022. Login.gov is GSA’s largest identity management solution; it is a secure sign-in service used by the American public to sign in to participating Government agencies, allowing them to access most of their information and service needs via a single username and password. Login.gov continues to grow, adding more than 25 million new active users and 123 new serviced applications in FY 2022. Eleven new customer agencies also adopted GSA’s identity management solutions, like Login.gov, in FY 2022, reducing duplication of effort across the Government. The number of identity vendors and Government data source providers on the platform increased from 2 to 3 during FY 2022, falling short of the target of 4. GSA’s discovery of existing laws and policies that restrict the agency’s ability to access a number of key authoritative Government data sources, such as the Social Security Administration’s electronic Consent-Based Social Security Number Verification, played a role in missing the target. GSA is exploring other options to address this in FY 2023.

SO 3.3 Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 3.3.1 Number of agencies using TTS consulting services and products ↑	FAST TTS	60	57	74	82	79
PI 3.3.2 (a) TTS business volume (in millions) ↑	FAST TTS	\$58.90	\$76.00	\$96.30	\$123.80	\$112.48
PI 3.3.2 (b) Agency partner satisfaction - Net Promoter Score ↑	FAST TTS	N/A	N/A	41.0	45.0	41.2
PI 3.3.3 (a) Percent of Federal Citizen Services Fund’s (FCSF) American Rescue Plan (ARP) funds that have been obligated (cumulative) ↑	FAST TTS	N/A	N/A	2.20%	50.00%	35.23%
PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative) ↑	OGP	N/A	N/A	1	2	2
PI 3.3.4 Number of new hires for the U.S. Digital Corps program ↑	FAST TTS	N/A	N/A	0	20	38

Progress Update: While GSA made progress in deepening Government-wide technology capabilities in FY 2022, it fell short on several of its ambitious targets. GSA’s Technology Transformation Services (TTS) changed its strategic direction in FY 2022, moving from an agency partner focus to an approach emphasizing broader public service and support of High Impact Service Providers. This reduced growth in the number of agency partners and revenue-generating projects, causing GSA to narrowly miss the FY 2022 targets for number of agencies and TTS business volume. Agency partner satisfaction missed the FY 2022 target as well, coming in at a Net Promoter Score of 41.2.

GSA obligated 35.23% of the Federal Citizen Services Fund’s (FCSF) American Rescue Plan (ARP) funds by the end of FY 2022. Despite missing the target due to challenges with capacity early in the year, GSA developed a more sustainable delivery model, resulting in partnerships with several agencies to rebuild, reimagine, and recover through technology projects, with over 27 activities that directly serve the public. Meanwhile, GSA’s Office of Technology Policy successfully added a data source to the modernized Federal IT Dashboard by moving the legacy Digital Dashboard capabilities from the GSA on-premises Stennis Data Center to the cloud-based, modernized Federal IT Dashboard. This addition will enable the Digital Dashboard to increase the breadth and depth of its Federal website performance and accessibility scanning.

GSA launched the U.S. Digital Corps (USDC) in August 2021 with support across the Biden Administration, including OMB and Office of Science and Technology Policy. The USDC aims to attract early-career technologists to Government service and ensure that the Federal technology workforce represents the diversity of the United States. In June 2022, USDC welcomed a diverse inaugural cohort of 38 Fellows working at 12 agencies across Government. GSA anticipates hiring an additional 40 fellows in FY 2023.

SO 4.1 Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Target	FY 2022 Results
PI 4.1.1 Number of completed evaluations Government-wide ↑	OGP	11	0	18	14	14

Progress Update: GSA continues to be a Government-wide leader in developing evidence-building and evaluation to enhance strategic analysis and organizational capacity. To bolster the public’s confidence that Government programs, policies, and operations are supported by rigorous evidence and evaluated objectively, GSA tracks the number of Government-wide evaluations it completes each year on behalf of other agencies. GSA achieved its FY 2022 target, completing 14 evaluations for agency partners. These evaluations involved over 7 million individuals and the findings have been shared with over 108,000 individuals in FY 2022.

Moreover, in its efforts to expand impact and advance equity, GSA also initiated a large portfolio of evaluations to learn what works to promote equity in American Rescue Plan programs—including 10 rapid evaluations and a national evaluation of ARP programs. This portfolio of evaluations, focused on equity, is the first of its kind. To continue making meaningful contributions, GSA’s Office of Evaluation Science created a four-year Strategic Plan (2022-2026) to guide team decisions and support Federal agency leadership and policymakers in expanding their use of evidence to inform decisions and investments in priority areas.

SO 4.2 Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services ↑	OGP	4	4	4	5	5
PI 4.2.2 Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF) ↑	OGP	15	21	36	18	32
PI 4.2.3 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available ↑ ● FY 2022 -2023 Agency Priority Goal	FAS	3.00%	1.70%	6.74%	10.00%	20.27%
PI 4.2.3 (b) Number of ZEV models available for Government customers to purchase or to lease ↑ ● FY 2022 -2023 Agency Priority Goal	FAS	11	13	34	50	65
PI 4.2.3 (c) Percent increase in miles per gallon for the GSA leased fleet ↑ ● FY 2022 -2023 Agency Priority Goal	FAS	15.80%	19.60%	18.49%	21.00%	25.29%

Progress Update: GSA is making strong progress in establishing centralized services and shared solutions, as well as developing policy, best practices, and strategic planning for existing services and solutions. In FY 2022, GSA added E-Gov Travel Service (ETS), a single enterprise-wide, centralized solution for all civilian agencies, to its Government-wide portfolio after market research was completed, solidifying the vision for the next generation of ETS for future efficiencies and effectiveness.

Business standards are a critical element to establishing shared solutions and services, then persuading various Government agencies to efficiently adopt them. GSA is making progress in moving agencies to adopt common business standards. GSA exceeded the FY 2022 target with 32 components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework. This progress will enable the Government to better coordinate the decision making needed to determine what can be adopted and commonly shared across the Federal enterprise.

GSA’s Fleet Services program is a centralized service that provides benefits to all agencies working to efficiently acquire and deploy vehicles in support of agency missions. Despite being met with a variety of challenges relating to its fleet in FY 2022, including unprecedented supply chain constraints, delayed access to appropriations and funding, and industry-imposed quantity restrictions, GSA was able to meet all performance goals associated with Fleet services in FY 2022. By increasing offerings and acquisition of zero-emission vehicles (ZEVs), GSA is able to reduce greenhouse gas emissions and lower the cost of operating motor vehicle fleets. In all, 3,567 ZEVs were ordered across the Government in FY 2022. This is a substantial increase from 222 ZEVs ordered in FY 2020 and 643 in FY 2021. To further build on these efforts, GSA sent every agency a list of leased vehicles

eligible for replacement, naming the vehicle’s “like for like” ZEV replacement that will be available. They also included an indication of whether the vehicle is a good candidate to replace with a ZEV, based on prior use.

GSA also recognizes that focusing on charging infrastructure first is a critical strategy to achieve success of Fleet electrification. In Q4 FY 2022, GSA launched gsa.gov/ElectrifytheFleet to serve as a “one stop shop” for Federal fleet electrification needs. With the award of PBS’s General Construction, including Design Build Capabilities Contracts in Q4 FY 2022, GSA now has a complete Electric Vehicle Supply Equipment (EVSE) solution available to Federal agencies.

SO 4.3 Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations.

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
PI 4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data ↑	OGP	N/A	N/A	70.0%*	75.0%	75.1%**
PI 4.3.1 (b) Percent of true real property data errors ↓	OGP	N/A	19.43%*	15.34%*	10.00%	9.27%**
PI 4.3.2 Percent of key users that rate OGP policy initiatives effective ↑	OGP	N/A	N/A	N/A	Baseline	73%
PI 4.3.3 Percent of training attendees that rate OGP-led Government-wide training effective ↑	OGP	N/A	N/A	N/A	Baseline	90%

*Prior year results were adjusted forward by one year to account for the change in reporting period, e.g., the FY 2020 result became the FY 2021 result.

**In FY 2022 GSA changed the reporting period for these measures. Due to the one-year lag in receiving data, results had historically been delayed until after publication of the Annual Performance Report (APR). Going forward, the fiscal year results for both measures will be based on the prior fiscal year’s data. The program’s work in validating data occurs within the fiscal year that aligns with that APR.

Progress Update: In FY 2022, GSA focused on improving data quality and access to positively impact Government asset management, policy formulation, and process efficiency. In accordance with OMB Memorandum for the Heads of Executive Departments and Agencies [M-18-21 - Designation and Responsibilities of Agency Senior Real Property Officers](#), for the first time, agencies submitted real property data quality improvement plans to OMB and GSA. GSA also continues to collaborate with DoD to improve the accuracy of its geographic data elements, as DoD holds over 50% of the Government-wide real property inventory.

GSA issued a new Government-wide survey this year to measure the percent of users that rate Office of Government-wide Policy (OGP) policy initiatives effective. The baseline assessment conducted in summer 2022 revealed that 73% of respondents consider these policy initiatives to be effective. The survey identified areas of improvement in engagement and communication of OGP policies with customers and stakeholders.

GSA also issued a Government-wide survey to measure the percent of training attendees that rate Government-wide training effective. The results provide GSA an opportunity to understand if training is valuable, what type of training most resonates with stakeholders, and the level of demand for courses provided. In FY 2022, the baseline assessment yielded a 90% effectiveness rating for training. Given that only four months of standardized data collection was available, FY 2023 will provide a full year for collection, resulting in a larger sample size, improved confidence in the response, and better-informed metric targets for FY 2024. Baselineing the percent of training attendees that rate Government-wide training effective provides the necessary foundation to evaluate and adapt policy compliance training moving forward, ultimately allowing for improved content and delivery to training participants and the wider Federal community.

Key Capabilities (KC)

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔= within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Targets	FY 2022 Results
KC 1: Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey ↑	OCE	5.42	5.49	5.75	5.45	5.68
KC 2: Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	8.01%	7.64%	7.24%*	8.09%	7.45%
KC 3: GSA Overall Employee Engagement Index (EEI) ↑	OHRM	78%	83%	83%	83%	83%
KC 4: GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ↑	GSA IT	B+	A+	A+	B+	B+
KC 5: Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1 ↑	GSA IT	100.0%	98.0%	98.3%	95.0%	98.2%
KC 6: Competition rate for GSA acquisitions ↑	OGP	91.4%	92.0%	90.7%	90.0%	90.1%
KC 7: Number of completed evaluations at GSA ↑	OGP	0	0	0	4	5

*FY 2021 result has been revised from previously reported value due to adjustments to historical revenue amounts.

Progress Update: GSA remained focused on delivering efficient, effective support services that bolster mission operations. In FY 2022, GSA either met or exceeded all of its targets in the Key Capabilities. In the Government-wide Customer Satisfaction Survey's measure of GSA CXO functions, GSA exceeded its FY 2022 target of 5.45, achieving a score of 5.68. GSA's commitment to delivering an exceptional internal customer experience remains strong.

GSA continued to provide reliable technology services. With 98.2% of GSA staff receiving IT account access and laptops (in-person or at-home delivery) by the first day of employment, GSA exceeded its target for FY 2022, which contributed to overall mission readiness. GSA also focused on improving information technology management practices, which is measured in part by the Federal Information Technology Acquisition Reform Act (FITARA) scorecard. In FY 2022, GSA's FITARA Scorecard 14.0 (July 2022) earned a "B+," which ties GSA for second in the Federal Government.

In FY 2022, GSA implemented policies and strategies that prioritize DEIA, including the development of the [GSA Equity Plan](#) and DEIA strategic planning efforts. The release of the DEIA Strategic Plan set the agency on a path to build a workforce capable of infusing equity in service delivery. These efforts included the development of a composite performance measure and implementation of a set of strategic priorities:

1. DEIA Structure, Governance, Implementation & Enterprise Performance
2. Resource and Budgeting Strategy for Sustained DEIA Enterprise
3. Workplace Culture of Safety, Accessibility, Inclusion and Belonging
4. Workforce Competencies and Leadership Behaviors that Advance DEIA
5. Equity Across Employee Lifecycle, Operational Policies and Practices

Finally, GSA established an internally focused program evaluation team and capability, completing five evaluations in FY 2022, exceeding its target of four. In addition, GSA made notable progress towards priorities outlined in its FY 2022 Annual Evaluation Plan and Learning Agenda, strengthening agency leaders' ability to make decisions using the best available evidence.

FY 2024 Annual Performance Plan

Strategic Framework

GSA Mission: *To deliver the best customer experience and value in real estate, acquisition, and technology services to the Government and the American people.*

G1 REAL ESTATE SOLUTIONS

Financially and environmentally sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce

SO 1.1 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework.

SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers.

SO 1.3 Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall greenhouse gas emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.

SO 1.4 Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.

G2 ACQUISITION

A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs

SO 2.1 Ensure GSA’s portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.

SO 2.2 Improve stakeholder satisfaction by delivering simplified customer and supplier experiences.

SO 2.3 As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.

SO 2.4 Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.

G3 DIGITAL GOVERNMENT

A digital Government that delivers for the public through trusted, accessible, and user-centered technologies

SO 3.1 Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.

SO 3.2 Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.

SO 3.3 Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.

G4 GOVERNMENT OPERATIONS

A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people

SO 4.1 Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.

SO 4.2 Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.

SO 4.3 Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations.

KEY CAPABILITIES

- People-First Culture Prioritizing Diversity, Equity, Inclusion, and Accessibility
- Evidence-Based Management Grounded in Strong Data Governance and Analytics
- Efficient Operating Processes Driven by Leading Technology
- Exceptional Customer Experience Delivery

Strategic Framework with Performance Goals

G1 REAL ESTATE SOLUTIONS Financially and environmentally sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce	G2 ACQUISITION A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs	G3 DIGITAL GOVERNMENT A digital Government that delivers for the public through trusted, accessible, and user-centered technologies	G4 GOVERNMENT OPERATIONS A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people
<p>SO 1.1 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework.</p> <ul style="list-style-type: none"> ● PG 1.1.1 Right-Size GSA’s real estate portfolio (APG). 	<p>SO 2.1 Ensure GSA’s portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.</p> <ul style="list-style-type: none"> ● PG 2.1.1 Expand the use of GSA acquisition solutions, and associated savings, across the Government. ● PG 2.1.2 Increase Multiple Award Schedule (MAS) sales. 	<p>SO 3.1 Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.</p> <ul style="list-style-type: none"> ● PG 3.1.1 Evaluate, rationalize, and modernize GSA technology and solutions to advance standardization among websites across Government. ● PG 3.1.2 Improve the public’s ability to access resources by increasing usability, utility, and data integrity of public-facing Government websites. 	<p>SO 4.1 Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.</p> <ul style="list-style-type: none"> ● PG 4.1.1 Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs.
<p>SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers.</p> <ul style="list-style-type: none"> ● PG 1.2.1 Optimize GSA’s real estate portfolio. 	<p>SO 2.2 Improve stakeholder satisfaction by delivering simplified customer and supplier experiences.</p> <ul style="list-style-type: none"> ● PG 2.2.1 Increase customer satisfaction. ● PG 2.2.2 Increase satisfaction of supplier base. ● PG 2.2.3 Improve tenant satisfaction in Government-owned and -leased space. ● PG 2.2.4 Improve the quality of contract administration in GSA contracting activities. 	<p>SO 3.2 Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.</p> <ul style="list-style-type: none"> ● PG 3.2.1 Target the growth of shared security products to reduce digital threats. ● PG 3.2.2 Increase adoption of GSA-sponsored identity solutions (APG). 	<p>SO 4.2 Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.</p> <ul style="list-style-type: none"> ● PG 4.2.1 Improve agency adoption and optimization of GSA services. ● PG 4.2.2 Advance Government-wide agreement on the standardization of mission-support functions. ● PG 4.2.3 Address the climate crisis through zero-emission fleet vehicles (APG).
<p>SO 1.3 Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall GHG emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.</p> <ul style="list-style-type: none"> ● PG 1.3.1 Reduce GHG emissions from the GSA-controlled real estate portfolio. ● PG 1.3.2 Continue reducing energy intensity of GSA-controlled facilities. ● PG 1.3.3 Apply the Guiding Principles for Sustainable Federal Buildings. 	<p>SO 2.3 As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.</p> <ul style="list-style-type: none"> ● PG 2.3.1 Increase awareness and capabilities within GSA’s acquisition workforce to better manage supply chain risks. 	<p>SO 3.3 Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.</p> <ul style="list-style-type: none"> ● PG 3.3.1 Increase Government technology acumen and adoption. ● PG 3.3.2 Increase usage and satisfaction with GSA’s shared digital services and solutions. ● PG 3.3.3 Increase Federal IT modernization. ● PG 3.3.4 Expand the diversity of the digital workforce. 	<p>SO 4.3 Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations.</p> <ul style="list-style-type: none"> ● PG 4.3.1 Improve Government-wide real property data. ● PG 4.3.2 Implement effective policy initiatives. ● PG 4.3.3 Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices.
<p>SO 1.4 Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.</p> <ul style="list-style-type: none"> ● PG 1.4.1 Expand and deploy the “Good Neighbor Program” (GNP) nationwide. 	<p>SO 2.4 Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.</p> <ul style="list-style-type: none"> ● PG 2.4.1 Increase opportunities for persons with disabilities through GSA procurement. ● PG 2.4.2 Maintain and improve the percent of spend that goes to small business from the MAS. ● PG 2.4.3 Create more opportunities for small and socioeconomic businesses. 		

FY 2022 - FY 2023 Agency Priority Goals (APGs)

Right-Size GSA’s Real Estate Portfolio

GSA will transform its real estate portfolio to better reflect the changing needs of the post-COVID-19 pandemic Federal workforce. As agencies modify their physical footprint, GSA will right-size its inventory to fully use its federally owned assets, backfill or terminate vacant leased space, and dispose of surplus properties necessary to achieve an optimized portfolio.

GSA will engage customers to develop National Workspace Portfolio Plans for the 24 Chief Financial Officers (CFO) Act agencies by September 30, 2023. Plans will define the customer’s desired future real estate footprint, the steps necessary to reach that footprint and strategies for supporting the customer agencies’ evolving workstyle needs through technology and services solutions.

Goal Leader: Nina M. Albert, Commissioner, Public Buildings Service

Address the Climate Crisis through Zero-Emission Fleet Vehicles

As part of GSA’s efforts to tackle the climate crisis, the agency will support near-term global reductions in greenhouse gas emissions and a long-term goal of net-zero global emissions by helping agencies increase their conversions to clean- and zero-emission fleet vehicles (ZEVs).

GSA will work with customer agencies to enable an increasing percentage of vehicles eligible for replacement to be replaced with ZEVs each fiscal year.

Note: Actual targets will depend on the level and specified purpose of funding received and the EV make/models available from industry that meet agency mission requirements.

Goal Leader: Sonny Hashmi, Commissioner, Federal Acquisition Service

Increase Adoption of GSA-Sponsored Identity Solutions

GSA will increase adoption of Login.gov, a simple, secure, and equitable shared service at the forefront of the public’s digital identity. The goal is for Login.gov to be the public’s one account for accessing Government services online. Login.gov can cost-effectively help agencies to support a better user experience, streamline user accounts, and enhance security. GSA is expanding its suite of identity solutions to increase diversity of vendor and Government data source providers. GSA wants to improve identity verification rates across a broader set of demographics, such as age, ethnicity, and socioeconomic status.

- Increase the number of customer agencies using at least one GSA identity management solution.
- Increase the number of annual active users on the Login.gov platform.
- Expand the number of identity vendors and Government data source providers utilized on the platform.

**Goal Leaders: Sonny Hashmi, Commissioner, Federal Acquisition Service
Ann Lewis, Director, Technology Transformation Services**

Strategic Objectives (SO) and Performance Indicators (PI) Summary

SO 1.1 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 1.1.1 Percent of CFO Act Agencies with new National Workspace Portfolio Plans ↑ 🕒 FY 2022 -2023 Agency Priority Goal	PBS	N/A	N/A	50%	50%	80%	90%

SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 1.2.1 (a) Lease cost relative to average market rate ↓	PBS	-12.60%	-10.25%	-7.26%	-9.00%	-7.00%	-13.00%
PI 1.2.1 (b) Gross sales revenue from Federal-wide disposals (in millions)* ↑ (Revised)	PBS	\$38.20	\$4.95	\$67.90	\$63.08	\$365.50	\$60.00
PI 1.2.1 (c) Capital projects schedule variance (Annual Appropriations) ↔	PBS	N/A	-1.5%	-4.0%	-10% to 0%	-10% to 0%	-10% to 0%
PI 1.2.1 (d) Capital projects schedule variance (Bipartisan Infrastructure Law and Inflation Reduction Act)** ↔ (New)	PBS	N/A	N/A	N/A	N/A	-10% to 0%	-10% to 0%
PI 1.2.1 (e) Percent of projects on schedule (Bipartisan Infrastructure Law and Inflation Reduction Act)*** ↑ (New)	PBS	N/A	N/A	N/A	N/A	72.7%	72.7%
PI 1.2.1 (f) Percent of capital projects on budget**** ↑	PBS	83.5%	80.2%	80.0%	80.0%	80.0%	80.0%

*Beginning in FY 2022, a new methodology counts proceeds from all Federal-wide disposals (not just GSA-controlled properties), with the exception of Federal Assets Sales Transfer Act properties. Due to the methodology change, FY 2022 - FY 2024 figures are not comparable to FY 2019 - FY 2021 figures.

**Includes all BIL projects except infrastructure paving, acquisition of leased LPOEs, and Federal Motor Carrier Safety Administration Southern Border projects and projects where IRA funding is paired with annually appropriated New Construction and/or Major Repairs and Alterations funding.

***Includes BIL projects associated with infrastructure paving and Federal Motor Carrier Safety Administration Southern Border projects and projects where IRA funding is paired with annually appropriated Basic Repairs and Alterations funding.

****Includes all annually appropriated New Construction and Major Repairs & Alterations projects and BIL projects (except infrastructure paving, acquisition of leased LPOEs, and Federal Motor Carrier Safety Administration Southern Border projects). These projects may also be supplemented with IRA funds.

SO 1.3 Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall greenhouse gas emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions) ↑	PBS	45.3%	51.0%	58.7%*	50.0%	55.1%	55.7%
PI 1.3.2 Energy Efficiency (energy consumption compared to baseline year of FY 2021)** ↓ (New)	PBS	N/A	N/A	N/A	N/A	1%	2%
PI 1.3.3 Percent of gross square footage (GSF) that qualifies as a Sustainable Federal building ↑ (New)	PBS	40.0%	43.5%	49.5%	45.8%	49.6%	49.8%

*This is a preliminary result. The final FY 2022 result will be published in Q3 FY 2023 as part of the OMB and Council on Environmental Quality (CEQ) Environmental Scorecard.

**New measure and methodology with FY 2021 baseline.

SO 1.4 Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 1.4.1 “Good Neighbor Program” Planning Outreach and Partnership (POP) engagements ↑	PBS	8	5	22	22	33	33

SO 2.1 Ensure GSA’s portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 2.1.1 Acquisition program savings delivered to customers (in billions) ↑	FAS	\$5.92	\$6.09	\$6.82	\$6.10	\$6.00	\$6.10
PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	\$36.82*	\$39.75*	\$40.96	\$38.00	\$41.00	\$41.50

*FY 2020 and FY 2021 results have been revised from previously reported figures. Extensive data cleaning and re-coding led to a one-time revision of MAS sales.

SO 2.2 Improve stakeholder satisfaction by delivering simplified customer and supplier experiences.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 2.2.1 Customer Loyalty Survey (CLS) score (Rating Scale is 1 to 10) * ↑	FAS	7.9	7.8	7.9	7.9	8.0	8.1
PI 2.2.2 Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5) ** ↑	FAS	3.81	3.90	3.99	3.95	4.00	4.05
PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index *** ↑	PBS	N/A	N/A	N/A	N/A	70%	71%
PI 2.2.4 (a) Average Entity scores as measured by Procurement Management Review Division (PMRD) (Rating scale 0% to 100%) ↑	OGP	85%	87%	86%	85%	85%	85%
PI 2.2.4 (b) Average Transactional scores as measured by PMRD (Rating scale is 0 to 3) ↑	OGP	2.12	2.11	2.11	2.00	2.00	2.00

*Beginning in FY 2022, a modest change to the CLS methodology was implemented to provide a more balanced and accurate representation of survey responses. As a result, FY 2022 figures are not comparable to FY 2019 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in a slight decline in CLS score from FY 2020 to FY 2022.

**Beginning in FY 2022, a modest change to the ISS methodology was implemented to provide a more balanced and accurate representation of survey responses. As a result, FY 2022 figures are not comparable to FY 2019 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in similar results from FY 2019 to FY 2022.

***Due to decreased occupancy levels associated with the COVID-19 pandemic, GSA did not conduct the TSS in FY 2020, FY 2021, or FY 2022. GSA plans to restart the TSS in FY 2023.

SO 2.3 As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 2.3.1 Percent of GSA acquisition workforce trained in cyber-supply chain risk management ↑	OGP	N/A	0% (Baseline)	78.7%	50.0%	80.0%	90.0%

SO 2.4 Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 2.4.1 Percent of GSA obligations to AbilityOne Program ↑	OGP	7.91%	5.78%	7.60%	2.50%	3.00%	TBD
PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS) ↑	FAS	33.76%*	34.36%*	35.42%	36.00%	35.00%	35.00%
PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	49.43%	46.89%	TBD**	34.00%	33.00%	TBD

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA's Grade ↑	OSDBU	A+	A+	TBD***	A+	A	A

*FY 2020 to FY 2021 results have been revised from previously reported figures. Extensive data cleaning and re-coding led to a one-time revision of MAS sales, the denominator in the calculation of this measure. The revised results more accurately capture the level of MAS sales and the proportion of those sales going to small business.

**Result is expected in Q3 of FY 2023.

***Result is expected in Q4 of FY 2023.

SO 3.1 Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards ↑	OCE	N/A	4%	15%	8%	20%	TBD
PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant ↑	FAS TTS	N/A	53%	80%	75%	100%	100%
PI 3.1.1 (c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that adequately address Section 508 provisions ↑	OGP	N/A	3.00%	6.04%	5.00%	10.00%	15.00%
PI 3.1.2 Number of websites utilizing GSA's Digital Analytics Program (cumulative) ↑	FAS TTS	N/A	6,000*	6,640*	6,300	6,800	6,915

*Results are estimated based on criteria used to filter out testing sites to better count public-facing production websites.

SO 3.2 Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative) ↑	FAS TTS	1,847	2,864	4,573	3,174	5,353	5,893
PI 3.2.1 (b) Average time to obtain a provisional FedRAMP authorization* (months) ↓	FAS TTS	4.82	4.60	4.60	4.10	4.10	3.60
PI 3.2.1 (c) Average time to obtain a FedRAMP authorization through an agency* (months) ↓	FAS TTS	N/A	8.10	7.50	7.20	6.20	5.50

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 3.2.2 (a) Number of customer agencies using at least one GSA identity management solution ↑ ● FY 2022 -2023 Agency Priority Goal	FAS TTS	19	27	38	31	40	43
PI 3.2.2 (b) Number of active users on Login.gov (in millions) ↑ ● FY 2022 -2023 Agency Priority Goal	FAS TTS	14.00	16.00	41.04	32.00	55.00	75.00
PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform ↑ ● FY 2022 -2023 Agency Priority Goal	FAS TTS	2	2	3	4	4	4
PI 3.2.2 (d) Number of Login.gov serviced applications ↑ ● FY 2022 -2023 Agency Priority Goal	FAS TTS	83	199	322	250	375	450

*Performance indicator titles updated to reflect current authorization processes.

SO 3.3 Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 3.3.1 Number of agencies using TTS consulting services and products ↑	FAS TTS	57	74	79	82	79	79
PI 3.3.2 (a) TTS business volume (in millions) ↑	FAS TTS	\$76.00	\$96.30	\$112.48	\$123.80	\$157.00	\$157.00
PI 3.3.2 (b) Agency partner satisfaction - Net Promoter Score ↑	FAS TTS	N/A	41.0	41.2	45.0	41.2	41.2
PI 3.3.3 (a) Percent of Federal Citizen Services Fund’s (FCSF) American Rescue Plan (ARP) funds that have been obligated (cumulative) ↑	FAS TTS	N/A	2.20%	35.23%	50.00%	78.00%	100.00%
PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative) ↑	OGP	N/A	1	2	2	3	4
PI 3.3.4 Number of new hires for the U.S. Digital Corps program ↑	FAS TTS	N/A	0	38	20	40	60

SO 4.1 Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 4.1.1 Number of completed evaluations Government-wide ↑	OGP	0	18	14	14	16	18

SO 4.2 Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services ↑	OGP	4	4	5	5	6	6
PI 4.2.2 Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF) ↑	OGP	21	36	32	18	18	19
PI 4.2.3 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available ↑ ● FY 2022 -2023 Agency Priority Goal	FAS	1.70%	6.74%	20.27%	10.00%	25.00%	30.00%
PI 4.2.3 (b) Number of ZEV models available for Government customers to purchase or to lease ↑ ● FY 2022 -2023 Agency Priority Goal	FAS	13	34	65	50	65	70
PI 4.2.3 (c) Percent increase in miles per gallon for the GSA leased fleet ↑ ● FY 2022 -2023 Agency Priority Goal	FAS	19.60%	18.49%	25.29%	21.00%	23.00%	25.00%

SO 4.3 Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations.

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data ↑	OGP	N/A	70.0%*	75.1%**	75.0%	85.0%	88.0%
PI 4.3.1 (b) Percent of true real property data errors ↓	OGP	19.43%*	15.34%*	9.27%**	10.00%	7.50%	6.50%
PI 4.3.2 Percent of key users that rate OGP policy initiatives effective ↑	OGP	N/A	N/A	73%	Baseline	75%	80%

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
PI 4.3.3 Percent of training attendees that rate OGP-led Government-wide training effective ↑	OGP	N/A	N/A	90%	Baseline	90%	TBD***

*Prior year results were adjusted forward by one year to account for the change in reporting period, e.g., the FY 2020 result became the FY 2021 result.

**In FY 2022 GSA changed the reporting period for these measures. Due to the one-year lag in receiving data, results were historically delayed until after publication of the Annual Performance Report (APR). Going forward, the fiscal year results for both measures will be based on the prior fiscal year’s data. The program’s work in validating data occurs within the fiscal year that aligns with that APR.

***Target will be determined based on FY 2023 results.

Key Capabilities (KC)

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2020 Results	FY 2021 Results	FY 2022 Results	FY 2022 Targets	FY 2023 Targets	FY 2024 Targets
KC 1: Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey ↑	OCE	5.49	5.75	5.68	5.45	5.70	5.77
KC 2: Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	7.64%	7.24%*	7.45%	8.09%	8.09%	8.09%
KC 3: GSA Overall Employee Engagement Index (EEI) ↑	OHRM	83%	83%	83%	83%	83%	+1% OR Prior Result**
KC 4: GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ↑	GSA IT	A+	A+	B+	B+	B+	B+
KC 5: Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1 ↑	GSA IT	98.0%	98.3%	98.2%	95.0%	95.0%	95.0%
KC 6: Competition rate for GSA acquisitions ↑	OGP	92.0%	90.7%	90.1%	90.0%	90.0%	90.0%
KC 7: Number of completed evaluations at GSA ↑	OGP	0	0	5	4	6	6
KC 8: Percent of GSA Business Applications Hosted in the Cloud ↑ (New)	GSA IT	39.1%	49.2%	52.7%	N/A	53.0%	53.0%
KC 9: Equity and Organizational Effectiveness Optimization Measure (EOEOM) (Overall level of maturity) ↑ (New)	OA	N/A	N/A	N/A	Baseline	Baseline	3***

*FY 2021 result has been revised from previously reported value due to adjustments to historical revenue amounts.

**If EEI score decreases from the previous year, then the target would be a 1 percent increase from prior year’s result. If EEI score remains constant or increases from previous year, target would equal prior year’s result.

***Target may need adjustment once baseline year values are established.

FY 2024 Annual Performance Plan Description

Strategic Goal 1: Real Estate Solutions

Financially and environmentally sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce

Two critical trends have created the opportunity to optimize the GSA-controlled real estate portfolio to better serve the future needs of the Government and save money for the American taxpayers:

- The demand for office space will likely decrease, a long-term trend accelerated by the COVID-19 pandemic. The pandemic demonstrated that full-time telework is a viable option and that the future will include a mix of office-based work and telework. This presents a unique opportunity to restructure GSA's real estate portfolio and meet customers' workplace needs through a combination of space and technology services.
- While office trends might change the composition and size of the GSA real estate portfolio in the future, GSA will continue to manage a significant asset base and must maintain its facilities in a state of good repair. For the past decade, funding shortfalls have hindered GSA's ability to address the growing backlog of deferred maintenance. GSA must address these deferred maintenance needs to provide safe, functional, and healthy workspaces for Federal employees at a good value for the American taxpayer, and to manage capital costs responsibly.

This strategic goal positions GSA to lead the Federal Government's real estate optimization efforts as part of the "future of work." GSA strives to be a leader in the evolving workplace landscape by offering new, innovative, sustainable, and flexible solutions that meet the varying workplace needs of our customers. GSA will make critical investments in GSA-controlled facilities that not only support these workspace solutions, but also provide for a modernized and optimized footprint. By consolidating customers in federally owned facilities, GSA can reduce leased space and dispose of surplus buildings that no longer meet standards of performance. This will reduce the backlog of repairs and alterations and improve the quality and financial viability of the portfolio.

GSA also seeks to invest in climate adaptation and risk mitigation strategies to minimize adverse impacts on GSA-controlled facilities, leading to increased continuity of operations for our customers and cost savings for the taxpayers. To be successful, GSA must secure the funding required to invest in and maintain these facilities

Strategic Objective 1.1

Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework.

GSA is committed to partnering with all customer agencies to assess and deliver their future real estate needs. GSA will proactively and regularly engage with its customers to understand changing mission needs and guide their workspace strategies based on those evolving requirements.

GSA is developing and deploying customer-driven solutions through the Workplace 2030 initiative that will enable agencies to align people, processes, and tools around their workspace strategies. Workplace 2030 solutions will focus on the future of Federal work, exploring how expanded telework, hybrid work environments, and distributed organizational models can enhance the mission effectiveness. GSA will also continually monitor and quantify variables such as space utilization, changing demand, and market trends to improve data-driven decisions. This objective focuses on these activities as a key component to right-sizing GSA’s real estate footprint.

Strategic Initiatives

1. **Lead the Federal Government’s post-COVID-19 pandemic real estate efforts.**
 - a. Proactively engage with customers to develop and deploy workspace solutions that right-size GSA’s real estate portfolio.
 - b. Use a data-driven approach to gain insight into agencies’ future operating postures.
 - c. Partner with agencies to determine what the future Federal workspace may look like and the potential for cost savings and space utilization.

2. **Evolve and expand workspace solutions for agencies.**
 - a. Develop a set of offerings for customers that integrates real estate, technology, and work support solutions.
 - b. Deploy integrated workspace solutions to meet customer agencies’ changing real estate needs.

Goal Leader	Nina M. Albert, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> ● Federal Acquisition Service ● Office of the Chief Financial Officer ● GSA IT ● Office of Congressional and Intergovernmental Affairs ● Office of Strategic Communication

Performance Goal 1.1.1 - Right-Size GSA’s Real Estate Portfolio

© FY 2022 -2023 Agency Priority Goal

Benefit to the Public:

GSA will transform its real estate portfolio to better reflect the changing needs of the post-pandemic Federal workforce. As agencies modify their physical footprint, GSA will right-size its inventory to fully use its federally owned assets, backfill or terminate vacant leased space, and dispose of surplus properties necessary to achieve an optimized portfolio. This will optimize taxpayer spending for real

estate and achieve customer satisfaction for partner agencies.

Performance Indicator Definition:

Percent of CFO Act agencies with new National Workspace Portfolio Plans:

GSA will partner with agencies to develop National Workspace Portfolio Plans with real estate strategies that will meet customer needs and right-size their office space. Plans will define the customer agencies’ desired future real estate footprint, the steps necessary to reach that footprint, and the strategies for supporting the customer agencies’ evolving workstyle needs through technology and services solutions. To support the development of these plans, GSA will develop strategies to consolidate, track occupancy and use of space with the concurrence of occupant agencies, reduce costly leases, support safe re-entry, and develop innovative designs to support new working environments and trends post-COVID.

PI 1.1.1 Percent of CFO Act agencies with new National Workspace Portfolio Plans

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	50%	80%	90%
Results	N/A	N/A	N/A	50%	N/A	N/A

Strategic Objective 1.2

Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers.

GSA manages one of the Nation's largest and most diverse real estate portfolios, housing nearly 1 million Federal employees who perform, among other things, vital national security, law enforcement, commerce, and research and development missions. The COVID-19 pandemic created a unique opportunity for GSA and its 60 occupant agencies to rethink how they use space and reposition the portfolio to potentially reduce the overall Federal footprint and to save money.

Investment in the Federally owned facilities under GSA's jurisdiction, custody, and control (hereinafter referred to as federally owned GSA-controlled facilities) will not only modernize existing space and achieve higher performing facilities it would also address the growing backlog of repairs and alterations to help properly maintain facilities in the future. For the past decade, funding shortfalls have hindered GSA's ability to make these critically needed investments.

GSA will work with its customer agencies and Congress to secure the funding and approvals necessary to deliver a right-sized portfolio that is financially sustainable. GSA will strategically prioritize investments in federally owned GSA-controlled facilities to maintain them in good condition and reduce the reliance on leased assets. Sufficiently investing in Federal facilities supports the President's Management Agenda and takes advantage of the unique opportunity created by the COVID-19 pandemic to re-imagine the future of Federal workspaces and to optimize GSA's real estate portfolio.

Strategic Initiatives

1. Modernize and optimize GSA's federally owned facilities.

- a. Prioritize investments to modernize and optimize federally owned GSA-controlled facilities that meet the long-term needs of our customers. Doing so will enable GSA to consolidate space, reduce our repair and alteration liabilities, and result in a more financially and environmentally sustainable portfolio.

2. Develop and implement a real estate strategy with a financially-solvent asset mix.

- a. Prioritize funding with a focus on long-term hold assets to address asset repair backlog, reduce liabilities, and meet customers' needs. Invest in long-term hold assets to improve utilization, reduce vacancy, and dispose of underperforming assets.
- b. Reduce reliance on costly leases and improve utilization in federally owned GSA-controlled facilities.

3. Secure the funds needed to maintain GSA's federally owned facilities in a state of good repair.

- a. Secure the access to the annual amount of revenues and collections deposited in the Federal Buildings Fund to address a backlog of unfunded repair and alterations projects and to maintain federally owned GSA-controlled facilities properly going forward.
- b. Seek increased flexibility to deploy public-private partnership tools and solutions to achieve the Administration's goals of 100% carbon pollution-free electricity by 2035, as well as water- and energy-saving measures.
- c. Capitalize on funding from the Infrastructure Investment and Jobs Act, P.L. 117-58, 135 Stat.

429 (also referred to as the Bipartisan Infrastructure Law (BIL)) to invest in the Nation’s infrastructure and support the economy. GSA constructs and maintains land ports of entry (LPOE) along the Nation’s borders for U.S. Customs and Border Protection and other Federal inspection agencies. Through the BIL, GSA will spend \$3.4 billion to modernize LPOEs along the Canadian and Mexican borders, supporting thousands of jobs. The projects are also designed to incorporate sustainability features, catalyze clean energy industries, and provide opportunities for small businesses.

Goal Leader	Nina M. Albert, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> ● Office of the Administrator ● Office of the Chief Financial Officer ● Office of Congressional and Intergovernmental Affairs ● Office of Strategic Communication

Performance Goal 1.2.1 - Optimize GSA’s real estate portfolio
<p>Benefit to the Public: An efficient real estate portfolio is crucial to providing safe, healthy, and functional workspaces for occupant agencies, while simultaneously providing the best value to the taxpayer. GSA utilizes several key practices to provide an efficient portfolio: lease contract negotiations, effective space management, and project delivery assessment. Negotiating leases at or below comparable market rates ensures GSA acquires Federal office space at the best value. Effective management of GSA-controlled space includes managing vacant space to improve utilization; and disposing of underutilized assets in a timely fashion. Capital projects provide the critical improvements and agency consolidations required to maintain safe and efficient assets. Project delivery assessment ensures that capital projects are delivered on time and on budget. All these activities reduce costs (operational and project) and support the management of a financially self-sustaining portfolio, providing an effective monetary value returned on the taxpayer’s investment.</p>
<p>Performance Indicator Definition:</p> <p>(a) Lease cost relative to the average market rate: This indicator compares the net present value (NPV) of a discounted cash flow (DCF) model of a GSA lease to the NPV of the DCF model of an average market lease in a specified submarket. It only pertains to office leases in major metro markets in the United States.</p> <p>(b) Gross sales revenue from Federal-wide disposals (in millions) (Revised): This indicator will track the total gross sales value of all disposals brought to successful contract award by Real Property Utilization and Disposal (RPU&D) for Federal-wide real property, from all agencies, with the exception of properties awarded through Federal Assets Sale & Transfer Act (FASTA). The sales total will be recorded on the award date of the successful conclusion of the online auction, live auction, negotiated sale, or other sale method used. This date will be used to remain consistent with RPU&D practice in recording disposal statistics, and not the actual closing date and transfer of deed.</p> <p>(c) Capital projects schedule variance (Annual Appropriations) This indicator evaluates schedule performance by how accurately GSA delivers projects to their original plans and provides visibility into the projects’ lifecycle. This indicator is applicable to all annually appropriated New Construction and Major Repairs and Alterations projects whose estimated cost of construction exceeds the prospectus threshold. Disaster relief projects and</p>

projects that include BIL or IRA funding are excluded. The capital projects schedule variance is calculated by comparing the projects’ baseline milestone dates to the actual milestone dates, relative to the total baseline project duration.

(d) Capital projects schedule variance (Bipartisan Infrastructure Law and Inflation Reduction Act) (New):

This indicator evaluates schedule performance by how accurately GSA delivers projects to their original plans and provides visibility into the projects’ lifecycle. This indicator is applicable to all BIL projects except infrastructure paving, acquisition of leased LPOEs, and Federal Motor Carrier Safety Administration Southern Border projects and projects where IRA funding is paired with annually appropriated New Construction and/or Major Repairs and Alterations funding. The capital projects schedule variance is calculated by comparing the projects’ baseline milestone dates to the actual milestone dates, relative to the total baseline project duration.

(e) Percent of projects on schedule (Bipartisan Infrastructure Law and Inflation Reduction Act) (New):

This indicator evaluates PBS’s ability to manage projects to their established construction schedules. This indicator is applicable to BIL projects associated with infrastructure paving and Federal Motor Carrier Safety Administration Southern Border projects and projects where IRA funding is paired with annually appropriated Basic Repairs and Alterations funding. Measuring construction schedules supports important management controls in project delivery that help mitigate delays and requires project teams to keep scope aligned with schedule and budget parameters. It determines the percent of applicable projects in the construction phase that are being delivered within +10% of the baselined duration of construction.

(f) Percent of capital projects on budget:

This indicator evaluates PBS’s ability to manage within the prospectus budget that supported the President’s Budget. Projects will baseline their budgets within 60 days after receiving their full approval. PBS will be measured on the percentage of funded projects that are being delivered within their original appropriation. The measure will be used to promote better project planning, scope control, and budget management.

PI 1.2.1 (a) Lease cost relative to the average market rate

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	Baseline	≤-7.00%	-7.00%	-9.00%	-7.00%	-13.00%
Results	-17.00%	-12.60%	-10.25%	-7.26%	N/A	N/A

PI 1.2.1 (b) Gross sales revenue from Federal-wide disposals (in millions)* (Revised)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	\$15.00	\$15.00	\$13.50	\$63.08	\$365.50	\$60.00
Results	\$61.70	\$38.20	\$4.95	\$67.90	N/A	N/A

*Beginning in FY 2022, a new methodology counts proceeds from all Federal-wide disposals (not just GSA-controlled properties), with the exception of Federal Assets Sales Transfer Act properties. Due to the methodology change, FY 2022 - FY 2024 figures are not comparable to FY 2019 - FY 2021 figures.

PI 1.2.1 (c) Capital projects schedule variance (Annual Appropriations)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	Baseline	Baseline	-20% to 0	-10% to 0	-10% to 0	-10% to 0
Results	N/A	N/A	-1.5%	-4.0%	N/A	N/A

PI 1.2.1 (d) Capital projects schedule variance (Bipartisan Infrastructure Law and Inflation Reduction Act)* (New)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	N/A	-10% to 0	-10% to 0
Results	N/A	N/A	N/A	N/A	N/A	N/A

*Includes all BIL projects except infrastructure paving, acquisition of leased LPOEs, and Federal Motor Carrier Safety Administration Southern Border projects and projects where IRA funding is paired with annually appropriated New Construction and/or Major Repairs and Alterations funding.

PI 1.2.1 (e) Percent of projects on schedule (Bipartisan Infrastructure Law and Inflation Reduction Act)* (New)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	N/A	72.7%	72.7%
Results	N/A	N/A	N/A	N/A	N/A	N/A

*Includes BIL projects associated with infrastructure paving and Federal Motor Carrier Safety Administration Southern Border projects and projects where IRA funding is paired with annually appropriated Basic Repairs and Alterations funding.

PI 1.2.1 (f) Percent of capital projects on budget*

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	Baseline	Baseline	80.0%	80.0%	80.0%	80.0%
Results	82.0%	83.5%	80.2%	80.0%	N/A	N/A

*Includes all annually appropriated New Construction and Major Repairs & Alterations projects and BIL projects (except infrastructure paving, acquisition of leased LPOEs, and Federal Motor Carrier Safety Administration Southern Border projects). These projects may also be supplemented with IRA funds.

Strategic Objective 1.3

Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall greenhouse gas emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.

The Federal Government faces broad exposure to the mounting risks and costs already posed by the climate crisis. GSA has a unique standing to address the climate crisis by using its authorities, buying power, and expertise to advance the Administration's climate and sustainability efforts. To do so, GSA will develop and deploy a climate and sustainability strategy for the facilities in its real estate portfolio. GSA will prioritize investments in climate risk management capacities, acquiring and deploying smart building and sustainable technologies, and strengthening critical climate and sustainability policies. GSA will also prioritize investments in greenhouse gas (GHG) emission reduction, deep energy retrofits, and sustainable performance. Progress will be based on clean energy, energy and water efficiency, performance contracting, waste diversion, and sustainable building strategies.

Strategic Initiatives

- 1. Achieve 100% carbon pollution-free electricity on a net annual basis by 2030, including 50 percent 24/7 carbon pollution-free electricity.**
 - a. Implement a strategic plan that considers GSA portfolio, life-cycle analysis, industry best practices, market conditions, and available options and contract mechanisms.
- 2. Target 50% of eligible buildings, as measured by square footage, to comply with the Guiding Principles for Sustainable Federal Buildings by 2025.**
 - a. Target sustainability performance challenges and needed building improvements.
 - b. Support the interagency effort to deploy the Federal Buildings Performance Standard.
- 3. Target net-zero designs for new construction and major modernization by 2030.**
 - a. Partner with Federal agencies to enhance project sustainability requirements by:
 - i. Identifying new construction or major modernization designs to be (a) fossil fuel free (net zero operational carbon emissions) by 2030, where life cycle is cost-effective; and (b) net zero ready (on a source energy basis) by 2030.
 - ii. Eliminating usage of fossil fuel-generated energy in new and modernized buildings.
 - iii. Exploring ways to reduce the embodied carbon of materials used in construction and modernization projects.
- 4. Develop robust data and capacities to manage climate change risks, increase resilience, and secure Federal real property investments by 2025.**
 - a. Establish a climate risk management process and resilience program that will formulate criteria and metrics to inform real property decisions and monitor risk reduction investments (e.g., building flood protection, and wildfire damage prevention and energy resilience).

Goal Leaders	Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> • Office of the Administrator • Federal Acquisition Service • Office of Government-wide Policy • GSA IT • Office of the Chief Financial Officer

Performance Goal 1.3.1 - Reduce greenhouse gas emissions from the GSA-controlled real estate portfolio

Benefit to the Public:
Reducing GHG emissions mitigates climate impacts to the Nation. GHG emissions reduction strategies benefit local air quality and reflect improved performance on traditional PBS building performance metrics, including footprint, energy reductions, renewable energy, and sustainable buildings. GSA’s recent approach for GHG reduction has focused on facilities’ energy efficiency and carbon pollution-free electricity procurements. Progress on these fronts has led to some of the largest Scope 1 and 2 emission reductions in recent years, with GSA achieving 51% reduction in FY 2021 from a FY 2008 baseline.

Performance Indicator Definition:
Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions):
Scope 1 covers direct emissions from federally owned or controlled sources. Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating, and cooling produced by others and consumed by GSA. Further details on GSA’s GHG emissions (Scope 1 and 2) can be found at sustainability.gov, including breakouts for net electricity emissions; stationary combustions; and steam, hot and chilled water.

PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	50.0%	55.1%	55.7%
Results	41.4%	45.3%	51.0%	58.7%*	N/A	N/A

*Preliminary result. Final FY 2022 result will be published in Q3 FY 2023 as part of the OMB and Council on Environmental Quality (CEQ) Environmental Scorecard.

Performance Goal 1.3.2 - Continue reducing energy intensity of GSA-controlled facilities

Benefit to the Public:
Energy conservation and efficient operations in Federal workspaces lowers utility costs, reduces emissions, and, in some markets, can help stabilize the grid and contribute to energy infrastructure resiliency. Investing in energy efficiency in Federal spaces can serve as a catalyst for the broader marketplace of facility energy efficiency. Energy-efficient Federal facilities are better poised to meet modern climate challenges and contribute to mission assurance for the occupant agencies that depend on them.

Performance Indicator Definition:

Energy Efficiency (Percent change in energy consumption compared to baseline year of FY 2021) (New):

This indicator measures energy consumption compared to a FY 2021 base level. It tracks the percent change in energy usage from baseline of FY 2021 to current (most recent 12 months). Usage is measured in British Thermal Units of energy per gross square foot (BTU/GSF), also known as Energy Usage Index (EUI). This indicator replaced Energy Intensity Reduction.

PI 1.3.2 Energy Efficiency (energy consumption compared to baseline year of FY 2021)* (New)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	N/A	1%	2%
Results	N/A	N/A	N/A	N/A	N/A	N/A

*New measure and methodology with FY 2021 baseline.

Performance Goal 1.3.3 - Apply the Guiding Principles for Sustainable Federal Buildings

Benefit to the Public:

Tracking and reporting the number of GSA-controlled sustainable buildings will better demonstrate the progress GSA is making towards a more sustainable, healthy, and cost-efficient portfolio. Sustainable Federal facilities are better poised to provide healthy workspaces, meet modern climate imperatives, and contribute to mission assurance for the tenant agencies that depend on them. Energy and water efficient operations in Federal workspaces will lower costs and reduce emissions.

Performance Indicator Definition:

Percent of gross square footage (GSF) that qualifies as a Sustainable Federal building:

The Energy Independence and Security Act of 2007 requires Federal buildings to be designed, constructed, and operated in an efficient, effective, and sustainable manner. Applying the 2020 Guiding Principles for Sustainable Federal Buildings provides the framework and set of criteria used to determine if a building qualifies as sustainable. GSA applies the Guiding Principles for new construction and modernization projects (using Leadership in Energy and Environmental Design certification), existing buildings' operations, and a reassessment every four years of existing buildings determined to be sustainable.

PI 1.3.3 Percent of GSF that qualifies as a Sustainable Federal building (New)

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	39.2%	42.4%	45.8%	49.6%	49.8%
Results	N/A	40.0%	43.5%	49.5%	N/A	N/A

Strategic Objective 1.4

Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.

GSA is the Nation's largest landlord, managing more than 8,800 federally owned and leased assets located in approximately 2,000 communities throughout the 50 States, five territories, and the District of Columbia. GSA's vast reach presents a unique opportunity to support State, local, and Tribal governments' economic goals, along with the well-being of communities that host GSA-controlled facilities. GSA has the responsibility to leverage its real estate actions in ways that support community development and local planning goals, while meeting customer agency needs. This derives from legal mandate as well as sound business practice. GSA's Good Neighbor programs (GNP) provides the technical expertise and planning tools to help leverage its projects in support of community planning goals – to create multiple returns for both communities and customer agencies.

GSA, while balancing customer agency mission requirements, security criteria, and the interests of the American taxpayer, will use the GNP to identify and align projects that may support local community priorities. GSA will design and locate Federal facilities with local economic development and planning goals in mind; design facilities to maximize sustainability and to reflect the local community; coordinate with Federal agencies and State, local, and Tribal governments to advance environmental justice where GSA-controlled facilities are having disproportionate negative impact on local communities; and coordinate with State, local, and Tribal governments on uses for and disposition of Federal surplus real property.

Strategic Initiatives

1. **Coordinate major GSA development projects with State, local, and Tribal stakeholders to generate positive and long-lasting community impacts for those communities that host GSA-controlled facilities.**
 - a. Support local economic development and community planning goals through early and in-depth engagement for major GSA projects with local officials and other stakeholders.
 - b. Expand and enhance the use of pre-design collaborative techniques on new construction and other projects that impact the public realm to maximize community benefits.
2. **Collaborate with Federal agencies to accelerate economic recovery, sustainability, and environmental justice.**
 - a. Partner with Federal agencies to explore and implement policies and procedures that target economic recovery and environmental improvement, especially in neighborhoods that have historically suffered from disinvestment and environmental harm.
3. **Expand use of environmental justice and sustainability mapping with other spatial data tools to help GSA decision making.**
 - a. Use mapping tools to better understand how GSA's real estate investments impact local communities.

Goal Leader	Nina M. Albert, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> • Office of the Administrator • Office of Congressional and Intergovernmental Affairs • Office of Small and Disadvantaged Business Utilization • Office of Government-wide Policy • Office of Strategic Communication

Performance Goal 1.4.1 - Expand and deploy the “Good Neighbor Program” nationwide
<p>Benefit to the Public: Early coordination between GSA and local officials can help to identify opportunities for Federal real estate activities to support local community priorities, accelerate economic recovery, and advance environmental justice. Relevant Federal activities include site selection, new construction, leasing, shared use, and facility management, as well as sustainability and site work.</p>
<p>Performance Indicator Definition: “Good Neighbor Program” Planning Outreach and Partnership engagements: Under its GNP, GSA will use POP engagements to meet and coordinate with local officials in communities where coordination between GSA and local governments would be most valuable. This would include communities where GSA plans future construction or modernization projects and major leasing activity, as well as communities where the use or management of the existing GSA portfolio has potential to support local sustainability, environmental justice, or other local planning goals. As part of these workshops, GSA and local officials will share community-wide inventory, long-range planning, and other information to identify concerns, find areas of mutual interest, and develop working relationships well in advance of formal real estate actions, when opportunities to leverage mutual goals are maximized. An outcome of each meeting will be a standardized report outlining next steps for engagement, partnership, and any agreed-upon community improvement actions by GSA and the local government.</p>

PI 1.4.1 “Good Neighbor Program” Planning Outreach and Partnership (POP) engagements

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	Baseline	Baseline	Baseline	22	33	33
Results	8	8	5	22	N/A	N/A

Strategic Goal 2: Acquisition

A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs

As the Federal Government's primary provider of acquisition services, GSA is committed to delivering value, innovation, and an exceptional customer experience. Every day, we help our customers make smart purchasing decisions to get the goods and services they need.

GSA uses the collective buying power of the Government to negotiate better prices, while using efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors.

GSA plays an important role in advancing the Administration's priorities through leadership in Government-wide acquisition, including economic growth, climate resiliency, and strengthening diversity, equity, inclusion, and accessibility. The acquisition policies GSA establishes and implements have a significant and lasting impact on communities and stakeholders.

Over the five-year horizon of this strategic plan, GSA intends to:

- Deliver best-value products and services to enable customers' missions.
- Modernize acquisition through technology to improve the overall experience for our buyers and suppliers.
- Use our strategic position in the market, our expertise, and our relationships with customers and suppliers to drive equitable markets, sustainable practices, and continued economic recovery.

Strategic Objective 2.1

Ensure GSA's portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.

The Federal Government relies on GSA to meet its evolving acquisition needs. GSA products, services, and solutions offerings help agencies accomplish their core missions and serve the public. GSA needs the right acquisition approaches to drive targeted outcomes, cost savings, faster responses, and broader socioeconomic access. In addition, GSA offerings need the right market intelligence, including the data and resulting insights, to navigate complex and changing market dynamics.

Over the next five years, GSA will help reshape the Federal marketplace by refining and adapting its offerings, acquisition approaches, and market intelligence. GSA envisions a highly efficient market that brings customers and suppliers together with solutions that are purposefully designed to support each acquisition's unique needs. Using the strategies listed in this section, GSA will ensure that its solutions align with customers' changing needs while adding value throughout the acquisition process.

Strategic Initiatives

- 1. Evolve GSA's capabilities by tailoring offerings to the markets they serve.**
 - a. Improve the Services Marketplace contracting experience for customers, suppliers, and the acquisition workforce.
 - b. Refine and clarify the online Products Marketplace offerings to improve customer experience and the selection process.
- 2. Help the Federal Government approach acquisition as a single, connected enterprise.**
 - a. Improve data access and analytics to gain insights about spend patterns, build policies to reinforce category management principles, increase transparency, foster public policy objectives, and reduce duplication of solutions.
- 3. Ensure GSA is at the forefront of acquisition innovation while maintaining exceptional contract quality.**
 - a. Deliver best-value solutions to customers, particularly on reducing customer risk, enhancing end-user capabilities, and leveraging GSA's Government-wide acquisition expertise.
- 4. Fully transition the Federal Government to the next generation of telecommunications contracts.**
 - a. Adopt Enterprise Infrastructure Solutions (EIS) to efficiently leverage the scale of Government buying power while standardizing and optimizing major portions of the Federal technological infrastructure.
- 5. Provide purchasing solutions to support evolving workspaces and telework trends.**
 - a. Use market insights from the Workplace 2030 project to inform the development of a new service to Federal customers to support acquisition of home office equipment for an increasingly hybrid workforce.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> Office of Government-wide Policy Office of Small and Disadvantaged Business Utilization GSA IT

Performance Goal 2.1.1 - Expand the use of GSA acquisition solutions, and associated savings, across the Government

Benefit to the Public:
Expanding the use of GSA acquisition solutions, and associated savings, across the Government will result in greater savings, enabling customer agencies to meet mission-critical needs at a lower cost to taxpayers.

Performance Indicator Definition:
Acquisition program savings delivered to customers (billions):
Annual targets are developed by aggregating various program-specific targets across FAS, each with a specific methodology for calculating savings. The types of savings fall into one of three groups:

- Savings realized by utilizing FAS procurement vehicles compared to commercial alternatives
- Savings realized through FAS offerings compared to other Government offerings
- Savings returned to customers via bank refunds for using a FAS purchase, travel, or fleet card

PI 2.1.1 Acquisition program savings delivered to customers (in billions)

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	\$5.90	\$6.60	\$5.00	\$6.10	\$6.00	\$6.10
Results	\$6.54	\$5.92	\$6.09	\$6.82	N/A	N/A

Performance Goal 2.1.2 - Increase Multiple Award Schedule (MAS) sales

Benefit to the Public:
Using a single schedule with consistent terms makes it easier for suppliers to do business with the Government and makes it easier for agencies (buyers) to navigate the MAS program to find and acquire goods and services.

Performance Indicator Definition:
Multiple Award Schedule (MAS) sales (billions):
This indicator measures the increase in business volume per MAS sale. Sales for the MAS program are reported via the Sales Reporting Portal and when the Industrial Funding Fee (IFF) is remitted. The information is validated by a comparison and variance from the Office of the Chief Financial Officer related to the revenue submitted for the MAS program.

PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions)

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	\$32.30	\$32.50	\$38.00	\$41.00	\$41.50
Results	\$33.16*	\$36.82*	\$39.75*	\$40.96	N/A	N/A

*FY 2019 to FY 2021 results have been revised from previously reported figures. Extensive data cleaning and re-coding led to a one-time revision of MAS sales.

Strategic Objective 2.2

Improve stakeholder satisfaction by delivering simplified customer and supplier experiences.

Strong partnerships with other agencies and suppliers are critical to the success of GSA and to support decisions that create value and savings for customers and the American people. Doing business with GSA should be an easy and transparent experience. GSA must continuously simplify and streamline its processes and systems. To accomplish this, GSA will focus on:

- Improving the supplier onboarding process for the Multiple Award Schedule (MAS) program.
- Streamlining the buyer experience.
- Modernizing acquisition through technology.
- Striving for excellence in contract administration.

Strategic Initiatives

1. Improve the supplier onboarding process for GSA's MAS program.

- a. Streamline the supplier experience by building and deploying journey maps to identify inconsistencies throughout the MAS program. This will help suppliers better understand system requirements and improve the information they provide.
- b. Create training for new suppliers to strengthen their business marketing.

2. Streamline the buyer experience.

- a. Streamline access to acquisition tools, simplify market research, and provide commonly used documents, templates, and pricing resources for services that help with acquisition planning.
- b. Identify opportunities to improve the buyer experience and usability of the Products Marketplace and GSA Advantage!®, focusing on search functionality, shipping notifications, product photos, and inventory status.

3. Modernize acquisition through technology.

- a. Deliver a modern, enterprise-wide Contract Acquisition Life-cycle Management (CALM) system to streamline acquisition systems.
- b. Merge legacy applications under the Assisted Services Shared Information System (ASSIST) to provide users with a single experience for all GSA Assisted Acquisitions.
- c. Automate bots to produce time savings and/or increase quality through error detection.
- d. Streamline and improve data management for the more than 50 million products and services offered to the Federal Marketplace (FMP) through Catalog Management.

4. Improve GSA contract administration to ensure effective mission execution.

- a. Conduct both cyclical and targeted reviews of contracting activities' acquisition performance.
- b. Assign agency-wide corrective action plans and share results with GSA senior leadership and key acquisition professionals to monitor continual performance improvements.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> Office of Customer Experience GSA IT

Performance Goal 2.2.1 - Increase customer satisfaction

Benefit to the Public:

Assessing customer loyalty allows GSA to take action to improve program operations. The network of suppliers and vendors GSA leverages to provide customer agencies with goods and services is essential to service delivery. Through positive working relationships that are mutually beneficial for the supplier and customer, GSA is able to provide better service to customers, and ultimately to the public.

Performance Indicator Definition:

Customer Loyalty Survey (CLS) score (Rating scale is 1 to 10):

Tracks customer loyalty and ensures GSA’s FAS is effective at meeting customer requirements. GSA identifies customers and develops a questionnaire to ensure program offices have actionable recommendations for areas of improvement. The result is the average score across three loyalty intention items for each respondent. Responses are rated on a 10-point scale where “1” equals “not at all likely” and “10” equals “very likely.” The three key questions are:

1. How likely are you to recommend [program office] to others?
2. How likely are you to continue to use [program office] in the future?
3. How likely are you to consider [program office] as your first choice for [product/service]?

PI 2.2.1 Customer Loyalty Survey (CLS) score (Rating scale is 1 to 10)*

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	7.5	7.6	7.9	7.9	8.0	8.1
Results	7.6	7.9	7.8	7.9	N/A	N/A

*Beginning in FY 2022, a modest change to the CLS methodology was implemented to provide a more balanced and accurate representation of survey responses. As a result, FY 2022 figures are not comparable to FY 2019 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in a slight decline in CLS score from FY 2020 to FY 2022.

Performance Goal 2.2.2 - Increase satisfaction of supplier base

Benefit to the Public:

Strong supplier relationships make interactions between the Government and industry more efficient, transparent, and cost effective, creating lower cost services that maximize taxpayer dollars. When Government and industry collaborate effectively, the highest-quality solutions can be delivered to meet customer agencies’ missions to the public.

Performance Indicator Definition:

Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5) (formerly Supplier Relationship Management Survey):

The ISS is distributed annually to over 13,000 unique industry partners with contracts covering a diverse portfolio of GSA contract vehicles. The sources for the vendors are e-Library, Federal

Procurement Data System - Next Generation (FPDS-NG), and GSA’s Salesforce database. Respondents are asked “Please consider all of your experiences interacting with [GSA program]. How satisfied are you?” Responses are rated on a 5-point scale where “1” equals “Very Dissatisfied” and “5” equals “Highly Satisfied.” The overall score represents the average of each portfolio’s average score.

PI 2.2.2 Industry Satisfaction Survey (ISS) score (Rating scale is 1 to 5)*

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	3.73	3.70	3.85	3.95	4.00	4.05
Results	3.65	3.81	3.90	3.99	N/A	N/A

*Beginning in FY 2022, a modest change to the ISS methodology was implemented to provide a more balanced and accurate representation of survey responses. As a result, FY 2022 figures are not comparable to FY 2019 - FY 2021 figures as shown in the table. Applying the new methodology to prior years would result in similar results from FY 2019 to FY 2022.

Performance Goal 2.2.3 - Improve tenant satisfaction in Government-owned and -leased space

Benefit to the Public:

Tenant satisfaction is a good barometer for GSA to measure how well it is providing safe, reliable, productive, and sustainable workplace environments that support agencies' abilities to adequately serve the public at the best value to the taxpayer.

Performance Indicator Definition:

Tenant Satisfaction Survey (TSS) - Facilities Management Index:

Tenant satisfaction with Government owned and leased space – Facilities Management (FM) Index comprises nine existing questions from the Tenant Satisfaction Survey related to the condition of the building and grounds, common areas, restrooms, and elevators. Each question relates to areas of the building that GSA’s facility managers directly influence or control. To calculate the FM Index score, all the “4” and “5” responses for the nine questions are added then divided by the total number of responses.

PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index*

Lead Office: PBS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	70%	N/A	N/A	N/A	70%	71%
Results	70%	N/A	N/A	N/A	N/A	N/A

*Due to decreased occupancy levels associated with the COVID-19 pandemic, GSA did not conduct the TSS in FY 2020, FY 2021, or FY 2022. GSA plans to restart the TSS in FY 2023.

Performance Goal 2.2.4 - Improve the quality of contract administration in GSA contracting activities

Benefit to the Public:

GSA Procurement Management Reviews (PMRs) assess GSA contracting activities and program offices to identify successes and challenges in the performance of contract administration and execution. Specific test questions are developed and applied at the entity and transactional levels to identify: (1) whether proper policies, controls, and training are in place to support successful contract

administration and execution; and (2) whether contract files are compliant with applicable laws, regulations, and policies at the transactional level. Contract administration is essential to ensuring the Government and taxpayer are getting what they are paying for.

Performance Indicator Definition:

(a) Average Entity scores as measured by Procurement Management Review Division (PMRD) (Rating scale is 0% to 100%):

Scores indicate if proper policies, controls, and training are in place to confirm successful contract administration and execution.

For entity-level reviews, contracting activities are evaluated against a framework based on the OMB Office of Federal Procurement Policy’s “Guidelines for Assessing the Acquisition Function”. The framework is built around four Cornerstones, each with an associated weighting:

- Organizational Alignment & Leadership: 30%;
- Policies & Processes: 30%;
- Human Capital: 20%, and
- Information Technology & Stewardship: 20%.

Within each Cornerstone, there are two elements with a critical success factor used to gauge the efficiency and effectiveness in acquisitions. Each test is assigned a value and all test scores are added together for an overall score out of 100 points.

(b) Average Transactional scores as measured by PMRD (Rating scale is 0 to 3):

Scores indicate whether Contracting Officers and Contracting Officer’s Representatives are successfully performing contract administration duties.

Transactional-level reviews consist of reviewing contract files for evidence of compliance utilizing a maturity scoring process. The use of the maturity model allows GSA to measure incremental progress toward compliance. Test scores are averaged to provide an overall perspective and each test question receives a score from 0 to 3 based on the following parameters:

- 0 = No evidence of compliance in the contract file.
- 1 = There is documentation in the file, but it is severely lacking and does not meet the minimum requirements.
- 2 = Compliance occurred, but documentation was unclear and difficult to follow.
- 3 = Clear evidence of compliance.

Note: Test questions evolve with each fiscal year as new contract administration guidance and policy is issued and existing policies and guidance are strengthened. Contracting activities are consistently asked to meet higher standards to achieve the same scores each year.

PI 2.2.4 (a) Average Entity scores as measured by PMRD (Rating scale is 0% to 100%)

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	85%	85%	85%
Results	89%	85%	87%	86%	N/A	N/A

PI 2.2.4 (b) Average Transactional scores as measured by PMRD (Rating scale: 0-3)

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	2.00	2.00	2.00
Results	2.22	2.12	2.11	2.11	N/A	N/A

Strategic Objective 2.3

As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.

GSA has supported economic recovery of the domestic supply base, worked to strengthen the industrial base, created policy to increase consideration of climate impact in key acquisitions, recognized and begun the development of processes and procedures to address the impact of cyber risk in Smart Buildings, and established three GSA-wide Cyber-Supply Chain Risk Management (C-SCRM) priorities. To ensure a strong and resilient supply chain, GSA will continue to advance cyber-supply chain risk management and cultivate a healthy supply base.

Strategic Initiatives

1. Leverage acquisition to identify, deter, and respond to cyber threats.

- a. Promote interagency collaboration, develop policy and regulation guidance, and move toward a Zero Trust Architecture.
- b. Develop and implement vendor, customer, and acquisition workforce communications of new cyber requirements and monitor vendor offerings on GSA acquisition vehicles.
- c. Standardize and expand GSA's operational management of supply chain risks and build depth on pre- and post-award vendor risk assessment.

2. Support the American economy and businesses with strategic purchasing practices.

- a. Increase reporting capabilities and develop reporting protocols for Made in America waivers.
- b. Utilize the Federal Acquisition Regulation rulemaking process and expand the domestic requirements under the Buy American Act to address the identification of critical products and use of enhanced price preference.

3. Strengthen the Industrial Base.

- a. Foster a supply chain that can achieve new public policy objectives and meet customer requirements.
- b. Analyze supplier data, conduct vendor outreach, and develop policies and acquisition strategies to strengthen the diversity of the supplier base doing business through the GSA acquisitions program or directly through the award of GSA contracts.
- c. Build small business capacity in underrepresented markets, such as facilities maintenance and personal protective equipment.

4. Promote sustainable acquisition.

- a. Establish internal guidance to incorporate sustainable best practices throughout the acquisition life cycle.
- b. Partner with other agencies to require new construction or major modernization designs to be, at minimum, net zero energy-ready and to stop the use of fossil fuel-generated energy in new and modernized buildings.
- c. Explore ways to reduce the embodied carbon of materials used in construction and facilities modernization projects.

5. Develop and implement GSA Smart Buildings technology.

- a. Enhance processes in the Supply Chain Risk Management and Smart Building programs to quickly deploy smart devices, such as occupancy sensors, while preparing against cyber-attacks.
- b. Issue a directive to uphold consistency in applying, evaluating, and implementing Smart Buildings system technology.
- c. Update the 2011 technology policy, revise the Smart Buildings program guide, and issue a new Smart Buildings Implementation Guide to serve as a roadmap for Smart Buildings Systems for GSA real estate projects.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization Krystal Brumfield, Office of Government-wide Policy David A. Shive, GSA IT
Contributing Programs	<ul style="list-style-type: none"> ● Office of the General Counsel ● Office of Strategic Communication

Performance Goal 2.3.1 - Increase awareness and capabilities within GSA’s acquisition workforce to better manage supply chain risks

Benefit to the Public:
GSA’s acquisition workforce is charged with appropriately using taxpayer dollars to acquire best-value solutions for GSA and other agencies and assisting other agencies’ acquisition workforces in doing the same for their own agencies. GSA operates in a world of ever-increasing supply chain risks as it relies more on Information and Communications Technology (ICT), and as adversaries become more sophisticated. To protect taxpayer dollars, GSA’s acquisition workforce must understand and manage supply chain risks. The Federal Acquisition Institute is developing training on supply chain risk management that will be required of the GSA acquisition workforce.

Performance Indicator Definition:
Percent of GSA acquisition workforce trained in cyber-supply chain risk management:
This measure assesses GSA’s progress toward all of its acquisition workforce completing this training and any other mandatory training in supply chain risk management.

PI 2.3.1 Percent of GSA acquisition workforce trained in cyber-supply chain risk management

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	0% (baseline)	50.0%	80.0%	90.0%
Results	N/A	N/A	N/A	78.7%	N/A	N/A

Strategic Objective 2.4

Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.

GSA will collaborate and build more robust outreach to industry regarding Federal acquisition requirements and best practices promoting opportunities for small, disadvantaged, and socioeconomic entities. GSA will continue to educate the acquisition workforce on the importance of exceeding small business goals, ensuring our offerings promote a vibrant industrial and technological base. These actions will directly support increases in jobs and economic growth.

Strategic Initiatives

1. **Design post-award support strategy for new Government-wide contractors.**
 - a. Streamline onboarding of new contractors through the Federal Supply Schedule.
2. **Expand GSA’s industry partner base through development of the Polaris Government-wide Acquisition Contract (GWAC).**
 - a. Expand the industry partner base, provide greater access to emerging technologies, simplify proposal submission requirements, and improve the overall customer experience.
3. **Develop supplier diversity plan.**
 - a. 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, including plans for regular on-ramping of key acquisition vehicles.
4. **Advance AbilityOne program.**
 - a. Work with the AbilityOne Commission and authorized Central Nonprofit Agencies to develop strategies that increase employment opportunities for persons with disabilities.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization
Contributing Programs	N/A

Performance Goal 2.4.1 - Increase opportunities for persons with disabilities through GSA procurement

Benefit to the Public:

The AbilityOne Program is a mandatory source of supply for Federal purchasers and private sector contractors authorized to use Government sources of supply. Quality products and services are offered at fair market prices. The program relies heavily on purchases from Federal agencies for goods and services provided by persons with disabilities. Increasing the percent of GSA obligations to the AbilityOne program contributes to employment opportunities for persons with disabilities; creates meaningful pathways for economic growth and prosperity; expands the Federal workforce; and lessens State and Federal disability subsidies to individuals with disabilities. GSA’s commitment will help with

supporting competitive integrated employment, diversity, and inclusion in the workforce.

Performance Indicator Definition:

Percent of GSA obligations to AbilityOne Program:

The indicator calculates the percentage of total GSA contracting obligations associated with the AbilityOne program.

PI 2.4.1 Percent of GSA obligations to AbilityOne Program

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	2.00%	2.50%	3.00%	TBD
Results	7.39%	7.91%	5.78%	7.60%	N/A	N/A

Performance Goal 2.4.2 - Maintain and improve the percent of spend that goes to small business from the Multiple Award Schedule (MAS)

Benefit to the Public:

The consolidated MAS with consistent terms makes it easier for suppliers to do business with the Government and makes it easier for agencies (buyers) to navigate the MAS program to find and acquire goods and services for sales. Greater percent of sales to small businesses spreads Government spending and opportunity across a broader group of companies.

Performance Indicator Definition:

Percent of spend going to small business from the Multiple Award Schedule (MAS):

This indicator reports the percent of MAS business volume attributed to small businesses each year by calculating the MAS total business volume in dollars attributed to small businesses and dividing by the total business volume.

PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS)

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	33.00%	33.00%	35.00%	36.00%	35.00%	35.00%
Results	34.20%*	33.76%*	34.36%*	35.42%	N/A	N/A

*FY 2019 to FY 2021 results have been revised from previously reported figures. Extensive data cleaning and re-coding led to a one-time revision of MAS sales, the denominator in the calculation of this measure. The revised results more accurately capture the level of MAS sales and the proportion of those sales going to small business.

Performance Goal 2.4.3 - Create more opportunities for small and socio-economic businesses

Benefit to the Public:

Small businesses power the economy and contracting with them is a “win-win”. The Government receives great service at a great value, while small businesses are provided opportunities to grow and create jobs. By supporting these businesses, GSA strengthens the country's economy and industrial base, while enabling job creation for the U.S. workforce. Further, awarding contracts to small

disadvantaged businesses mean opportunities for underserved business owners and entrepreneurs, added jobs in their communities, and the advancement of diversity, equity, and inclusion across the nation.

Performance Indicator Definition:

(a) Percent of GSA contract dollars awarded to small business through prime contracting:

This indicator tracks the overall percent of eligible procurement dollars awarded to small businesses through prime contracting.

(b) Small Business Administration’s (SBA) Small Business Procurement Scorecard - GSA’s Grade:

The SBA Small Business Procurement Scorecard is an annual assessment tool measuring how successfully Federal agencies reach their small business and socio-economic prime contracting and subcontracting goals. Agencies earning an “A” or “A+” on the scorecard demonstrate their strong commitment to delivering for small and small disadvantaged businesses.

PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting

Lead Office: OSDDBU

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	30.00%	29.00%	30.00%	34.00%	33.00%	TBD
Results	42.69%	49.43%	46.89%	TBD*	N/A	N/A

*Result is expected in Q3 of FY 2023.

PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA’s Grade

Lead Office: OSDDBU

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	A+	A+	A+	A+	A*	A
Results	A+	A+	A+	TBD**	N/A	N/A

*SBA previously set FY 2023 at A+ and subsequently reset it to A to accommodate a significant increase to the SDB goal.

**Result is expected in Q4 of FY 2023.

Strategic Goal 3: Digital Government

A digital Government that delivers for the public through trusted, accessible, and user-centered technologies

GSA is positioned to create transformative change across Government as agencies modernize and secure Federal IT and Federal networks. Driven to make an impact, GSA's technology offices — TTS and the Office of Information Technology Category (ITC), supported by the OGP — are leading the digital ecosystem in the Federal Government. They are committed to deepening Government-wide capabilities and services to yield a trusted, accessible, and user-centered digital experience.

Technology is at the foundation of all of the Administration priorities: addressing the COVID-19 pandemic; promoting economic recovery; advancing diversity, equity, inclusion, and accessibility; and tackling the climate crisis. More specifically, the pandemic has revealed and underscored the need for the Government to improve service delivery through technology. The nation's response to the pandemic was hindered by legacy systems and compounded by clear digital inequalities. Agencies have an obligation to rebuild public trust and to improve mission delivery through digital services.

The pace of change in technology is rapid and affects all aspects of our lives. Transforming how the Government uses technology and developing more effective digital services can improve the lives of the American people. GSA is well positioned to deliver meaningful advancements by supporting agencies in their journeys and prioritizing the development of common digital services and standards, platforms, and products.

Programs such as the United States Web Design System, Login.gov and USA.gov are examples of GSA's ability to deliver increased efficiency, integration, and improved service delivery for human life experiences — “the moments that matter most in people's lives.” By adapting and aligning its work to anticipate change, GSA can support technology development and deployment at other agencies. Finally, GSA can model effective digital Government by improving its own websites, products, and services, showcasing its shared offerings available to partner agencies.

Strategic Objective 3.1

Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.

To best serve the wide-ranging needs of the public and our Government, GSA must insist on diversity, equity, inclusion, and accessibility in our teams and in our services. This is essential for developing, implementing, and responsibly scaling adoption of technology that works for everyone. GSA recognizes that the most effective teams are cross-functional and have diverse backgrounds, experiences, and skills— with high levels of cultural competency and inclusivity. By prioritizing an equity-focused, people-centered approach to our design practices, we can proactively reduce negative impacts and improve usability and accessibility of our products and for the American people.

There is a significant opportunity to improve how the Federal Government designs and delivers services and experiences for the public. Federal agencies have expressed robust demand for support in this area. With its strong organizational culture, technology, and customer experience (CX) capabilities, GSA can further develop CX and equity-centered design capacity at partner agencies through the Technology Transformation Services. These services support the Federal Government as it works to implement solutions that are simple, effective, equitable, and accessible to the public. For example, GSA will focus on broadening the public's access to voting by improving vote.gov, with an emphasis on providing Federal voting requirements and documents in many needed languages and media formats. GSA will explore opportunities to provide similar information about State and local voting.

For our partners and customers, GSA's solutions must represent the public it serves. Recognizing that equitable approaches lead to better outcomes for everyone, GSA must deliver with equity at the forefront of its services and solutions. This includes advising and leading inclusive design strategy; providing training, support, and best practices to delivery teams; and ensuring GSA's workforce has the skills to design, develop, and deliver equitable projects and products. In implementation, GSA will:

- Advocate for an inclusive design mindset with GSA supervisors and leaders to strengthen team and portfolio capabilities through ongoing training, toolkit development, research, and more.
- Prioritize, identify, measure, and support improved usability and accessibility for historically and socially marginalized communities, applying best practices during the design process to reduce negative impacts to these communities.
- Ensure inclusive representation of the public in user research practices, such as ongoing co-creation and participatory design.
- Define and drive equity and accessibility best practices and requirements across GSA.

Strategic Initiatives

1. **Increase user satisfaction with GSA websites and digital products, as well as agency partner websites, by focusing on accessibility, navigation, data integrity, and standardization.**
 - a. Increase the adoption of GSA digital products and services that promote the 21st Century Integrated Digital Experience Act (IDEA) principles by increasing standardization among Government websites.

- b. Reimagine the USAGov program to increase government information sharing and accessibility to the public by incorporating multiple language translation services and modern call center technology.
- c. Enhance the digital literacy of GSA website managers.

2. Expand data visibility and insight through increased outreach and resources for the Digital Analytics Program (DAP).

- a. Upgrade tools and technologies to expand DAP capabilities for helping agencies understand how people find, access, and use Government services online.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization
Contributing Programs	<ul style="list-style-type: none"> ● Office of Strategic Communication ● Office of Customer Experience

Performance Goal 3.1.1 - Evaluate, rationalize, and modernize GSA technology and solutions to advance standardization among websites across Government

Benefit to the Public:

Government websites and digital services are the primary means by which the public receives information from and interacts with the Federal Government. These websites and services help the public apply for benefits, search for jobs, comply with Federal rules, obtain authoritative information, and much more. Federal websites and digital services should always meet and maintain high standards of effectiveness and usability while providing quality information.

While the Government is required to purchase accessible IT products and services, many current solicitations fail to adhere to this requirement. When Federal agencies’ solicitations and statements of work do not contain necessary requirements for companies to build ICT digital assets in compliance with Section 508 standards, people with disabilities are excluded from essential services and opportunities. Increasing the percent of solicitations that require conformance to Section 508 reduces accessibility barriers and promotes equity and inclusion for people with disabilities.

GSA will model an effective digital agency by improving the accessibility of its own websites, products, and services, by assessing websites and solutions to ensure that they meet or surpass the public’s expectations and prioritizing elements outlined in the 21st Century IDEA, such as governance, data, search and navigation, engagement, and privacy.

Performance Indicator Definition:

(a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards:

This indicator measures the percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards. The 21st Century IDEA Act is a Federal law aimed at improving the digital experience for government customers and reinforcing existing requirements for federal public websites. 21st Century IDEA standards include requirements regarding accessibility, governance, data, search and navigation, engagement, and privacy. GSA is assessing all its digital services to prioritize those with the highest impact for usability improvements.

(b) Percent of TTS digital assets that are Section 508 compliant:

This indicator calculates the percent of TTS digital solutions that meet Section 508 standards. Section 508 of the Rehabilitation Act of 1973 is a Federal law requiring that all electronic and information technology (that is developed, maintained, or used by the Federal Government) be accessible to people with disabilities.

TTS digital solutions and internal assets encompass a broad array of IT related resources for agencies, industry, and the public to leverage. The scope of solutions includes:

- Data and analytics resources that include Data.gov, the DAP, Api.data.gov, and the Feedback Analytics Program.
- Innovation resources that include Challenge.gov, CitizenScience.gov, and 10X.
- Public experience resources that include Login.gov, USAGov, Labs, and the U.S. Web Design System.
- Cloud utilization resources such as Federal Risk and Authorization Management (FedRAMP), cloud.gov, and Federalist.18f.gov.
- Resources that promote common technology components that are modular, interoperable, and secure including Search.gov and Code.gov.
- Other resources such as DigitalGov University, DigitalGov Communities of Practice, US Digital Registry, Federal CrowdSource Mobile Testing Program, and Terms of Service.

(c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that adequately address Section 508 provisions:

This indicator is calculated using the Solicitation Review Tool (SRT), an artificial intelligence tool with an API connection to SAM.gov. The SRT scans SAM daily and uses machine learning to determine if the solicitations are supposed to have Section 508 language included. If so, the SRT determines if it does or does not adequately address Section 508 provisions.

PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards

Lead Office: OCE

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	8%	20%	TBD
Results	N/A	N/A	4%	15%	N/A	N/A

PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	75%	100%	100%
Results	N/A	N/A	53%	80%	N/A	N/A

PI 3.1.1 (c) Percent of ICT solicitations posted to SAM.gov that adequately address Section 508 provisions

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	Baseline	5.00%	10.00%	15.00%
Results	N/A	N/A	3.00%	6.04%	N/A	N/A

Performance Goal 3.1.2 - Improve the public’s ability to access resources by increasing usability, utility, and data integrity of public-facing Government websites.

Benefit to the Public:

Government websites serve as a critical touchpoint between the public and Government. It is imperative that Government information and services located on public-facing websites are secure, easy to navigate, and can be accessed by the entire public. TTS solutions, like the U.S. Web Design System, Touchpoints, Search.gov, Forms Service, and others are built for agencies to use quickly in order to meet these needs, improving accessibility in servicing their constituents in a way that is consistent, innovative, and cost-effective.

Performance Indicator Definition:

Number of websites utilizing GSA’s Digital Analytics Program (DAP):

This indicator measures the number of websites across the Government that utilize the set of digital analytics tools created by GSA, DAP. GSA’s DAP currently provides three services:

- Free web analytics tools for public-facing Federal websites that are comprehensive and easy-to-use
- Scalable infrastructure for measuring a broad range of .gov sites (large and small)
- Training on analytics tools and reporting

PI 3.1.2 Number of websites utilizing GSA’s Digital Analytics Program (DAP)

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	6,300	6,800	6,915
Results	N/A	N/A	6,000*	6,640*	N/A	N/A

*Results are estimated based on criteria used to filter out testing sites to better count public-facing production websites.

Strategic Objective 3.2

Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.

GSA is committed to providing technology support that builds digital capacity within Government agencies and ultimately makes it easier for the public to access the resources they need in the moments they most need them. GSA offers a diverse portfolio of shared technology solutions that helps agencies improve system security, interoperability, and digital delivery of information and services to the public.

GSA is focused on implementing a market development and partnerships capability, featuring a market-sensing initiative, that will ensure GSA is ready to deliver technology solutions to Government’s most pressing challenges. In doing so, GSA will continue to leverage its biggest strength — the ability to work with stakeholders to identify problems, develop solutions, and execute on those solutions.

Strategic Initiatives

1. **Continue to grow and streamline targeted shared services that enable the public to easily and safely engage with the Government.**
 - a. Improve the equity and security of identity verification for users of Government websites.
 - b. Expand the Login.gov platform, enhancing Login.gov’s current operational environment to further scale across Government and increase equitable access to websites and digital services.
 - c. More effectively facilitate public access to Federal rulemaking and guidance information, streamline workflows for Federal rule makers, and support data tools to improve analysis of rulemaking data by Government and the public.
2. **Reduce public sector digital threats by expanding the Federal Risk and Authorization Management Program (FedRAMP).**
 - a. Increase reuse of authorized cloud products.
3. **Be a partner and leader in facilitating the procurement of and access to authorized services and products to State, local, territorial, and Tribal governments.**
 - a. Scale GSA’s technology programs, products, and expertise to State, local, territorial, and Tribal governments where authorized.
 - b. Deploy digital service teams to help State and local governments reduce duplication of services and more efficiently allocate IT funds from the Federal Government.

Goal Leader	Sonny Hashmi, Federal Acquisition Service
Contributing Programs	<ul style="list-style-type: none"> • Office of the Administrator • Office of Congressional and Intergovernmental Affairs

Performance Goal 3.2.1 - Target the growth of shared security products to reduce digital threats

Benefit to the Public:

Cyber threats are constantly evolving. It is more urgent than ever for the public to gain fast, easy, and secure access to Government services. GSA plays a key role in providing shared security products to reduce digital threats Government-wide through FedRAMP capabilities.

FedRAMP is a Government-wide program in GSA’s FAS TTS that promotes the adoption of secure cloud services across the Federal Government by providing a standardized approach to security and risk assessment for cloud technologies and Federal agencies. FedRAMP empowers agencies to use modern cloud technologies, with an emphasis on security and protection of Federal information. The Government uses FedRAMP authorized cloud systems to power Agency IT operations in providing Government services and information to the public. Faster authorization timelines allow agencies to more quickly modernize their IT and provide optimal citizen experiences.

The FedRAMP program makes it easier and more efficient for agencies to securely use cloud services by issuing FedRAMP authorizations. Once cloud products achieve FedRAMP authorization they can more easily be reused across Government.

Performance Indicator Definition:

(a) Number of times FedRAMP authorized products have been reused by agencies (cumulative):

This indicator measures the number of FedRAMP authorized cloud products that are reused across the Government.

(b) Average time to obtain a provisional FedRAMP authorization (months):

FedRAMP works with Cloud Service Providers, selecting cloud products each year as candidates for a Provisional Authority to Operate. This indicator tracks the time from cloud product submission to approval.

(c) Average time to obtain a FedRAMP authorization through an agency (months):

Agencies may work directly with a Cloud Service Provider for FedRAMP authorization. This measure tracks the time from cloud product submission to approval for agency-requested FedRAMP authorizations.

PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative)

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	2,760	3,174	5,353	5,893
Results	1,273	1,847	2,864	4,573	N/A	N/A

PI 3.2.1 (b) Average time to obtain a provisional FedRAMP authorization (months)

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	4.19	4.84	4.55	4.10	4.10	3.60
Results	4.19	4.82	4.60	4.60	N/A	N/A

PI 3.2.1 (c) Average time to obtain a FedRAMP authorization through an agency (months)

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	8.23	8.34	8.04	7.20	6.20	5.50
Results	N/A	N/A	8.10	7.50	N/A	N/A

Performance Goal 3.2.2 - Increase adoption of GSA-sponsored identity solutions ● FY 2022 -2023 Agency Priority Goal	
<p>Benefit to the Public: GSA provides agencies with identity management solutions, such as Login.gov, that meet the latest security standards to counteract evolving cybersecurity threats. Login.gov is a secure sign-in service used by the American public to sign in to participating Government agencies, allowing them to access most of their information and service needs via a single username and password. As more agencies adopt GSA’s identity management solutions, duplication of effort across the Government declines.</p> <p>The effectiveness of Login.gov can be assessed by the number of people who use Login.gov and the number of vendors, data source providers, and service applications that are using the platform.</p>	
<p>Performance Indicator Definition:</p> <p>(a) Number of customer agencies using at least one GSA identity management solution: This indicator measures the number of agencies using a GSA identity verification solution like Login.gov.</p> <p>(b) Number of active users on Login.gov (in millions): This indicator measures the number of active users with a Login.gov account.</p> <p>(c) Number of identity vendor and Government data source providers on the platform: This indicator measures the total number of vendor and Government data source providers utilized to verify Login.gov user identities. More sources lead to higher identity-proofing accuracy, better user experience, and cost reduction.</p> <p>(d) Number of Login.gov serviced applications: This indicator measures the number of Government services using Login.gov for identity verification.</p>	

PI 3.2.2 (a) Number of customer agencies using at least one GSA identity management solution

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	31	40	43
Results	17	19	27	38	N/A	N/A

PI 3.2.2 (b) Number of active users on Login.gov (in millions)

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	32.00	55.00	75.00
Results	N/A	14.00	16.00	41.04	N/A	N/A

PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	4	4	4
Results	N/A	2	2	3	N/A	N/A

PI 3.2.2 (d) Number of Login.gov serviced applications

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	34	60	100	250	375	450
Results	46	83	199	322	N/A	N/A

Strategic Objective 3.3

Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.

GSA provides technical services and an array of digital products and programs that are available on a Government-wide scale. The current Administration has invested significantly in technology and positioned GSA as the “tip of the spear” to expand technology modernization and digital transformation across the Federal Government. This is an opportune moment to be ambitious and aggressive in driving transformational change on behalf of the American people.

Yet few Federal agencies are adequately positioned to invest in technology solutions to address cross-agency or broad public challenges. New technology offerings in the Government tend to struggle to consistently scale and become sustainable.

However, GSA has a track record of seeding new products and capabilities for the Government. GSA is well positioned to provide modern products and services and enable capabilities on a cross-agency basis. GSA is exploring the opportunity to utilize a venture studio-like model within TTS to scale reimagined Government-wide products, services, and capabilities. This approach would help to launch innovative offerings and sustain them by providing resources and creating a clear, repeatable model for growing new ventures. It would focus on high-impact digital transformation projects spanning multiple agencies and/or the public.

Strategic Initiatives

1. **Be the premier provider of shared digital services and solutions for Government.**
 - a. Position GSA’s TTS more prominently in the Federal market.
 - b. Emphasize innovative technology expertise in people, services, and solutions to accelerate IT modernization in Government.
 - c. Pursue amendments to the Federal Citizen Services Fund (FCSF) authorities to better serve the public and accomplish more impactful projects.
2. **Drive technology modernization and increase technology acumen across Government by expanding innovative accelerators.**
 - a. Expand the use of innovative accelerators and communities of practice to drive technology modernization with agency partners and deepen the pool of technology acumen across Government.
3. **Leverage the American Rescue Plan (ARP) funds and GSA expertise to support agencies recovering, rebuilding, and reimagining the delivery of digital products and services to meet the needs of the public and other stakeholders.**
 - a. Reimagine the delivery of digital services to improve transparency, interoperability, security, and efficiency to bolster public confidence in Government.
 - b. Allocate ARP funding to digital projects and initiatives aligned with these guiding objectives.
 - c. Collaborate with the Federal community on ARP-related initiatives to develop a consistent, repeatable, and equitable process for evaluating and monitoring funded projects.

4. **Leverage the Technology Modernization Fund to drive high-impact, urgent IT modernization, providing funding that is aligned with the needs of Federal agencies and the fast pace of changing technology.**
 - a. Actively work with agencies pre- and post-award to ensure that projects are well-designed and set up for success.
 - b. Support modernization of cybersecurity, public-facing digital services, high-value assets, and Government-wide collaboration and shared services.
 - c. Overhaul and upgrade the Federal IT Dashboard to support greater transparency into IT investments and enable better decision making around funding allocation.

5. **Increase the technological capabilities of the Federal Government and support GSA’s diversity, equity, inclusion, and accessibility priorities by expanding the digital workforce and combating current disparities within the Federal IT workforce.**
 - a. Attract talent by creating new pathways for early career and diverse technologists to enter Government through programs such as the U.S. Digital Corps.
 - b. Continue to champion diversity, equity, inclusion, and accessibility best practices within GSA and share learnings across Government.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> ● Office of the Chief Financial Officer ● Office of Human Resources Management ● GSA IT

Performance Goal 3.3.1 - Increase Government technology acumen and adoption
<p>Benefit to the Public: Agency adoption of TTS products and services enable IT modernization, which leads to an optimal experience for the public when interacting with the Government online. TTS prioritizes community, growth, and iteration. To accelerate IT modernization Government-wide, TTS programs such as the Centers of Excellence value collaboration, rely on best practices, look to centralized resources, and innovate from within. The 18F program applies agile methods to modernize software while developing open, crowd-sourced, accessible resources. The Digital.gov program hosts Communities of Practice with the primary purpose of collaborating and sharing resources with others across Government.</p>
<p>Performance Indicator Definition: Number of agencies using TTS consulting services and products: This indicator measures the number of agencies modernizing their services through the use of TTS technology experts and shared products.</p>

PI 3.3.1 Number of agencies using TTS consulting services and products

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	82	79	79
Results	60	57	74	79	N/A	N/A

Performance Goal 3.3.2 - Increase usage and satisfaction with GSA’s shared digital services and solutions

Benefit to the Public:

TTS plays a critical role within the Federal technology ecosystem by providing valuable digital services and capabilities. TTS’s subject matter experts help Federal agencies modernize their technology to deliver services more efficiently and equitably.

Tracking business volume for TTS demonstrates demand for products and services across Government and continued growth of the organization. It also shows progress towards a sustainable business model and the ability of the organization to meet the IT modernization needs of federal agencies.

As agencies seek to capitalize on a growing array of technology-driven opportunities, it is important that TTS effectively communicate its value to the Government and scale its business to maximize the benefits they deliver. The Net Promoter Score (NPS) will assist TTS and GSA in identifying where we are servicing our agency partners well and opportunities for improvement where we can take active measures to strengthen offerings.

Performance Indicator Definition:

(a) TTS business volume (in millions):

This indicator measures the amount of consulting work and services TTS provides to agency partners.

(b) Agency partner satisfaction - Net Promoter Score (NPS):

This indicator measures the loyalty of customers to TTS services. A “great” score is between 30-70.

PI 3.3.2 (a) TTS business volume (in millions)

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	\$65.10	\$88.20	\$110.50	\$123.80	\$157.00	\$157.00
Results	\$58.90	\$76.00	\$96.30	\$112.48	N/A	N/A

PI 3.3.2 (b) Agency partner satisfaction - NPS

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	45.0	41.2	41.2
Results	N/A	N/A	41.0	41.2	N/A	N/A

Performance Goal 3.3.3 - Increase Federal IT modernization	
<p>Benefit to the Public:</p> <p>The American Rescue Plan (ARP) is delivering direct relief to the American people, addressing the consequences of the COVID-19 pandemic, and revitalizing the American economy. TTS continues to actively support the ARP through the Federal Citizens Services Fund (FCSF), which received ARP funds to build more secure and effective public digital experiences. TTS is reimagining the delivery of digital services to improve transparency, security, and efficiency to bolster public confidence in Government. The adoption of ARP-funded initiatives is important to help the Government modernize IT and provide trustworthy, seamless, and optimal experiences for the public.</p> <p>The Office of Government-wide Policy’s modernized Federal IT Dashboard made its public debut with the President’s FY 2023 budget submission to Congress in 2022. The Dashboard initially contained IT budget and management information, however, GSA and OMB’s Office of the Federal Chief Information Officer (CIO) plan to expand the platform by adding a new data source each year, increasing the public transparency of Federal IT initiatives, cost, and management practices. Decisions on information made publicly available will be approved by OMB.</p>	
<p>Performance Indicator Definition:</p> <p>(a) Percent of Federal Citizen Services Fund (FCSF)’s American Rescue Plan (ARP) funds that have been obligated (cumulative): This indicator assesses GSA’s progress in awarding ARP funds to FCSF projects. The FCSF received \$150 million from ARP to enhance the Government’s ability to operate digitally. Projects can be near-term or longer-term initiatives.</p> <p>(b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative): This indicator measures the cumulative count of the number of Federal IT-related data sources shown on the modernized Federal IT Dashboard.</p>	

PI 3.3.3 (a) Percent of FCSF’s ARP funds that have been obligated (cumulative)

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	50.00%	78.00%	100.00%
Results	N/A	N/A	2.20%	35.23%	N/A	N/A

PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative)

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	Baseline	2	3	4
Results	N/A	N/A	1	2	N/A	N/A

Performance Goal 3.3.4 - Expand the diversity of the digital workforce
<p>Benefit to the Public: To design and develop technology that meets the needs of the public, the Government needs to have a digital workforce that represents the diversity of the United States along the lines of gender, race, age, and ethnicity. Expanding the diversity of the digital workforce will help ensure that Government services and experience are equitable and accessible. While TTS programs such as 18F and the Presidential Innovation Fellows provide compelling civic career pathways for mid-to-senior career technologists, there has long been a need for entryways into public service for technologists early in their career. The new U.S. Digital Corps program is designed to increase diversity in the technology workforce and attract junior technologists to Government service.</p>
<p>Performance Indicator Definition: Number of new hires for the U.S. Digital Corps program: This indicator measures the number of fellows hired into the Digital Corps program during the year.</p>

PI 3.3.4 Number of new hires for the U.S. Digital Corps program

Lead Office: FAS TTS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	Baseline	20	40	60
Results	N/A	N/A	0	38	N/A	N/A

Strategic Goal 4: Government Operations

A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people

Government agencies are best able to execute their mission when they have well-informed decision-making capabilities, affordable and readily accessible solutions to operate key functions, and strong policy development and implementation practices. Yet agencies face a daunting task to develop and periodically upgrade these “building blocks” on their own. Common sense dictates that agencies benefit when they are able to use the practices, processes, and expertise of other agencies and the broader ecosystem of stakeholders that work with the Government.

GSA plays a unique role in bringing together Federal agencies, industry, academia, and subject-matter experts to make Government more effective, efficient, and responsive to the American people. The “Government Operations” Strategic Goal emphasizes the communication channels, processes, tools, and services that collectively serve as an accelerator for sharing and applying knowledge across the Executive branch enterprise.

Strategic Objective 4.1

Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.

Analysis and evaluation are critical to assess operational effectiveness and inform decision making for Government agencies. However, many agencies lack adequate mechanisms for rigorous evaluations. GSA is leading Government-wide efforts to develop evidence-building and evaluation to enhance strategic analysis and build organizational capacity. GSA can use its experience in growing these capabilities internally to assist other agencies with their efforts to establish robust evidence and evaluation activities.

Government agencies also face common management challenges that can lead to inefficiencies and drain resources. Agencies benefit from interagency collaboration to address these challenges effectively and holistically. GSA convenes interagency forums to tackle significant issues to benefit the whole of Government. Among these, the Federal Executive Councils and communities of practice bring together a wide variety of capabilities and expertise to address common challenges and create effective policy across Government.

Strategic Initiatives

- 1. Expand Government-wide evidence and evaluation capacity.**
 - a. Conduct robust evaluations to examine and improve program effectiveness in support of agencies’ priorities and to build Government-wide knowledge.
 - b. Build portfolios of evidence, tackling pressing topics with multiple agencies to accumulate a robust body of evidence.
 - c. Expand capacity-building efforts through the established Evaluation Fellowship program, pairing external academic talent with pressing agency challenges.
 - d. Support agencies using existing administrative data to drive, inform, and improve decision making in priority areas.

- 2. Foster and manage Government-wide communities of practices to enable innovation.**
 - a. Build on the progress of the active and robust communities of practice GSA administers to strengthen the Federal workforce, spur innovation, enable adoption of emerging technologies, and create opportunities to improve the effectiveness and efficiency of Government.

- 3. Leverage interagency forums to tackle key management challenges.**
 - a. Provide support to drive collaboration within and among the Federal Executive Councils.

Goal Leader	Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> ● Federal Acquisition Service ● Public Buildings Service

Performance Goal 4.1.1 - Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs.
<p>Benefit to the Public: By monitoring the number of Government-wide evaluations GSA completes each year on behalf of other agencies, GSA acts to bolster the public’s confidence that Government programs, policies, and operations are supported by rigorous evidence and evaluated objectively. Rigorous evidence improves the effectiveness of Government-wide programs and increases cost-avoidance.</p>
<p>Performance Indicator Definition: Number of completed evaluations Government-wide: This indicator measures the number of Government-wide evaluations GSA completes each year on behalf of other agencies.</p>

PI 4.1.1 Number of completed evaluations Government-wide

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	14	16	18
Results	11	0	18	14	N/A	N/A

Strategic Objective 4.2

Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.

Despite annual Federal spending of roughly \$25 billion on mission-support services,² 38% of agency leaders still report low satisfaction with services such as hiring, financial management, grants management, procurement, and travel. With many agencies managing these services in-house, the Federal Government has missed opportunities to leverage economies of scale and expertise. In addition, redundant IT solutions across agencies are costly and difficult to secure against cybersecurity threats.

Shared Services is an industry best practice to improve the quality and performance of mission-support services in a manner that enables agencies to focus on their missions and better serve the American public. GSA plays a central role in developing policy, best practices, and strategic planning for mission-support shared services across Government. GSA has led in educating and helping Government agencies understand the cost and operational benefits of shared solutions and centralized services. GSA regularly assesses agency progress at standardizing and consolidating work processes. That, in turn, facilitates opportunities to consolidate specific services and drive increased adoption across the Federal enterprise.

GSA's Fleet services is an excellent example of a centralized service provided for the benefit of all agencies. The Fleet program works to efficiently acquire and deploy vehicles in support of agency missions - increasingly through the procurement of zero-emission vehicles (ZEVs) and electric charging infrastructure. These efforts work to promote adoption of ZEVs across Government. This will reduce greenhouse gas emissions and lower the cost of operating motor vehicle fleets in the future. Using this best-in-class shared service model, agencies can focus on their core mission delivery while decreasing emissions.

Through the increased adoption of high-performing centralized services and shared solutions, the focus of the Government's workforce, technology, and funding resources will be better aligned to delivering on mission to the American people.

Strategic Initiatives

- 1. Increase adoption of GSA's existing shared services by other agencies.**
 - a. Increase the use of GSA's existing portfolio of solutions and services by large and small agencies as well as Presidential and Congressional commissions and boards.
- 2. Increase standardization of business requirements to inform and facilitate agency decisions on shared services adoption.**
 - a. Continue to convene the interagency Business Standards Council (BSC) to coordinate agreement among the BSC, relevant Executive Councils, and OMB on advancing common mission-support business standards.
 - b. Enroll new mission-support functions into the business standards community and provide the tools necessary to complete standards.
 - c. Promote using the business standards in readiness assessments, performance management frameworks, procurements, and investment planning.

² Refer to OPM Fedscope (2016), FPDS (2016), and IT Dashboard (2016)

- 3. Facilitate the movement of agency-owned vehicles into the GSA leased fleet to reduce cost and improve service for Federal agencies.**
 - a. Continue to work with customers to consolidate their agency-owned vehicles into the GSA leased fleet.

- 4. Reduce the carbon emissions of the Federal fleet by increasing offerings and acquisition of ZEVs.**
 - a. Deploy ZEVs within the GSA-leased and agency-owned fleets as they become available in the market and can meet customer mission requirements.
 - b. Continue to educate customers on available ZEVs that can replace fossil-fueled vehicles and reduce carbon emissions, expanding ZEV deployment efforts Government-wide.

- 5. Enable Federal agencies to acquire Electric Vehicle Supply Equipment (EVSE).**
 - a. Partner with agencies to deploy and install EVSE at Federal facilities to accommodate an expected increase in ZEVs within the Federal fleet.
 - b. Expand contract offerings and customer tools to provide a wide variety of EVSE hardware, software, and options Government-wide.
 - c. Establish construction contracts to allow for installation of EV charging stations in Federal facilities when new construction or repair and alteration work is being done.

- 6. Leverage the installation of telematics to measure and drive the reduction of carbon emissions.**
 - a. Continue to install telematics on all appropriate new GSA Fleet vehicle acquisitions.
 - b. Support customer agencies requesting to retrofit their existing fleet with telematics.

- 7. Acquire and deliver a travel services shared solution to all civilian agencies.**
 - a. Deliver an end-to-end travel and expense service — E-Gov Travel Service Next — that results in a more efficient Government-wide travel and expense marketplace.

Goal Leaders	Krystal Brumfield, Office of Government-wide Policy Sonny Hashmi, Federal Acquisition Service
Contributing Programs	<ul style="list-style-type: none"> ● Office of the Chief Financial Officer ● Office of Congressional and Intergovernmental Affairs ● Public Buildings Service ● GSA IT

Performance Goal 4.2.1 - Improve agency adoption and optimization of GSA services
<p>Benefit to the Public: GSA, in its charge to provide innovative solutions to agencies in support of their missions, sees an opportunity to foster the increased availability and adoption of shared services to the Federal community. Shared services can lead to improved performance, customer experience, and reduced operational costs related to agencies’ mission-support services. To date, there are five services: GSA SmartPay®, Electronic Records Management, Enterprise Infrastructure Services, Fleet Services, and E-Gov Travel Service. By creating new offerings for shared services, GSA will promote standardization and lower administrative costs for participating agencies.</p>

Performance Indicator Definition:

Number of GSA services within the Government-wide portfolio of shared services:

This indicator measures the number of GSA services within the Government-wide portfolio of shared services.

PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	Baseline	5	6	6
Results	4	4	4	5	N/A	N/A

Performance Goal 4.2.2 - Advance Government-wide agreement on the standardization of mission-support functions

Benefit to the Public:

Achieving agency consensus on business standards allows shared services planners, implementers, and policy makers to understand exactly what agencies require to deliver on their mission-support responsibilities, decreasing product development risk and enhancing the quality of solutions.

Performance Indicator Definition:

Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF):

The business standards governance process incorporates agency perspectives into establishing agreement on mission support business standards, which enable the Government to make decisions on which services can be commonly shared. The governance process has three stages that include: (1) designated standards leads working directly with agencies to draft initial standards; (2) cross-functional review by the Business Standards Council (BSC); and (3) review and final concurrence on the part of OMB. GSA plays a key role in advancing business standards components through this process.

PI 4.2.2 Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF)

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	12	12	12	18	18	19
Results	15	21	36	32	N/A	N/A

Performance Goal 4.2.3 - Address the climate crisis through zero-emission fleet vehicles

● FY 2022 -2023 Agency Priority Goal

Benefit to the Public:

As part of its efforts to tackle the climate crisis and support the reduction of carbon emissions, GSA is focused on the adoption and deployment of zero-emission vehicles (ZEVs). Given GSA’s expertise in fleet management and its role as the mandatory purchasing source for non-tactical vehicles purchased

in the United States, GSA is positioned to assist agencies with procuring and leasing ZEVs and deploying critical electric vehicle supply equipment that will together reduce harmful GHG emissions. Working with industry to bring the latest automotive technology to the Federal Government and tracking its implementation and usage will demonstrate how ZEV deployment is making meaningful contributions to address the climate crisis. Additionally, increasing ZEV purchases will generate demand within industry and further the development of electric vehicle technology, benefiting the American consumer as well.

Performance Indicator Definition:

(a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available:

This indicator calculates the percent of new purchases or leases that are ZEVs compared to the total number of vehicles procured in the FY where an affordable ZEV was available. To calculate the percentage, the denominator is the total number of vehicle purchases that have an affordable ZEV option (i.e., price does not fall outside of general reasonableness) at the time of purchase. The numerator is the total number of ZEVs procured by GSA.

(b) Number of ZEV models available for Government customers to purchase or to lease:

This indicator measures the total number of ZEV models available for Government customers to purchase or lease from GSA.

(c) Percent increase in miles per gallon for the GSA leased fleet:

This indicator calculates the miles per gallon (MPG) rating (based on the combined MPG published on fueleconomy.gov) for the new leased vehicle compared to the MPG rating for the outgoing vehicle. Calculation is performed for all newly leased vehicles in the fiscal year that replace an outgoing vehicle. MPG calculation is restricted to light-duty vehicles (those with a gross vehicle weight rating less than 8,500 lbs.). Additional vehicles or those replacing a vehicle larger than light-duty are excluded from the calculation as the automaker is not required to publish fuel economy data on those vehicles.

PI 4.2.3 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	10.00%	25.00%	30.00%
Results	3.00%	1.70%	6.74%	20.27%	N/A	N/A

PI 4.2.3 (b) Number of ZEV models available for Government customers to purchase or to lease

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	50	65	70
Results	11	13	34	65	N/A	N/A

PI 4.2.3 (c) Percent increase in miles per gallon for the GSA leased fleet

Lead Office: FAS

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	21.00%	23.00%	25.00%
Results	15.80%	19.60%	18.49%	25.29%	N/A	N/A

Strategic Objective 4.3

Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations.

A streamlined Government enables mission success, improves citizen experience, and promotes savings. Key to improving Government operations is having accurate and reliable data that helps decision makers manage assets effectively, develop balanced operating policies and procedures, and provide the right skills-based training to the Federal workforce.

This strategic objective focuses on three specific areas where improving data quality and access can have a meaningful impact on Government operations: asset management, policy formulation, and workforce skills.

Strategic Initiatives

1. **Improve the accuracy of Government-wide real property data through consistent data standards and management.**
 - a. Improve the consistency and accuracy of Government-wide real property data.
 - b. Establish real property data standards that should improve data consistency.
 - c. Leverage geospatial data tools to assist agencies to validate and verify data to improve data accuracy and completeness.

2. **Assess Government-wide effectiveness of GSA’s policy initiatives.**
 - a. Establish a method to regularly gather feedback on GSA policy initiatives from key policy stakeholders and agency users across Government.
 - b. Implement policy initiatives that result in 75 percent of respondents rating those initiatives as effective.
 - c. Analyze survey responses to identify areas for improvement in creating, communicating, and implementing policy initiatives.

3. **Evaluate and adapt policy compliance training for agencies.**
 - a. Track the volume and effectiveness of compliance training, ensuring that it provides the necessary breadth and depth of education while remaining accountable to constantly improve training.

Goal Leader	Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> ● Office of Customer Experience ● Public Buildings Service ● Federal Acquisition Service ● GSA IT

Performance Goal 4.3.1 - Improve Government-wide real property data	
Benefit to the Public:	Accurate location data for Federal assets is essential for stakeholders, such as real estate developers and telecommunications providers, for, among other things, the expansion of broadband services. Accurate data is also critical for improving management of the Federal Government's real estate portfolio and maximizing value to the taxpayer.
Performance Indicator Definition:	<p>(a) Percent of domestic Federal real property assets with geocodable or mappable location data: This indicator measures the percent of the U.S.-based Federal real property assets with location data (such as address or latitude/longitude) that allows the asset to be accurately displayed on a map. This is determined through geospatial analysis of data submitted to the Government-wide Federal Real Property Profile (FRPP) system.</p> <p>(b) Percent of true real property data errors: The percent of true real property data errors is determined through an analysis conducted on data submitted to the FRPP and confirmed/resolved by agencies during the data validation and verification process. A true error represents GSA-identified anomalies in the data set that have been verified by the landholding agency.</p>

PI 4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	75.0%	85.0%	88.0%
Results	N/A	N/A	70.0%*	75.1%**	N/A	N/A

*Prior year results were adjusted forward by one year to account for the change in reporting period, e.g. the FY 2020 result became the FY 2021 result.

**In FY 2022 GSA changed the reporting period for these measures. Due to the one-year lag in receiving data, results were always delayed until after publication of the Annual Performance Report (APR). Going forward, the fiscal year results for both measures will be based on the prior fiscal year's data. However, the program's work in validating data occurs within the fiscal year that aligns with that APR.

PI 4.3.1 (b) Percent of true real property data errors

Lead Offices: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	12.00%	10.00%	7.50%	6.50%
Results	N/A	19.43%*	15.34%*	9.27%**	N/A	N/A

*Prior year results were adjusted forward by one year to account for the change in reporting period, e.g. the FY 2020 result became the FY 2021 result.

**In FY 2022 GSA changed the reporting period for these measures. Due to the one-year lag in receiving data, results were always delayed until after publication of the Annual Performance Report (APR). Going forward, the fiscal year results for both measures will be based on the prior fiscal year's data. The program's work in validating data occurs within the fiscal year that aligns with that APR.

Performance Goal 4.3.2 - Implement effective policy initiatives

Benefit to the Public:
 Rulemaking is a lengthy activity. Given that OGP can focus on a finite number of rules each year, it is important to measure the impact of the rule to the Federal workforce. This indicator will enable OGP to more effectively prioritize and plan its rulemaking agenda. The survey will measure how well OGP is seen as a trusted partner for policy guidance, products, and/or services to determine effectiveness in usefulness, innovative solutions, and expertise.

Performance Indicator Definition:
Percent of key users that rate OGP policy initiatives effective:
 This performance indicator calculates the percentage of survey respondents who rate specific OGP policy initiatives as effective. OGP will survey key stakeholders and agency users on policy initiatives in the annual portfolio (portfolio policy initiatives change from year to year).

PI 4.3.2 Percent of key users that rate OGP policy initiatives effective

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	Baseline	75%	80%
Results	N/A	N/A	N/A	73%	N/A	N/A

Performance Goal 4.3.3 - Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices

Benefit to the Public:
 Developing and delivering training takes many resources. By capturing effectiveness, OGP can measure effectiveness of training(s) and gain insights into the knowledge or skill gaps of the Federal workforce and develop training to address them to ensure OGP is providing the best value to agencies and serving as the trusted partner for policy and guidance on Government-wide initiatives.

Performance Indicator Definition:
Percent of training attendees that rate OGP-led Government-wide training effective:
 This performance indicator calculates the percentage of survey respondents who rate specific Government-wide training as effective. OGP will survey training attendees after each course/event to measure effectiveness of training.

PI 4.3.3 Percent of training attendees that rate OGP-led Government-wide training effective

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	Baseline	90%	TBD*
Results	N/A	N/A	N/A	90%	N/A	N/A

*Target will be determined based on FY 2023 results.

Key Capabilities

Efficient, effective support services that equip GSA to readily deliver on its mission

GSA’s key capabilities encompass the people, processes, and technology that support the agency in achieving the strategic goals and objectives laid out in the GSA Strategic Plan and Annual Performance Plan. These capabilities are primarily internally focused, cross-cutting, and enduring. They underpin the unique value GSA provides to its customer agencies, industry partners, and ultimately, the American people. GSA’s commitment to maintaining and strengthening these four key capabilities creates the conditions for achieving strong outcomes for the agency. GSA’s key capabilities focus areas are:

KC 1 - Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey
<p>Benefit to the Public: GSA must ensure that internal operations are efficient and effective to support low-cost, high-quality products and services. This focus on internal excellence is carried forward in how GSA provides mission-support services to the Government-wide community. Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives for the American public.</p>
<p>Performance Indicator Definition: Computed from the PMA Benchmarking Initiative’s Customer Satisfaction Survey, the indicator consists of an equally weighted composite customer satisfaction score for GSA’s CXO’s functions — acquisition, financial management, human capital, IT, and shared services on a 1-to-7-point scale.</p>

KC 1 Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey

Lead Office: OCE

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	5.23	5.27	5.40	5.45	5.70	5.77
Results	5.42	5.49	5.75	5.68	N/A	N/A

KC 2 - Total GSA operating cost as a percentage of goods and services provided
<p>Benefit to the Public: Efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives.</p>

Performance Indicator Definition:

Total GSA operating cost as a percent of goods and services provided. For all of GSA’s major products or services: Total operating costs (direct and indirect) divided by total revenues.

KC 2 Total GSA operating cost as a percentage of goods and services provided

Lead Office: OCFO

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	9.00%	8.60%	8.25%	8.09%	8.09%	8.09%
Results	8.01%	7.64%	7.24%*	7.45%	TBD	TBD

*FY 2021 result has been revised from previously reported value due to adjustments to historical revenue amounts.

KC 3 - GSA Overall Employee Engagement Index (EEI)

Benefit to the Public:

A workforce that places the customer at the center of daily operations is able to deliver on current needs and provide solutions that meet future requirements. Developing a proactive workforce of this caliber enables successful delivery of new and expanded offerings.

Performance Indicator Definition:

The U.S. Office of Personnel Management (OPM) measures an Employee Engagement Index, which assesses critical conditions conducive for employee engagement. Questions from the OPM Federal Employee Viewpoint Survey (FEVS) are used to calculate the Employee Engagement Index. The index comprises FEVS questions in three subcategories: “Leaders Lead,” “Supervisors,” and “Intrinsic Work Experience.” The index is calculated by taking the average percent positive response to each of the FEVS questions in the three subcategories.

KC 3 GSA Overall Employee Engagement Index (EEI)

Lead Office: Service & Staff Offices

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	77%	78%	83%	83%	83%	+1% OR Prior Result *
Results	78%	83%	83%	83%	N/A	N/A

*If EEI score decreases from previous year, then the target would be a 1 percent increase from prior year’s result. If EEI score remains constant or increases from previous year, target would equal prior year’s result.

KC 4 - GSA Federal Information Technology Acquisition Reform Act (FITARA) Scorecard Score

Benefit to the Public:

The FITARA Scorecard is important in providing transparent measurement of how agencies are achieving incremental implementation of the legislation aimed at improving their IT acquisitions and operations. The scorecard also drives accountability around IT investments and promotes cost savings for agencies.

Performance Indicator Definition:

FITARA was passed in 2014 to modernize the Federal Government’s IT. Since the law’s implementation, the House Committee on Oversight and Reform and the GAO have worked together to release a scorecard that assesses agencies’ FITARA implementation efforts. Agency FITARA grades typically reflect GAO’s analysis of how agencies are performing in numerous IT categories.

KC 4 GSA FITARA Scorecard Score

Lead Office: GSA IT

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	B+	B+	B+	B+	B+	B+
Results	B+	A+	A+	B+	N/A	N/A

KC 5 - Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1

Benefit to the Public:

This indicator demonstrates both HR and IT readiness, enabling a seamless onboarding and productive new hire experience on their first working day at GSA. This contributes to overall employee productivity and satisfaction with GSA internal operations.

Performance Indicator Definition:

This indicator focuses on improving the new hire experience by measuring how quickly GSA IT is able to respond and deliver a standard laptop and account access to new staff on their first day (in-person or virtual), when laptop requests are submitted more than 10 days from their entry on duty date.

KC 5 Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1

Lead Office: GSA IT

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Results	100.0%	98.0%	98.3%	98.2%	N/A	N/A

KC 6 - Competition Rate for GSA Acquisitions

Benefit to the Public:

GSA must ensure that internal operations are efficient and effective to support low-cost, high-quality products and services. This focus on internal excellence is carried forward in how GSA provides mission-support services to the Government-wide community. Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives for the American public.

Performance Indicator Definition:

Provided from Federal Procurement Data System (FPDS) source data, this indicator is calculated by using the percentage of obligated dollars that are completed annually against total obligations. Non-competitive obligations to mandatory sources (i.e., coded as “authorized by Statute”) are excluded from the calculation.

KC 6 Competition rate for GSA acquisitions

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Results	91.4%	92.0%	90.7%	90.1%	N/A	N/A

KC 7 - Number of Completed Evaluations at GSA	
Benefit to the Public:	Rigorous evidence improves the effectiveness of GSA programs and increases cost avoidance.
Performance Indicator Definition:	As GSA grows capacity to build and use rigorous evidence, GSA will develop a portfolio of rigorous evaluations. This strategic portfolio of evaluations will inform key investments, programmatic and policy decisions. GSA evaluation designs and methods will be rigorous and answer key strategic questions, and the results of all completed evaluations will be shared publicly. GSA will track the increase in the number of completed evaluations between FY 2022 and FY 2026.

KC 7 Number of completed evaluations at GSA

Lead Office: OGP

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	Baseline	4	6	6
Results	0	0	0	5	N/A	N/A

KC 8 - Percent of GSA Business Applications Hosted in the Cloud	
Benefit to the Public:	The scope of business applications includes systems that provide a business capability, are directly used by a user or customer via a graphical user interface, have a business and technical sponsor/owner, uses and processes data, and are deployed in a production environment. Business applications are a subset of the FISMA system/subsystem inventory.
Performance Indicator Definition:	Business applications are a subset of the FISMA system/subsystem inventory maintained by the GSA IT security team. The enterprise architecture team determines whether a FISMA system meets the criteria of a business application. The system’s POCs denote in the FISMA system inventory whether the system uses cloud-hosted technologies. If a business application utilizes a hybrid cloud environment, it is considered a cloud system for this metric.

KC 8 Percent of GSA Business Applications Hosted in the Cloud (New)

Lead Office: GSA IT

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	N/A	53.0%	53.0%
Results	N/A	39.1%	49.2%	52.7%	N/A	N/A

KC 9 - Equity and Organizational Effectiveness Optimization Measure (EOEOM)

Benefit to the Public:

Establish a sustainable core mission capability (workforce and programs) enabling GSA to deliver on its promise of an equitable exceptional customer experience by enabling reporting on the optimization of GSA's enterprise-wide DEIA and Equity maturity level. The performance indicator will be utilized to inform and drive actions that will build the capacity to support effective implementation of Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce* and 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, and GSA's FY 2022 - 2026 Strategic Plan's Key Capability "A People-First Culture Prioritizing Diversity, Equity and Inclusion, and Accessibility", and the Equity and DEIA Strategic Plans.

Performance Indicator Definition:

This indicator will assess GSA's progression toward a mature DEIA enterprise and the integration of equity into the agency's service delivery and operations, leveraging the Office of Personnel Management (OPM) Maturity Self-Assessment tool to inform/develop the GSA-specific DEIA and Equity maturity model. The model captures data across four categories: Governance, Workforce Planning, Workforce Transformation, and Leadership Effectiveness. The performance measure values will be the cumulative score of the primary Signals of Maturity (SoM). When calculating the cumulative total, each SoM will be equally weighted.

KC 9 Equity and Organizational Effectiveness Optimization Measure (EOEOM) - Overall level of maturity (New)

Lead Office: OA

Fiscal Year	2019	2020	2021	2022	2023	2024
Target	N/A	N/A	N/A	Baseline	Baseline	3*
Results	N/A	N/A	N/A	N/A	N/A	N/A

*Target may need adjustment once baseline year values are established.

Other Information

Management and Performance Challenges

The Government Performance and Results Modernization Act of 2010 requires that Federal agencies identify and address management and performance challenges, which include programmatic or management functions that have greater vulnerability to waste, fraud, abuse, and mismanagement, and areas where failure to perform well could seriously affect the ability of an agency or the Federal Government to achieve its mission or goals. Performance Improvement Officers are responsible for advocating greater impact through innovation, increased effectiveness and efficiency, and an excellent customer experience.

The U.S. Government Accountability Office (GAO) performs annual audits of GSA's major missions and routinely assesses the agency's progress on management challenges identified on [GAO's High Risk List](#). GAO's High-Risk List, including agencies and program areas across the Government, is updated every 2 years and specifies corrective actions GAO believes necessary to improve critical operations and activities. GSA has a leading role in supporting Federal agencies in the [management of Federal real property](#), a long-standing challenge on the High Risk List, and has equities in several other Government-wide areas.

GSA addresses reports on major management and performance challenges, and high-risk areas from the GSA Office of Inspector General (OIG). The OIG identified eight management challenges in its [Assessment of GSA's Management and Performance Challenges for FY 2023](#). GSA's response to this assessment is included in the management challenges section of the [FY 2022 Agency Financial Report](#). GSA's Enterprise Risk Management Program and Management Control and Oversight Committee also help to identify challenges. These efforts, in addition to consideration of OIG findings and GAO recommendations, provide insights that inform cross-organizational initiatives. On a quarterly and annual basis, GSA tracks progress toward successful completion of performance goals and strategic objectives enterprise-wide.

Evidence-Building

In FY 2022, GSA conducted a number of evaluation and evidence activities in its Government-wide capacity and in support of GSA's Learning Agenda priorities. Highlights include:

- The newly established GSA evaluation division completed five evaluations in its inaugural year. These included evaluations of the "Equipping our Workforce at Home" program; topic areas like US Web Design Systems and accessibility; strengthening the Federal Pulse Survey; and incorporating evaluation into digital forms.
- GSA's Office of Evaluation Sciences also completed 24 projects with different agency partners in FY 2022 on a wide variety of priority evaluation topics. The projects fostered evidence-building in support of agency Learning Agendas, the American Rescue Plan Equity Learning Agenda and the President's Management Agenda Learning Agenda. These included a [descriptive study of equity in the Emergency Rental Assistance Program](#); [an impact evaluation to increase voluntary tax compliance](#); [an evaluation of strategies to increase return of unused opioids](#); and [an evaluation to measure methods to increase take-up of higher education tax credits](#). The portfolio of evaluations in FY 2022 included a sample size of over 7 million individuals, and findings from the FY 2022 evaluations reached over 100,000 individuals.

Data Validation and Verification

GSA has verification and validation techniques in place, which provide reasonable assurance over the completeness and reliability of all performance data contained in this report as required by the GPRA Modernization Act of 2010 and [GSA Order 2170.1A CFO Performance Measurement and Data Verification and Validation Procedures](#). These techniques included:

- Maintaining performance measure definition forms that contain performance measures and metrics, data sources, computation methodology, and a reliability assessment for each performance indicator.
- Verifying, at least annually, the accuracy and completeness of the information contained in the performance measure definition forms.
- Developing and implementing a new data validation and collection tool to routinize and add rigor to regular collection and validation of GSA's suite of performance metrics. The tool helps to promote data integrity and accountability throughout the GSA enterprise.

Appendix

GSA Organizational Structure and Office Descriptions

Headquartered in Washington, DC, GSA serves and supports more than 60 Federal departments and agencies through its:

- Central Office
- Federal Acquisition Service
- Public Buildings Service
- Office of Government-wide Policy
- 11 National Staff Offices
- 11 Regional Offices
- 2 Independent Offices

Staff Offices

Office of Administrative Services (OAS)

OAS delivers innovative, responsive, and timely value-added solutions for GSA's administrative, workplace, and information needs in ways that promote integrity, the efficient use of Government resources, and effective risk management.

Office of the Chief Financial Officer (OCFO)

OCFO provides enterprise-wide budget, financial management, financial analysis, performance management, and strategic planning services to GSA business lines and Staff Offices. OCFO also leads robotic process automation initiatives and workload elimination, optimization, and automation efforts.

Office of GSA IT (GSA IT)

GSA IT provides staff with innovative technology to improve capabilities, productivity, mobility, agility, and cost savings. GSA IT solutions include laptops, mobile devices, collaborative cloud-based software, training, and technical support. GSA IT ensures GSA and Federal information security and privacy requirements are implemented agency-wide.

Office of Civil Rights (OCR)

OCR administers five programs related to Federal civil rights laws and regulations: Equal Employment Opportunity, Affirmative Employment, Non-discrimination in Federally Conducted Programs and Activities, Environmental Justice, and Non-discrimination in Federally Assisted Programs and Activities. OCR also administers the appeals process for administrative grievances filed by GSA employees.

Office of Congressional and Intergovernmental Affairs (OCIA)

OCIA maintains relationships with Congress; prepares and coordinates the GSA annual legislative program; communicates the GSA legislative program to OMB, Congress, and other interested parties; and works closely with OMB in the coordination and clearance of all proposed legislation affecting GSA.

Office of Customer Experience (OCE)

OCE works with internal clients to enhance relationships with customers, industry partners, and both internal and external stakeholders. OCE improves the end-to-end experience of GSA customers by aligning operations to customer needs. OCE utilizes human-centered design approaches to promote three key behaviors: conducting representative customer research; synthesizing findings into actionable

insights; and making incremental, measurable, and customer-focused improvements.

Office of the General Counsel (OGC)

OGC provides sound and timely legal advice and representation to GSA clients to enhance their ability to deliver the best value in real estate, acquisition, and technology services to the Government and the American people. OGC carries out all legal activities of GSA; advises on the proper implementation of GSA's statutory responsibilities; and provides legal counsel to the Administrator, the Deputy Administrator, and other officials of GSA (with the exception of certain legal activities of the Office of Inspector General and the Civilian Board of Contract Appeals). The General Counsel is the chief legal officer of the agency and is responsible for legally sound implementation of GSA's mission responsibilities nationwide. The General Counsel serves as GSA's Designated Agency Ethics Official and manages GSA's ethics program. The General Counsel also serves as the Chief Freedom of Information Act (FOIA) Officer and manages the FOIA program.

Office of Human Resources Management (OHRM)

OHRM delivers comprehensive human resources services and solutions to GSA and its employees. OHRM's primary focus is to work with GSA Services and Staff Offices to attract, motivate, develop, retain, and reward employees to maintain and enhance a mission-ready workforce.

Office of Mission Assurance (OMA)

OMA ensures resilience and continuity of the agency's critical business processes by integrating and coordinating activities across all domains of security (physical, personnel, and industrial), Homeland Security Presidential Directive 12 credentialing, emergency management, and contingency and continuity planning. OMA provides an enterprise-wide approach to mission assurance planning while ensuring the safety, privacy, and security of GSA facilities, personnel, and assets nationwide.

Office of Small and Disadvantaged Business Utilization (OSDBU)

OSDBU has nationwide responsibility for GSA's small business programs and is the chief advocate for small and disadvantaged businesses. OSDBU collaborates with GSA mission delivery and support offices to meet and exceed statutory prime and subcontracting small business and socio-economic small business goals. OSDBU promotes small business access to GSA's nationwide procurement opportunities, ensures small business participation, and provides training.

Office of Strategic Communication (OSC)

OSC is the agency's resource for all internal and external communication needs, using communication to help GSA meet its mission and business goals. OSC's services include communication strategy planning and counseling; graphic design and production; media relations and stakeholder engagement; web and social media; audiovisual production and management; writing and editing; speechwriting and executive communication; and risk communication and crisis management.

Independent Offices

Office of Inspector General (OIG)

The OIG is an independent organization, responsible for promoting economy, efficiency, and effectiveness, and for detecting and preventing fraud, waste, and mismanagement in GSA programs and operations.

Civilian Board of Contract Appeals (CBCA)

The CBCA is an independent tribunal housed within GSA. Its primary responsibility is to adjudicate contract disputes between civilian Federal agencies and contractors under the Contract Disputes Act.

GSA Leadership

OFFICE OF THE ADMINISTRATOR



Robin Carnahan
Administrator



Katy Kale
Deputy Administrator



Brett Prather
Chief of Staff



Laila ElGohary
White House Liaison

NATIONAL SERVICES & INDEPENDENT OFFICES



Sonny Hashmi
Commissioner
Federal Acquisition Service



Nina M. Albert
Commissioner
Public Buildings Service



Carol F. Ochoa
Inspector General
Office of the Inspector General



Erica S. Beardsley
Chair
Civilian Board of Contract Appeals

STAFF OFFICES



Bob Stafford
Chief Administrative Services Officer
Office of Administrative Services



Nimisha Agarwal
Chief Financial Officer
Office of the Chief Financial Officer



David A. Shive
Chief Information Officer
GSA IT



Aluanda Drain
Associate Administrator
Office of Civil Rights



Gianelle Rivera
Associate Administrator
Office of Congressional and Intergovernmental Affairs



Camille Tucker (Acting)
Chief Customer Officer
Office of Customer Experience



Arpit K. Garg
General Counsel
Office of the General Counsel



Krystal Brumfield
Associate Administrator & Chief Acquisition Officer
Office of Government-wide Policy



Traci DiMartini
Chief Human Capital Officer
Office of Human Resources Management



Robert J. Carter
Associate Administrator
Office of Mission Assurance



Exodie C. Roe, III
Associate Administrator
Office of Small and Disadvantaged Business Utilization



Channing Grate
Associate Administrator
Office of Strategic Communication

REGIONAL MAP



Acronym Guide

AAS	Assisted Acquisition Service	DCOI	Data Center Optimization Initiative
APG	Agency Priority Goal	EEI	Employee Engagement Index
APP	Annual Performance Plan	EIS	Enterprise Infrastructure Solutions
APR	Annual Performance Report	EVSE	Electric Vehicle Supply Equipment
ARP	American Rescue Plan	FAS	Federal Acquisition Service
ASSIST	Assisted Services Shared Information System	FedRAMP	Federal Risk and Authorization Management Program
BIL	Bipartisan Infrastructure Law	FCSF	Federal Citizen Services Fund
BSC	Business Standards Council	FIBF	Federal Integrated Business Framework
BTU	British Thermal Units	FICAM	Federal Identity, Credential, and Access Management
CALM	Contract Acquisition Life-cycle Management	FM	Facilities Management
CBCA	Civilian Board of Contract Appeals	FPDS	Federal Procurement Data System
CFO	Chief Financial Officer	FRPP	Federal Real Property Profile
CIO	Chief Information Officer	FY	Fiscal Year
CLS	Customer Loyalty Score	GHG	Greenhouse Gas
CoE	Centers of Excellence	GNP	Good Neighbor Program
CX	Customer Experience	GSA	General Services Administration
CXO	C-Suite Executive Officers	GSA IT	Office of GSA IT
C-SCRM	Cyber-Supply Chain Risk Management	GSF	Gross Square Feet
DAP	Digital Analytics Program		

GWAC	Government-wide Acquisition Contract	OCR	Office of Civil Rights
HISP	High Impact Service Providers	OGC	Office of the General Counsel
HUBZone	Historically Underutilized Business Zone	OGP	Office of Government-wide Policy
ICT	Information and Communication Technology	OHRM	Office of Human Resources Management
IDEA	21st Century Integrated Digital Experience Act	OIG	Office of Inspector General
IFF	Industrial Funding Fee	OMA	Office of Mission Assurance
IRA	Inflation Reduction Act of 2022	OMB	Office of Management and Budget
ISS	Industry Satisfaction Survey	OSC	Office of Strategic Communication
IT	Information Technology	OSDBU	Office of Small and Disadvantaged Business Utilization
ITC	Information Technology Category	PBS	Public Buildings Service
MAS	Multiple Award Schedule	PI	Performance Indicator
MPG	Miles Per Gallon	PM	Performance Measure
NPS	Net Promoter Score	PMRD	Procurement Management Review Division
NPV	Net Present Value	POP	Planning Outreach and Partnership
OA	Office of the Administrator	QSMO	Quality Service Management Office
OAS	Office of Administrative Services	REXUS	Real Estate Across the United States
OCE	Office of Customer Experience	SB	Smart Buildings
OCFO	Office of the Chief Financial Officer	SBA	Small Business Administration
OCIA	Office of Congressional and Intergovernmental Affairs	SDB	Small Disadvantaged Business

SDVOSB	Service-Disabled Veteran-Owned Small Business	TSS	Tenant Satisfaction Survey
SO	Strategic Objective	WOSB	Woman-Owned Small Business
TMF	Technology Modernization Fund	YTD	Year to Date
TTS	Technology Transformation Services	ZEV	Zero Emission Vehicle

U.S. General Services Administration
Management Challenges and GSA Actions
Fiscal Year 2024 Congressional Justification

The section below lists the management and performance challenges identified by the GSA Inspector General and initially reported in GSA's FY 2022 Annual Financial Report on November 15, 2022 as well as GSA management's response. In all cases, GSA's budget addresses each management challenge by providing the necessary funding for the office charged with addressing the challenge.

Significant Challenges Identified by the GSA Inspector General:

1. Establishing and Maintaining an Effective Internal Control Environment
2. Improving Contract Administration
3. Enhancing Government Procurement
4. Maximizing the Performance of GSA's Real Property Inventory
5. Managing Agency Cybersecurity Risks
6. Safeguarding Federal Facilities and Providing a Secure Work Environment
7. Managing the Electrification of the Federal Fleet
8. Managing the Impact of COVID-19

GSA's Response to those Challenges

GSA values the commitment and contributions of the Office of Inspector General (OIG) and appreciates the opportunity to review and comment on the OIG's annual assessment of the most serious management and performance challenges facing the agency. We concur that the challenges identified by the OIG require action and commitment and GSA has already taken substantive steps to address those.

Establishing and maintaining a strong internal control environment is critical to GSA's ability to deliver effective and efficient Government services for the American people. Monthly senior leader meetings with the Deputy Administrator and senior GSA leadership focus on agencywide accountability, high risk issue resolution, and reflect the seriousness with which we take this responsibility. This collaborative effort has led to significant reductions in credentialing issues, implementation of contract administration improvements recognized by the OIG, and new insights into strengthening program performance. Furthermore, GSA offices have completed 100 percent of their corrective actions timely, and, for the second year in a row, 100 percent of the corrective action plans reviewed by the OIG were deemed fully implemented. For GAO audits, GSA distinguished itself by achieving a recommendation implementation rate of 97 percent (compared to a Government-wide implementation rate of only 76 percent).

GSA appreciates the OIG's acknowledgement of the steps the agency has taken to strengthen its approach to contract administration such as policy changes, process improvements, and addressing the performance and training needs of the contracting staff. GSA agrees with the OIG's assessment that we must remain focused on improvements in this area. Improving the quality of contract administration is one of the key performance goals in GSA's FY 2022 - 2026 Strategic Plan.

GSA has given thoughtful consideration to the findings of previous OIG audits with respect to Government procurement and, when appropriate, implemented corrective actions. GSA's Federal

Acquisition Service (FAS) has committed to getting quality data into its pricing tools and completing training for Multiple Award Schedules (MAS) program contracting staff prior to Transactional Data Reporting (TDR) expansion. FAS continues to work with its largest vendors as a part of ongoing data quality maturation. FAS has successfully transferred over 2.4 million refined TDR records to its pricing tools as of September 2022 in support of incorporating TDR data into the Price Point Plus Portal (“4P”) pricing data report, making TDR data readily available to all FAS contracting officers for price analysis. GSA is taking a purposeful approach towards a decision for TDR expansion and will emphasize continuous process improvements combined with robust acquisition workforce training as it matures the program.

Cyber supply chain risk management (C-SCRM) is a top management challenge for GSA and the entire Federal Government. GSA remains focused on an enterprise-wide approach through the GSA C-SCRM Executive Board, with increasing awareness and capabilities within GSA’s acquisition workforce to better manage supply chain risks as one of the Board’s key performance goals. GSA is also addressing supply chain risk through aggressive implementation of the Section 889 prohibition, which includes exclusion of covered Section 889 articles from FAS offerings and is paired with ongoing compliance monitoring practices that exceed Federal Acquisition Regulation requirements. GSA accepts that maturing our SCRM capability will likely be a long-term effort. In the near term, we expect to use expanded vendor risk tools to support supply chain illumination and risk analysis on critical programs, provide subject matter expert support for pre- and post-award supply chain risk reduction strategies, and review significant acquisitions through the GSA SCRM Review Board, along with other efforts. We are addressing GSA’s highest enterprise-level supply chain risks by adding GSA-specific IT supply chain management requirements in contracts tailored to the type of contract and specific business needs. To raise supply chain risk awareness in the acquisition workforce, GSA also created a supply chain journey map and procedures for considering supply chain risks in our contracts and communications.

GSA also partners with over 50 agencies and has provided them with several tools to ensure that Federal Real Property Profile (FRPP) submission reflects a complete, accurate, and consistent accounting of their real property inventory. These tools will ensure that the FRPP is a valuable resource to develop policies and monitor agency performance in managing Federal real property in a post-pandemic work environment.

Managing a complex Federal IT architecture in the current environment is a challenge that GSA embraces. GSA is widely recognized as a leader in Federal IT space, being the only Federal agency to score an “A” in the Cyber category of the most recent (July 2022) Federal Information Technology Acquisition Reform Act (FITARA) scorecard and consistently scoring between a B+ and an A+ on the overall scorecard. To meet these challenges, GSA IT is moving more applications to the SecureAuth single sign-on solution and integrating two-factor authentication for identity and access management services. GSA also aligned its cybersecurity program to the new capability-driven metrics in the FY 2022 Federal Information Security Modernization Act (FISMA) evaluation process; and, by prioritizing zero trust and the metrics, GSA will manage risks across the five core cybersecurity functions—identify, protect, detect, respond, and recover—and all security domains.

To mitigate cyber supply risk within GSA, the agency conducts risk management activities through the development of a formalized C-SCRM program that aligns to the Cybersecurity and Infrastructure Security Agency Cybersecurity Framework and allows us to identify, protect, detect, respond, and recover from C-SCRM incidents. In FY 2022, GSA was awarded \$29.8 million from the Technology Modernization Fund to advance a zero trust architecture, focusing on users, devices, networks, and security operations, putting GSA in a position to meet the demands of telework and upgrade the security network of public buildings. GSA will also increase machine learning and artificial intelligence-driven algorithms to connect diverse data sources and highlight threats, while also providing security oversight for cyber supply chain risk management.

GSA continues to focus on right-sizing the Federal real estate portfolio, which has been made more challenging by GSA's annual lack of full access to Federal Buildings Fund revenues and collections. The right-sizing effort will enable GSA to reduce and consolidate agencies into GSA-controlled Federal facilities based on their missions and reduce the reliance on costly leases, which will maximize the performance of the inventory and savings for the American taxpayer. GSA's other efforts will include reducing and consolidating space, reducing leasing costs, meeting the operations and maintenance needs of Federal buildings, administering GSA's Capital Construction Program, and ensuring effective management of Energy Savings Performance Contracts (ESPCs) and Utility Energy Service Contracts (UESCs).

Providing a safe work environment for Federal employees and the public is a priority for GSA and has achieved significant reductions in credentialing issues by strengthening controls over the monitoring and collecting of GSA Access Cards. GSA has also coordinated with the Federal Protective Service (FPS) to conduct comprehensive security assessments at GSA child care centers, and with each Child Care Facility Security Committee for approval and funding of approved countermeasures. In addition, we are committed to partnering with the U.S. Department of Homeland Security (DHS) to ensure security camera and alarm systems at GSA-controlled facilities are functioning properly. A clear understanding of responsibilities and an agreed-on implementation process are necessary for security camera and alarm systems at GSA-controlled facilities to be consistently maintained, repaired, and when necessary, replaced. GSA, DHS, and FPS are currently working collaboratively toward these goals.

With respect to other health and safety measures for occupants in GSA-controlled space, GSA continues to follow guidance from the Centers for Disease Control and the Safer Federal Workforce Taskforce with regard to cleaning and operating space under our control. GSA has also adjusted our HVAC operations to increase ventilation and improve air filtration. Air filtration has been evaluated; air filters have been improved to higher Minimum Efficiency Reporting Values (MERV) ratings to the extent possible without reducing air flow/ventilation; and filter banks have been sealed to prevent air from bypassing the filters. In addition, GSA has addressed water quality in GSA-controlled facilities and child care centers through an enhanced plan, which includes a combination of regular flushing of water lines in buildings with reduced occupancy (which started in May 2020) along with chlorine and hot water testing (which started in October 2020).

GSA agrees with the challenges identified by the OIG with electrification of the Federal fleet and will continue to address these risks through close relationships with suppliers, advising agencies on

optimal electrification strategies with funding and market limitations, and focusing on infrastructure to support electric vehicle operation. Despite funding and market supply limitations, GSA ordered 3,567 zero emission vehicles (ZEV) in FY 2022—more than five times that of the prior FY 2021— and offered 65 unique ZEV models. GSA has also awarded electric vehicle charging infrastructure contract solutions using FAS and Public Buildings Service (PBS) authorities to support both equipment and construction requirements of the Federal community. Although GSA continues to request additional funding to support both ZEVs and the charging infrastructure necessary to support ZEV operation, its customers have secured funds to support the transition to a zero emission fleet, and together we have made significant early progress toward the administration’s goals.

GSA has made significant progress in addressing the challenges identified by the OIG, and we know there is more we need and want to accomplish. We look forward to working with Congress, our partners, and the OIG in continuing to improve GSA programs and operations.

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March 2023

GAO-IG Act Reporting

Annual Report

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Report Overview

The Good Accounting Obligation in Government Act (GAO-IG Act), P.L. 115-41, requires that each agency's annual budget submission include a report on the status of public recommendations by the GAO and agency Offices of Inspector General. This report is to include a listing of GAO and OIG recommendations open for at least 1 year from the date of the annual budget submission that meet the statutory criteria. The GAO-IG Act also requires agencies to provide:

1. Timelines and explanations regarding implementation of each public recommendation that meets the statutory criteria.
2. Explanations and reconciliation of any discrepancies with the agency's Inspector General semiannual report and any GAO public reporting for recommendations designated as "open" or "closed, unimplemented."

This report contains the following sections, followed by an appendix.

1. GAO Recommendation status and timelines
2. GSA-OIG Recommendation status and timelines
3. GSA-OIG Audit Reconciliation status and timelines

GAO Recommendation Status and Timelines

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-3	Technology Modernization Fund: OMB and GSA Need to Improve Fee Collection and Clarify Cost Estimating Guidance	12/12/2019	Office of the Deputy Administrator Office of the Chief Financial Officer	003	The Administrator of General Services should develop and implement a plan with OMB that outlines the actions needed to fully recover the TMF Program Management Office's operating expenses with administrative fee collection in a timely manner. There are five recommendations and 003 is issued to GSA.	GAO is monitoring GSA's progress for closure
GAO-20-3	Technology Modernization Fund: OMB and GSA Need to Improve Fee Collection and Clarify Cost Estimating Guidance	12/12/2019	Office of the Deputy Administrator Office of the Chief Financial Officer	005	The Administrator of General Services should develop detailed guidance for completing the Technology Modernization Fund project cost estimate template, including information on the data elements and the fields required to be completed, in order to help ensure the accuracy and completeness of the provided information. There are five recommendations and 005 is issued to GSA.	GAO is monitoring GSA's progress for closure
GAO-14-648	Federal Real Property: GSA and DHS Need to Strengthen the Management of DHS Headquarters Consolidation	9/19/2014	Office of the Commissioner, Public Buildings Service	001	In order to improve transparency and allow for more informed decision making by congressional leaders and DHS and GSA decision-makers, before requesting additional funding for the DHS headquarters consolidation project, the Secretary of Homeland Security and the Administrator of the General Services Administration should work jointly to conduct the following assessments and use the results to inform updated DHS headquarters consolidation	Partially Addressed: GAO will continue to monitor GSA's progress for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					plans: (1) a comprehensive needs assessment and gap analysis of current and needed capabilities that take into consideration changing conditions, and (2) an alternatives analysis that identifies the costs and benefits of leasing and construction alternatives for the remainder of the project and prioritizes options to account for funding instability.	
GAO-14-648	Federal Real Property: GSA and DHS Need to Strengthen the Management of DHS Headquarters Consolidation	9/19/2014	Office of the Commissioner, Public Buildings Service	002	In order to improve transparency and allow for more informed decision making by congressional leaders and DHS and GSA decision-makers, before requesting additional funding for the DHS headquarters consolidation project, after revising the DHS headquarters consolidation plans, the Secretary of Homeland Security and the Administrator of the General Services Administration should work jointly to develop revised cost and schedule estimates for the remaining portions of the consolidation project that conform to GSA guidance and leading practices for cost and schedule estimation, including an independent evaluation of the estimates.	Partially Addressed: GAO will continue to monitor GSA's progress for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-126 (formerly GAO-19-383)	Cloud Computing Security: Agencies Increased Use of Federal Authorization Program, but Improved Oversight and Implementation Needed	12/12/2019	Office of the Commissioner, Federal Acquisition Service	003	The Administrator of the General Services Administration should update security plans for selected systems to include the description of security controls and reviews and approvals plan.	GAO is monitoring GSA's progress for closure
GAO-20-228	Federal Property: GSA Guidance Needed to Help Agencies Identify Unneeded Property in Warehouses	1/22/2020	Office of Government-wide Policy	001	The Administrator of GSA should direct the Office of Government-wide Policy (1) to incorporate into its guidance approaches or practices agencies could use to assess utilization of and the ongoing need for property--approaches such as recommendations for periodic justifications, data analytics, and utilization reviews--and (2) to develop a plan and timelines for communicating the guidance to agencies government wide.	GAO is monitoring GSA's progress for closure
GAO-20-135	Federal Real Property: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data	2/6/2020	Office of Government-wide Policy	001	The Administrator of GSA should coordinate with agencies to ensure that street address information in the public database is complete and correctly formatted.	Partially Addressed: GAO will continue to monitor GSA's progress for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-135	Federal Real Property: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data	2/6/2020	Office of Government-wide Policy	002	The Administrator of GSA should coordinate with agencies to review Validation & Verification (V&V) anomaly categories to better target incorrect data.	Partially Addressed: GAO will continue to monitor GSA's progress for closure
GAO-20-135	Federal Real Property: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data	2/6/2020	Office of Government-wide Policy	003	The Administrator of GSA should work in consultation with agencies to determine which, if any, data should be withheld from public release.	GAO is monitoring GSA's progress for closure
GAO-20-135	Federal Real Property: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data	2/6/2020	Office of Government-wide Policy	004	The Administrator of GSA should instruct each agency to apply a consistent, risk-based approach in determining which, if any, assets or asset-specific information should be withheld from public release.	GAO is monitoring GSA's progress for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-135	Federal Real Property: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data	2/6/2020	Office of Government-wide Policy	005	The Administrator of GSA should allow agencies to provide summary data for secure installations.	GAO is monitoring GSA's progress for closure
GAO-20-575	Federal Advisory Committees: Actions Needed to Enhance Decision-Making Transparency and Cost Data Accuracy	9/10/2020	Office of Government-wide Policy	008	The Administrator of GSA should require agencies to develop and implement written policies or procedures to identify, calculate, and fully document FACA committee costs, and ensure agency staff enter accurate and complete cost data into the FACA database.	12/29/2023 Implementing ¹
GAO-20-689	Federal Property: Formal Policies Could Enhance FDA's Property Management Efforts	9/23/2020	Office of the Administrator, Office of the Commissioner, Public Buildings Service Office of the Regional Commissioner	004	GAO recommends that the Administrator of GSA should take steps to ensure that the condition of all White Oak facilities that FDA occupies are assessed, including limited access areas and tenant improvements that are above the standard services and facilities that GSA provides.	GAO is evaluating supporting documentation for closure

¹Implementation action is currently in progress

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-21-171	Information and Communications Technology: Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks	10/27/2020	Office of Government-wide Policy	100	Due to the sensitive nature of this information, the GAO report anonymized the names of agencies in relation to the recommendations. GSA has implemented or is implementing the outstanding GAO recommendations.	GAO is evaluating supporting documentation for closure
GAO-21-171	Information and Communications Technology: Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks	10/27/2020	Office of Government-wide Policy	102	Due to the sensitive nature of this information, the GAO report anonymized the names of agencies in relation to the recommendations. GSA has implemented or is implementing the outstanding GAO recommendations.	GAO is evaluating supporting documentation for closure
GAO-21-171	Information and Communications Technology: Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks	10/27/2020	Office of Government-wide Policy	103	Due to the sensitive nature of this information, the GAO report anonymized the names of agencies in relation to the recommendations. GSA has implemented or is implementing the outstanding GAO recommendations.	GAO is evaluating supporting documentation for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-21-171	Information and Communications Technology: Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks	10/27/2020	Office of Government-wide Policy	105	Due to the sensitive nature of this information, the GAO report anonymized the names of agencies in relation to the recommendations. GSA has implemented or is implementing the outstanding GAO recommendations.	GAO is evaluating supporting documentation for closure
GAO-22-104492	Information Technology: Digital Service Programs Need to Consistently Coordinate on Developing Guidance for Agencies	12/10/2021	Office of the Commissioner, Federal Acquisition Service Technology Transformation Service	002	GAO recommends that the Administrator of General Services should direct the Executive Director of 18F to work with the Administrator of USDS to establish and document an approach to coordinate on the IT guidance they provide to agencies.	GAO is evaluating supporting documentation for closure
GAO-22-104574	Open Data: Additional Action Required for Full Public Access	12/16/2021	Office of the Commissioner, Federal Acquisition Service Technology Transformation Service	010	GAO recommends that the Administrator of GSA should develop and implement procedures for determining user needs and conducting usability testing, to ensure Data.gov addresses user needs, consistent with OMB guidance in M-17-06.	Partially Addressed: GAO will continue to monitor GSA's progress for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-22-104639	Federal Real Property: GSA Should Fully Assess Its Prospectus Process and Communicate Results with Its Authorizing Committees	1/21/2022	Office of the Commissioner, Public Buildings Service	001	GAO recommends that the Commissioner of the Public Buildings Service should fully assess the prospectus process for leases and capital projects, including identifying, analyzing, and responding to risks associated with the process that may limit GSA's ability to manage its assets portfolio, and should implement potential improvements to the process identified through the assessment. As part of this assessment, the Commissioner should solicit input from GSA's authorizing committees about challenges and risks posed by the prospectus process.	GAO is monitoring GSA's progress for closure
GAO-22-104639	Federal Real Property: GSA Should Fully Assess Its Prospectus Process and Communicate Results with Its Authorizing Committees	1/21/2022	Office of the Commissioner, Public Buildings Service	002	GAO recommends that the Administrator of the General Services Administration should communicate to the agency's authorizing committees the results of its assessment, including any proposed changes to the process that may require legislative action to implement.	GAO is monitoring GSA's progress for closure.
GAO-22-104626	Federal Personal Property: Better Internal Guidance and More Action from GSA Are Needed to Help Agencies Maximize Use of Excess	6/28/2022	Office of Government-wide Policy Office of the Commissioner, Federal Acquisition Service	001	GAO recommends that the Administrator of the General Services Administration should assess its current efforts to promote the maximum use of excess personal property and take further actions that could increase the use of excess personal property; such actions could include promoting additional policies or methods that will help agencies implement guidance to provide assurance that excess property is considered before purchasing new.	6/30/2023 Implementing

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-22-105105	Federal Real Property: GSA Could Further Support Agencies' Post Pandemic Planning for Office Space Use	9/7/2022	Office of the Commissioner, Public Buildings Service	001	GAO recommends that the GSA Administrator should develop a plan to broadly share with federal agencies, including those that do not use GSA services, information learned from GSA's pilots and other space utilization data collection efforts.	7/31/2023 Implementing
GAO-22-105065	Privacy: Dedicated Leadership Can Improve Programs and Address Challenges	9/22/2022	Office of the Chief Information Officer	046	GAO recommends that the GSA Administrator should establish a time frame for fully defining a process for ensuring that the senior agency official for privacy or other designated privacy official is involved in assessing and addressing the hiring, training, and professional development needs of the agency with respect to privacy, and document that process.	GAO is evaluating supporting documentation for closure
GAO-22-105065	Privacy: Dedicated Leadership Can Improve Programs and Address Challenges	9/22/2022	Office of the Chief Information Officer	047	GAO recommends that the GSA Administrator should fully define and document the role of the senior agency official for privacy or other designated privacy official in reviewing and approving system categorizations, overseeing privacy control assessments, and reviewing authorization packages.	3/31/2023 Implementing

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-22-104393	Technology Business Management: OMB and GSA Need to Strengthen Efforts to Lead Federal Adoption	9/29/2022	Office of Government-wide Policy	007	GAO recommends that the GSA Administrator should direct the Office of Government-wide Policy Director of IT Data Transparency to ensure that the Technology Business Management (TBM) benchmarking functionality is developed and made available on the IT Dashboard.	3/31/2023 Implementing
GAO-23-104815	Federal Real Property: GSA Should Leverage Lessons Learned from New Sale and Transfer Process	10/7/2022	Office of the Commissioner, Public Buildings Service	001	GAO recommends the GSA Administrator, in consultation with relevant stakeholders, should develop a process to collect, share, and apply lessons learned from the implementation of Federal Assets Sale and Transfer Act (FASTA) to improve the final 2024 round and future disposal efforts, including reporting any lessons learned through this process to Congress.	Determining

GSA-OIG Recommendation Status and Timelines

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
JE21-002	OIG Evaluation Report: Evaluation of the General Services Administration's Use of an Ad Hoc Appraisal Process for an Executive	9/14/2021	Office of General Counsel	001	OIG recommends that the Administrator should take appropriate action to remedy the harm caused by a tainted performance review process that resulted in an unsatisfactory rating and in removal from the position, as well as the loss of any opportunity for a FY 2017 performance period pay increase or bonus.	Litigation concluded on April 7, 2022, resolving outstanding issues
JE21-002	OIG Evaluation Report: Evaluation of the General Services Administration's Use of an Ad Hoc Appraisal Process for an Executive	9/14/2021	Office of General Counsel	002	OIG recommends that the GSA General Counsel and Chief Human Capital Officer should review current processes and procedures to ensure sufficient oversight of employee misconduct and disciplinary reviews, including timely referral to the OIG.	A review of current processes and procedures is being coordinated.
A19005 4P4R2 2001	Audit of a Hotline Complaint: PBS Greater Southwest Region's Operations and Maintenance Contracts	12/16/2021	Office of the Regional Commissioner, Region 7 Office of the Commissioner, Public Buildings Service	003C	OIG recommends that the Greater Southwest PBS Regional Commissioner review current Operations and Maintenance (O&M) contracts and develop and implement policies for current and future O&M contracts when administering O&M contracts, enforce staffing-level requirements in O&M contracts and ensure consistent interpretation of prescriptive and performance-based contract language.	02/28/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A21002 0P6R2 2003	PBS Has Not Identified All High-Risk Uses of Space, Resulting in Potential Safety Risks	3/24/2022	Office of the Commissioner, Public Buildings Service	001	OIG recommends that the PBS Commissioner revise and strengthen the space evaluation policy, including the permit referenced in "Appendix B. GSA Fire, Safety and Health (FSH) Program Potentially High-Risk Use Permit," by using plain language and better defining policy terms and conditions.	3/24/2023 Implementing
A21002 0P6R2 2003	PBS Has Not Identified All High-Risk Uses of Space, Resulting in Potential Safety Risks	3/24/2022	Office of the Commissioner, Public Buildings Service	004	OIG recommends that the PBS Commissioner provide formal, standardized training to the Office of Facilities Management, the Office of Portfolio Management and Customer Engagement, and the Office of Leasing regarding the space evaluation policy and the offices' respective roles and responsibilities.	3/24/2023 Implementing
A21002 0P6R2 2003	PBS Has Not Identified All High-Risk Uses of Space, Resulting in Potential Safety Risks	3/24/2022	Office of the Commissioner, Public Buildings Service	005	OIG recommends that the PBS Commissioner develop and implement appropriate internal controls to ensure program oversight of the space evaluation process.	03/24/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A21001 8PTR2 2004	Audit of the Security Controls for Building Automation Technologies in GSA Facilities	4/22/2022	GSA IT: Office of the Chief Information Officer Office of the Commissioner, Public Buildings Service	003	OIG recommends the PBS Commissioner, in coordination with the GSA Chief Information Officer, implement controls to ensure that procedures for deviation approvals are followed in accordance with GSA's IT Security Procedural Guide: Windows 10 Hardening, CIO-IT Security-16-74.	02/28/2023 Implementing
A21001 8PTR2 2004	Audit of the Security Controls for Building Automation Technologies in GSA Facilities	4/22/2022	GSA IT: Office of the Chief Information Officer Office of the Commissioner, Public Buildings Service	004	OIG recommends the PBS Commissioner, in coordination with the GSA Chief Information Officer, implement controls to ensure that conditions identified in the Acceptance of Risk letters are tracked and remediated within the time limits specified and in accordance with GSA's IT Security Procedural Guide: Managing Enterprise Cybersecurity Risk, CIO-IT Security-06-30.	03/30/2023 Implementing
A21001 8PTR2 2004	Audit of the Security Controls for Building Automation Technologies in GSA Facilities	4/22/2022	GSA IT: Office of the Chief Information Officer Office of the Commissioner, Public Buildings Service	005	OIG recommends the PBS Commissioner, in coordination with the GSA Chief Information Officer, implement controls to ensure that data currently maintained in the National Computerized Maintenance Management System inventory is accurate and complete.	03/30/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A21001 8PTR2 2004	Audit of the Security Controls for Building Automation Technologies in GSA Facilities	4/22/2022	GSA IT: Office of the Chief Information Officer Office of the Commissioner, Public Buildings Service	007	OIG recommends the PBS Commissioner, in coordination with the GSA Chief Information Officer, implement controls to ensure that the National Computerized Maintenance Management System data is consistently monitored for accuracy and completeness and guidance for doing so is clearly defined across GSA policies, procedures, and guidance.	03/30/2023 Implementing
A21003 3P5R2 2006	Audit of Security Camera and Alarm Systems at GSA-Owned Buildings	6/22/2022	Office of Mission Assurance Office of the Commissioner, Public Buildings Service	001A	OIG recommends that the GSA Administrator, in conjunction with the U.S. Department of Homeland Security's Federal Protective Service (FPS), conduct a nationwide assessment of GSA-owned buildings to identify degraded, inoperable, and deficient security camera and alarm systems.	12/30/2022 Implemented
A21003 3P5R2 2006	Audit of Security Camera and Alarm Systems at GSA-Owned Buildings	6/22/2022	Office of Mission Assurance Office of the Commissioner, Public Buildings Service	001B	OIG recommends that the GSA Administrator, in conjunction with the U.S. Department of Homeland Security's Federal Protective Service (FPS), develop and implement a plan to repair, replace, and install the security camera and alarm systems identified through the nationwide assessment.	06/30/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A21003 3P5R2 2006	Audit of Security Camera and Alarm Systems at GSA-Owned Buildings	6/22/2022	Office of Mission Assurance Office of the Commissioner, Public Buildings Service	001C	OIG recommends that the GSA Administrator, in conjunction with the U.S. Department of Homeland Security's Federal Protective Service (FPS), revise GSA's Memorandum of Agreement (MOA) with FPS to clearly define responsibility for repairing and replacing security camera and alarm systems within an acceptable time frame.	3/31/2023 Implementing
A21003 3P5R2 2006	Audit of Security Camera and Alarm Systems at GSA-Owned Buildings	6/22/2022	Office of Mission Assurance Office of the Commissioner, Public Buildings Service	002	OIG recommends that the GSA Administrator, if, in conjunction with FPS, GSA is not able to secure funding to repair, replace, or install security camera and alarm systems, GSA should work with Congress to establish a consistent funding stream to address current and future security camera and alarm system deficiencies.	06/30/2023 Implementing
A20104 5Q3P2 2001	FAS's Use of the 4P Tool on Contract and Option Awards Often Results in Noncompliant Price Determinations	7/27/2022	Office of the Commissioner, Federal Acquisition Service	001	OIG recommends that the FAS Commissioner develop and implement oversight controls to ensure contracting personnel adhere to FAS Policy and Procedures 2020- 02 and 2021-05, and only use the 4P tool as part of a larger negotiation strategy that seeks the lowest overall cost alternative to meet the needs of the federal government, as required by the Competition in Contracting Act of 1984.	09/29/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A20104 5Q3P2 2001	FAS's Use of the 4P Tool on Contract and Option Awards Often Results in Noncompliant Price Determinations	7/27/2022	Office of the Commissioner, Federal Acquisition Service	003	OIG recommends that the FAS Commissioner provide training to contracting personnel regarding the use of the 4P tool, focusing on updated 4P Application User Guide requirements.	02/28/2023 Implementing
A20104 5Q3P2 2001	FAS's Use of the 4P Tool on Contract and Option Awards Often Results in Noncompliant Price Determinations	7/27/2022	Office of the Commissioner, Federal Acquisition Service	004	OIG recommends that the FAS Commissioner develop and implement oversight controls to ensure contracting personnel are following the updated 4P Application User Guide.	09/29/2023 Implementing
A20104 5Q3P2 2001	FAS's Use of the 4P Tool on Contract and Option Awards Often Results in Noncompliant Price Determinations	7/27/2022	Office of the Commissioner, Federal Acquisition Service	005	OIG recommends that the FAS Commissioner include commercial market pricing research on the 4P tool overview tab.	09/29/2023 Implementing
A20104 5Q3P2 2001	FAS's Use of the 4P Tool on Contract and Option Awards Often Results in Noncompliant Price Determinations	7/27/2022	Office of the Commissioner, Federal Acquisition Service	006	OIG recommends that the FAS Commissioner include "no competitive research found" flags and a competitive research rate in 4P reports, exclusive of self-hits.	09/29/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A20104 5Q3P2 2001	FAS's Use of the 4P Tool on Contract and Option Awards Often Results in Noncompliant Price Determinations	7/27/2022	Office of the Commissioner, Federal Acquisition Service	007	OIG recommends that the FAS Commissioner design and implement procedures to ensure only accurate, current pricing is included in 4P reports.	09/29/2023 Implementing
A21003 9PRR2 2007	Audit of the PBS NCR's Metropolitan Service Center Reimbursable Work Authorizations	9/23/2022	Office of the Commissioner, Public Buildings Service	001	OIG recommends that the PBS Commissioner direct the Reimbursable Services National Program to update all applicable policies and procedures to align with the current Reimbursable Work Authorizations (RWA) organizational structure and to clarify the roles and responsibilities of PBS project managers and OCFO budget analysts in updating the RWA Entry and Tracking Application (RETA) status for substantial completion.	03/31/2023 Implementing
A21003 9PRR2 2007	Audit of the PBS NCR's Metropolitan Service Center Reimbursable Work Authorizations	9/23/2022	Office of the Commissioner, Public Buildings Service	002A	OIG recommends that the Acting NCR Regional Commissioner should establish controls to ensure staff are trained on the PBS Reimbursable Work Authorizations National Policy Manual requirement to update RWA Entry and Tracking Application (RETA) with a milestone schedule or written justification.	02/28/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A21003 9PRR2 2007	Audit of the PBS NCR's Metropolitan Service Center Reimbursable Work Authorizations	9/23/2022	Office of the Commissioner, Public Buildings Service	002B	OIG recommends that the Acting NCR Regional Commissioner should develop a program to train staff in their role in the revised guidance regarding updating the RWA Entry and Tracking Application (RETA) status for substantial completion.	02/28/2023 Implementing
A21003 9PRR2 2007	Audit of the PBS NCR's Metropolitan Service Center Reimbursable Work Authorizations	9/23/2022	Office of the Commissioner, Public Buildings Service	002C	OIG recommends that the Acting NCR Regional Commissioner should coordinate with the OCFO to ensure national RWA policies and goals are met for substantial completion dates to be entered into RWA Entry and Tracking Application (RETA).	03/31/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A20097 5Q3P2 2002	FAS Cannot Provide Assurance that MAS Contract Pricing Results in Orders Achieving the Lowest Overall Cost Alternative	9/30/2022	Office of the Commissioner, Federal Acquisition Service	001	OIG recommends that the FAS Commissioner cancel the Transactional Data Reporting (TDR) pilot in accordance with FAS Policy and Procedures 2016-11, Transactional Data Reporting - Federal Supply Schedule Program Implementation, Paragraph 8(G), Pilot Cancellation. OIG recognize that FAS rejected recommendations made in Report Number A140143/Q/6/P21002, including that FAS develop and implement an exit strategy for the TDR pilot and transition participating contractors out of the TDR pilot. However, OIG continues to conclude that the TDR pilot should be canceled. After 6 years, the TDR pilot still has not resulted in a viable pricing methodology that ensures compliance with the Competition in Contracting Act of 1984 (CICA) requirement for orders to result in the lowest overall cost alternative to meet the government's needs.	Not implementing - TDR eliminates the complex and burdensome tracking and disclosure requirements of the CSP and the Price Reductions Clause (PRC), increasing opportunities for small businesses. TDR empowers the Federal Government to: Make better buying strategy decisions through Category Management; Comply with policy directives; Reduce price variation and lower costs; and implement dynamic pricing models not based on a single company.

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A20097 5Q3P2 2002	FAS Cannot Provide Assurance that MAS Contract Pricing Results in Orders Achieving the Lowest Overall Cost Alternative	9/30/2022	Office of the Commissioner, Federal Acquisition Service	002	OIG recommends that the FAS Commissioner inform customer agencies that they should perform separate and independent price determinations because relying on MAS contract pricing and following the ordering procedures in Federal Acquisition Regulation (FAR) 8.405, Ordering procedures for Federal Supply Schedules, may not ensure compliance with the Competition in Contracting Act of 1984 (CICA) requirement that orders, and contracts result in the lowest overall cost alternative. This should continue until the requirements and controls outlined in Recommendation 3 are set in place to ensure compliance with CICA.	Not implementing - MAS pricing is fair and reasonable, as well as more than competitive in comparison to commercial and Federal marketplaces. MAS follows the competitive procedures necessary to establish fair and reasonable contract pricing, and orders placed against MAS contracts using FAR 8.405 are best value and result in the lowest overall cost alternative. FAS has provided analysis that demonstrates that on the aggregate TDR provides better contract and order level pricing.

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A20097 5Q3P2 2002	FAS Cannot Provide Assurance that MAS Contract Pricing Results in Orders Achieving the Lowest Overall Cost Alternative	9/30/2022	Office of the Commissioner, Federal Acquisition Service	003A	OIG recommends that the FAS Commissioner establish requirements and controls to ensure that FAS contracting personnel adequately analyze CSP information: (1) to negotiate pricing consistent with CICA, FAR, and GSA Acquisition Regulation 538.270-1, Evaluation of offers without access to transactional data; and (2) to clearly identify and support the determination of most favored customer pricing. FAS should ensure that offerors provide its contracting personnel with detailed information about the sales volumes, terms and conditions of pricing agreements, and any additional transactional discounts or pricing terms offered to individual commercial customers that receive the best pricing for the products and services proposed for the MAS contract.	Not implementing - TDR eliminates the complex and burdensome tracking and disclosure requirements of the CSP and the Price Reductions Clause (PRC), increasing opportunities for small businesses. TDR empowers the Federal Government to: Make better buying strategy decisions through Category Management; Comply with policy directives; Reduce price variation and lower costs; and implement dynamic pricing models not based on a single company.

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A20097 5Q3P2 2002	FAS Cannot Provide Assurance that MAS Contract Pricing Results in Orders Achieving the Lowest Overall Cost Alternative	9/30/2022	Office of the Commissioner, Federal Acquisition Service	003B	OIG recommends that the FAS Commissioner establish requirements and controls to ensure that FAS contracting personnel adequately analyze CSP information: (1) to negotiate pricing consistent with CICA, FAR, and GSA Acquisition Regulation 538.270-1, Evaluation of offers without access to transactional data; and (2) to clearly identify and support the determination of most favored customer pricing. FAS should establish protocols that require offerors to submit other than certified cost or pricing data to support proposed pricing when offerors do not have comparable sales to customers outside of its MAS contract.	Not implementing - FAS maintains current policy addressing the evaluation, negotiation, and award of pricing subject to the CSP requirement is consistent with CICA, FAR, and GSAR requirements. This includes pricing in new offers and the exercise of options.

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A20097 5Q3P2 2002	FAS Cannot Provide Assurance that MAS Contract Pricing Results in Orders Achieving the Lowest Overall Cost Alternative	9/30/2022	Office of the Commissioner, Federal Acquisition Service	003C	OIG recommends that the FAS Commissioner establish requirements and controls to ensure that FAS contracting personnel adequately analyze CSP information: (1) to negotiate pricing consistent with CICA, FAR, and GSA Acquisition Regulation 538.270-1, Evaluation of offers without access to transactional data; and (2) to clearly identify and support the determination of most favored customer pricing. FAS should cancel FAS Policy and Procedures 2017-02, Updated Procedures for Exercising the Option to Extend the Term of a Federal Supply Schedule Contract, and develop and implement policy and procedures directing FAS's contracting personnel to perform price analyses of CSP disclosures provided by the offeror for MAS contract option extensions.	Not implementing - FAS maintains current policy addressing the evaluation, negotiation, and award of pricing subject to the CSP requirement is consistent with CICA, FAR, and GSAR requirements. This includes pricing in new offers and the exercise of options.
A20097 5Q3P2 2002	FAS Cannot Provide Assurance that MAS Contract Pricing Results in Orders Achieving the Lowest Overall Cost Alternative	9/30/2022	Office of the Commissioner, Federal Acquisition Service	004	OIG recommends that the FAS Commissioner explore new pricing methodologies that can ensure that its contracting personnel are able to leverage aggregate government buying power to negotiate and award MAS contracts that result in orders that reflect the lowest overall cost alternative to meet the needs of the government.	12/31/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A20101 8P4R2 2008	COVID-19: PBS Faces Challenges in its Efforts to Improve Air Filtration in GSA-Controlled Facilities	9/30/2022	Office of the Commissioner, Public Buildings Service	001A	OIG recommends that the PBS Commissioner, for GSA-owned facilities, conduct an accurate and complete assessment of HVAC systems to identify deficiencies in air filtration. Based upon the assessment, PBS should maximize central air filtration in existing HVAC systems without significantly reducing design airflow.	10/31/2023 Implementing
A20101 8P4R2 2008	COVID-19: PBS Faces Challenges in its Efforts to Improve Air Filtration in GSA-Controlled Facilities	9/30/2022	Office of the Commissioner, Public Buildings Service	001B	OIG recommends that the PBS Commissioner for GSA-owned facilities review and update current and future operations and maintenance (O&M) contracts to ensure that they clearly identify the required Minimum Efficiency Reporting Value (MERV) air filters and preventive maintenance schedules.	5/31/2023 Implementing
A20101 8P4R2 2008	COVID-19: PBS Faces Challenges in its Efforts to Improve Air Filtration in GSA-Controlled Facilities	9/30/2022	Office of the Commissioner, Public Buildings Service	001C	OIG recommends that the PBS Commissioner, for GSA-owned facilities, establish controls to ensure that PBS obtains and maintains complete preventive maintenance records.	5/31/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A20101 8P4R2 2008	COVID-19: PBS Faces Challenges in its Efforts to Improve Air Filtration in GSA-Controlled Facilities	9/30/2022	Office of the Commissioner, Public Buildings Service	001D	OIG recommends that the PBS Commissioner, for GSA-owned facilities, ensure contracting officer representatives conduct inspections of mechanical rooms and preventive maintenance records to ensure that air filters meet Minimum Efficiency Reporting Value (MERV) requirements.	10/31/2023 Implementing
A20101 8P4R2 2008	COVID-19: PBS Faces Challenges in its Efforts to Improve Air Filtration in GSA-Controlled Facilities	9/30/2022	Office of the Commissioner, Public Buildings Service	002A	OIG recommends that the PBS Commissioner, for GSA-leased space, review and update current and future lease agreements to ensure that they clearly identify the required Minimum Efficiency Reporting Value (MERV) air filters and preventive maintenance schedules.	10/31/2023 Implementing
A20101 8P4R2 2008	COVID-19: PBS Faces Challenges in its Efforts to Improve Air Filtration in GSA-Controlled Facilities	9/30/2022	Office of the Commissioner, Public Buildings Service	002B	OIG recommends that the PBS Commissioner, for GSA-leased space, ensure that lessors maintain and provide required preventive maintenance records and provide timely access to mechanical rooms.	10/31/2023 Implementing
A20101 8P4R2 2008	COVID-19: PBS Faces Challenges in its Efforts to Improve Air Filtration in GSA-Controlled Facilities	9/30/2022	Office of the Commissioner, Public Buildings Service	002C	OIG recommends that the PBS Commissioner, for GSA-leased space, ensure that PBS representatives inspect mechanical rooms and preventive maintenance records to ensure that air filters meet Minimum Efficiency Reporting Value (MERV) requirements.	10/31/2023 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	001A	OIG recommends that the GSA Administrator ensures that the collection, maintenance, dissemination, and preservation of GSA's geospatial data complies with the Geospatial Data Act of 2018 (GDA) Agency-wide by incorporating the Federal Real Property Profile Management System (FRPP MS) dataset into the Agency's GDA compliance efforts.	Determining ²
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	001B	OIG recommends that the GSA Administrator ensures that the collection, maintenance, dissemination, and preservation of GSA's geospatial data complies with the Geospatial Data Act of 2018 Agency-wide by conducting an Agency-wide assessment to identify and inventory all geospatial data, including, but not limited to, contracts purchasing geospatial data.	Determining
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	001C	OIG recommends that the GSA Administrator ensures that the collection, maintenance, dissemination, and preservation of GSA's geospatial data complies with the Geospatial Data Act of 2018 Agency-wide by incorporating all geospatial data into GSA's Geospatial Data Strategy and	Determining

² Developed action plan awaiting auditor's approval

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					Covered Agency Annual Report and Self-Assessment.	
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	002A	OIG recommends that the GSA Administrator ensures that GSA adheres to the appropriate geospatial data standards by developing a process for reviewing and updating the Inventory of Owned and Leased Properties (IOLP) and Federal Real Property Profile Management System (FRPP MS) MS datasets to ensure they comply with the appropriate data standards.	Determining
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	002B	OIG recommends that the GSA Administrator ensures that GSA adheres to the appropriate geospatial data standards by working with submitting agencies to obtain any incomplete data during the next Federal Real Property Profile Management System (FRPP MS) dataset reporting cycle.	Determining

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	002C	OIG recommends that the GSA Administrator ensures that GSA adheres to the appropriate geospatial data standards by reviewing and revising the FRPP MS data verification process to ensure the Federal Real Property Profile Management System (FRPP MS) dataset contains complete and valid data.	Determining
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	002D	OIG recommends that the GSA Administrator ensures that GSA adheres to the appropriate geospatial data standards by including the Real Property Asset Type, Real Property Asset Name, and Installation Name data elements in the Inventory of Owned and Leased Properties (IOLP) dataset and update the IOLP metadata accordingly.	Determining
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	003A	OIG recommends that the GSA Administrator ensures that GSA adheres to the appropriate geospatial metadata standards by adhering to one of the Federal Geographic Data Committee (FGDC)-endorsed metadata standards for the IOLP and FRPP MS datasets--either FGDC's Content Standard for Digital Geospatial Metadata or the International Standards Organization's (ISO) geospatial metadata standards.	Determining

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	003B	OIG recommends that the GSA Administrator ensures that GSA adheres to the appropriate geospatial metadata standards by reviewing and updating the IOLP metadata for consistency with the information in the IOLP dataset.	Determining
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	003C	OIG recommends that the GSA Administrator ensures that GSA adheres to the appropriate geospatial metadata standards by developing a routine review process to ensure geospatial metadata is accurate and complete.	Determining
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	003D	OIG recommends that the GSA Administrator ensures that GSA adheres to the appropriate geospatial metadata standards by publishing the FRPP MS dataset's metadata to the GeoPlatform.	Determining
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	004A	OIG recommends that the GSA Administrator implements a comprehensive, formalized oversight structure that ensures GSA's Agency-wide compliance with the Geospatial Data Act of 2018 (GDA), including, but not limited to delineation, documentation, and dissemination of GDA-related roles and responsibilities across GSA.	Determining

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	004B	OIG recommends that the GSA Administrator implements a comprehensive, formalized oversight structure that ensures GSA's Agency-wide compliance with the Geospatial Data Act of 2018 (GDA), including, but not limited to implementation of mechanisms to ensure those responsible for GDA compliance are fully aware of geospatial-related activities Agency-wide.	Determining
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	004C	OIG recommends that the GSA Administrator implements a comprehensive, formalized oversight structure that ensures GSA's Agency-wide compliance with the Geospatial Data Act of 2018 (GDA), including, but not limited to development of oversight mechanisms that ensure the completeness, accessibility, and usability of GSA geospatial data uploaded to Data.gov and the GeoPlatform.	Determining
A22003 7ATF2 3001	GSA Is Not Fully Complying with the Geospatial Data Act of 2018	10/5/2022	GSA IT: Office of the Chief Information Officer	004D	OIG recommends that the GSA Administrator implements a comprehensive, formalized oversight structure that ensures GSA's Agency-wide compliance with the Geospatial Data Act of 2018 (GDA), including, but not limited to development of oversight mechanisms to identify and exclude CUI from the IOLP dataset.	Determining

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
JEF23-001 (Formerly JEF22-002-000)	Ventilation Issues Persist in Unrenovated Wings of GSA Headquarters Building	11/28/2022	Office of the Commissioner, Public Buildings Service	001	OIG recommends that the Public Buildings Service Commissioner should continue to monitor IAQ in Wings 0 and 3 of the Headquarters Building, in accordance with the PBS Desk Guide.	04/28/2023 Implementing
JEF23-001 (Formerly JEF22-002-000)	Ventilation Issues Persist in Unrenovated Wings of GSA Headquarters Building	11/28/2022	Office of the Commissioner, Public Buildings Service	002	OIG recommends that the Public Buildings Service Commissioner should expeditiously notify Headquarters Building occupants of any IAQ results that do not meet ASHRAE standards.	10/31/2023 Implementing

Reconciliation of Discrepancies

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Reconciliation Note
A150009P 4R17006	PBS National Capital Region's \$1.2 Billion Energy Savings Performance Contract for White Oak was Not Awarded or Modified in Accordance with Regulations and Policy	8/24/2017	Office of the PBS Regional Commissioner (National Capital Region)	001	Take immediate action to expedite the procurement of a new O&M contract that adheres to competition requirements specified in the Competition in Contracting Act of 1984 and the Federal Acquisition Regulations.	4/30/2019 Implemented management decision. OIG disagreed regarding Competition in Contracting Act requirements. Final action.
A150132P 4R17001	GSA's Decisions to Vacate and Renovate the Leased Federal Courthouse in Pensacola Are Based on Faulty Premises	10/25/2016	Office of the Commissioner, Public Buildings Service	001	Reanalyze options for housing the tenants of the 1 North Palafox Street courthouse. As part of this analysis, PBS should: ensure a comparison of equivalent options are reflected; ensure the design and renovations, new, and leased construction options meet current building standards; ensure the designs for the new and leased courthouse appraiser; ensure lease-buyout and other potential settlement costs are incorporated; and develop and incorporate project schedules into the financial analysis that are based on historical performance of projects with similar scope or scale.	12/7/17 Implemented management decision. GSA disagreed with the recommendation. Given the reported health concerns and the importance of the work of the Court, GSA determined that relocation was the most appropriate option to pursue. Final action.

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Reconciliation Note
JE18-002	Evaluation of GSA Non-Disclosure Policy	3/8/2018	Office of Congressional and Intergovernmental Affairs	001	GSA's leadership should clarify GSA's policy on communications with Members of Congress in GSA's order on congressional and Intergovernmental Inquiries and relations.	8/30/2018 Implemented management decision. GSA disagreed, as the directive establishes policy for the office's role as a focal point for Congressional relations and communications, but is not Intended as an operational or procedural order. Final action
JE19-002	Evaluation of GSA's Management and Administration of the Old Post Office Building Lease	1/16/2019	Office of the Commissioner, Public Buildings Service	001	Before continuing to use the language [in Section 37.19 of the Old Post Office (CPO) out lease] GSA determine the purpose of the interested Parties provision, conduct a formal legal review by OGC that includes consideration of the Foreign and Presidential Emoluments Clauses, and revise the language to avoid ambiguity.	9/3/2020 Implemented management decision. GSA revised the leasing program guide, training, forms, and website to address recommendation. Final action

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Reconciliation Note
A140143Q 6P21002	GSA's Transactional Data Reporting Pilot is Not Used to Affect Pricing Decisions	6/24/2021	Office of the Commissioner, Federal Acquisition Service	001	FAS Commissioner take immediate action to mitigate the risks associated with the TDR pilot by: restricting additional contractors from opting into the TDR pilot; and restricting access to, and use of, the TDR pilot data.	12/6/2021 Implemented management decision. GSA disagreed with the recommendation. Final action.
A140143Q 6P21002	GSA's Transactional Data Reporting Pilot is Not Used to Affect Pricing Decisions	6/24/2021	Office of the Commissioner, Federal Acquisition Service	002	FAS Commissioner develop and implement an exit strategy for the TDR pilot and transition participating contractors out of the TDR pilot	12/6/2021 Implemented management decision. GSA disagreed with the recommendation. Final action.

Appendix 1: Acronyms

API	Application Programming Interface
CICA	Competition in Contracting Act of 1984
CSP	Commercial Sales Practices
DHS	Department of Homeland Security
FAR	Federal Acquisition Regulation
FAS	Federal Acquisition Service
FASTA	Federal Assets Sale and Transfer Act
FDA	U.S. Food and Drug Administration
FPS	Federal Protective Services
FRPP	Federal Real Property Profile
FSH	Fire, Safety and Health
GAO	Government Accountability Office
GDA	Geospatial Data Act of 2018
GSA	General Services Administration
GSA IT	Office of General Services Administration's Information Technology
IOLP	Inventory of Owned and Leased Properties
ISO	International Standards Organization
IT	Information Technology
MERV	Minimum Efficiency Reporting Value
NCR	National Capital Region
OCFO	Office of the Chief Financial Officer
OIG	Office of Inspector General
OMB	Office of Management and Budget
O&M	Operations and Maintenance
PBS	Public Buildings Service
RETA	RWA Entry and Tracking Application
RWA	Reimbursable Work Authorizations
TBM	Technology Business Management
TDR	Transactional Data Reporting
TMF	Technology Modernization Fund
USDS	United States Digital

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