



U.S. General Services
Administration

FY 2027



CONGRESSIONAL
JUSTIFICATION

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U.S. General Services Administration

SUMMARY of the

Fiscal Year 2027 Congressional Justification

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The U.S. General Services Administration's (GSA) fiscal year (FY) 2027 budget request reflects the agency's commitment to its founding mission of streamlining Federal operations, consolidating resources, and providing efficient, essential services that allow Government agencies to focus on their core missions. By prioritizing efficiency, technology, and responsible resource management, GSA is positioning the Federal Government to achieve enhanced performance and reduce operational costs.

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. GSA annually awards more than \$116 billion in contracts Government-wide and manages more than 360 million rentable square feet that safely houses hundreds of thousands of Federal employees in over 2,200 communities across the country. 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.

The FY 2027 budget underscores GSA's dedication to fiscal responsibility and accountability and captures the agency's focus on delivering results for the American people through smart Government and responsible stewardship of taxpayer resources. The agency will pursue cost reductions and operational efficiencies to deliver substantial taxpayer savings Government-wide. As GSA finds ways to automate and optimize its processes, GSA remains committed to preserving its ability to meet its statutory obligations and provide superior service delivery to its stakeholders.

To advance its mission and capitalize on this opportunity, GSA centered its FY 2027 budget request around four strategic pillars:

Optimize the Federal Buildings Portfolio –

GSA will reimagine and optimize the Federal real estate portfolio by consolidating space, disposing of underutilized or unneeded assets, reducing deferred maintenance liabilities, and investing in beautiful, flexible, and technology-enabled facilities. This includes rightsizing the Federal footprint to more effectively support agency missions, promote collaboration, and serve as a responsible steward of taxpayer dollars.

Streamline and Centralize Procurement –

GSA will modernize Federal procurement by simplifying the acquisition process and consolidating procurement functions to leverage Government-wide buying power, eliminating mission duplication and waste, reducing regulatory barriers, expanding shared acquisition solutions, and reducing compliance burdens across purchasing channels. GSA's efforts will focus on maximizing the negotiating power of volume buying, shortening procurement cycles, improving the procurement technology infrastructure, and providing long-term value for the Government.

Enhance IT Infrastructure and Software Services –

GSA will leverage and invest in secure, scalable, and modern digital infrastructure and software solutions, such as cloud and artificial intelligence (AI) technologies, while optimizing overall information technology (IT) spending. Efforts include strategically evaluating existing infrastructure, eliminating legacy system vulnerabilities and inefficiencies and centralizing data, increasing access to best-in-class technologies, and optimizing GSA’s cloud and software spending.

Embrace GSA’s Model of Efficiency for Ourselves –

GSA will lead by example by becoming a model of operational efficiency to better serve its partner agencies. GSA will align talent, processes, and technology to eliminate redundancies, empower the workforce, and strengthen performance management.

GSA is committed to a culture of high-performance and customer focus, which is reinforced by the agency’s values of service, accountability, and innovation. Upholding these values is key to helping GSA’s Federal partners deliver their missions. When GSA is succeeding in its mission, the American people win—the Federal Government is delivering better services for the public and is saving money doing it.

Budget Request

GSA’s FY 2027 budget requests \$435.5 million in net discretionary authority for GSA’s programs—a six percent reduction from GSA’s FY 2026 budget request. Investment in GSA allows the Federal Government to better streamline its operations and support the Administration’s goals of smarter Government-wide acquisitions, better utilization and strategic disposition of real estate, and enhanced use of information technology.

GSA’s revolving-funds budget requests reflect the Administration’s commitment to efficient Government operations. The Federal Acquisition Service (FAS) continues to provide efficient and effective acquisition solutions across the Federal Government. In FY 2027, FAS will focus on leveraging the Government’s buying power to secure the best prices for the taxpayer while streamlining and consolidating Government-wide procurement through a whole-of-Government approach.

The Public Buildings Service (PBS) is requesting net zero obligational authority in addition to its anticipated annual revenues and collections for a total of \$10.5 billion in Federal Buildings Fund (FBF) New Obligational Authority (NOA). The requested NOA includes \$1.8 billion for GSA’s Capital Investment Program which will be used to repair mission critical federally owned facilities, reduce operating expenses, consolidate into long-term assets and facilitate the disposal of underutilized assets through the optimization of core Federal buildings. At the requested level, PBS will begin to reduce the size of the Federal inventory, release several hundred thousand rentable square feet of leased space, and avoid millions in annual future lease payments. Every dollar invested in GSA’s Capital Investment Program will serve as a catalyst for job creation, strengthening businesses and supporting American taxpayers. Each project has a long-term multiplying effect on the U.S. economy.

Summary of Appropriations

(Dollars in Thousands)

	FY 2025 Enacted	FY 2026 Enacted	FY2027 Request
Federal Buildings Fund (FBF), Budget Authority¹			
Construction and Acquisition	\$ -	\$ 165,661	\$ 33,056
Repairs and Alterations	\$ 724,198	\$ 957,165	\$ 1,780,271
Installment Acquisition Payments	\$ -	\$ -	\$ 25,113
Rental of Space	\$ 5,447,541	\$ 5,574,593	\$ 5,843,868
Building Operations	\$ 3,301,947	\$ 3,012,954	\$ 2,872,729
Sub-Total, New Obligational Authority	\$ 9,473,686	\$ 9,710,373	\$ 10,555,037
Annual Appropriations, Budget Authority²			
Government-wide Policy	\$ 70,474	\$ 64,000	\$ 38,000
Operating Expenses	\$ 53,933	\$ 48,000	\$ 51,000
Former Presidents	\$ 5,200	\$ 5,353	\$ 5,402
Civilian Board of Contract Appeals	\$ 10,248	\$ 10,248	\$ 10,346
Federal Citizen Services Fund	\$ 75,000	\$ 70,000	\$ 71,000
Office of the Inspector General	\$ 73,837	\$ 73,837	\$ 66,453
Asset Proceeds and Space Management Fund	\$ -	\$ 143,328	\$ 193,328
Technology Modernization Fund	\$ -	\$ 5,000	\$ -
Working Capital Fund	\$ 4,000	\$ -	\$ -
Presidential Transition	\$ 11,202	\$ -	\$ -
Sub-Total, Annual Appropriations	\$ 303,894	\$ 419,766	\$ 435,529
Supplemental Appropriations, Obligations³			
Federal Buildings Fund - Infrastructure Investment and Jobs Act	\$ 350,578	\$ 2,046,446	\$ 182,566
Technology Modernization Fund - American Rescue Plan	\$ 5,781	\$ -	\$ -
Federal Citizen Services Fund - American Rescue Plan	\$ 2,803	\$ -	\$ -
Federal Buildings Fund - Inflation Reduction Act	\$ 1,081,594	\$ -	\$ -
Federal Buildings Fund - Disaster Recovery Supplemental CARES Act	\$ 6,294	\$ 15,000	\$ -
	\$ 4,067	\$ -	\$ -
Sub-Total, Supplemental Appropriations	\$ 1,451,118	\$ 2,061,446	\$ 182,566
Mandatory Appropriations, Obligations⁴			
Federal Capital Revolving Fund	\$ -	\$ -	\$ 10,000,000
Transportation Audit Contracts and Contract Administration	\$ 8,073	\$ 11,516	\$ -
Acquisition Workforce Training Fund	\$ 15,096	\$ 22,797	\$ 17,493
Expenses, Disposal of Surplus Real and Related Personal Property	\$ 3,715	\$ 10,876	\$ 10,876
Sub-Total, Mandatory Appropriations, Budget Authority	\$ 26,885	\$ 45,189	\$ 10,028,369
Total Gross Budget Authority	\$ 11,255,582	\$ 12,236,774	\$ 21,201,500

Note: 1. The FY 2025 FBF Enacted includes enacted NOA and indefinite authority while FY 2026 and FY 2027 only reflects NOA authority. 2. Annual Appropriations reflects appropriated budget authority provided in each Fiscal Year. 3: Supplemental Appropriations reflects the actual or planned obligations against carryover funding from a prior year supplemental appropriations act. 4. Mandatory Appropriations includes actuals for FY 2025 and Plans for FY 2026 and FY 2027. This table does not reflect the requested transfer and obligational authority from the Federal Capital Revolving Fund (FCRF) in FY 2027. The FCRF payback is reflected in Installment Acquisition payments. Funds for the Special Emphasis programs are included in the Major R&A authority.

Optimize the Federal Buildings Portfolio

GSA's FY 2027 budget request supports the Administration's priorities to modernize and rightsize the Federal Government's real estate portfolio. The budget request for PBS proposes

sound, cost-effective investments to address the growing backlog of critical building life-safety and infrastructure needs, reduce the costs of maintaining federally owned facilities, and rightsize the Federal real estate portfolio while meeting the future workspace needs of Federal agencies and the public they serve. Full access to the FBF is fundamental to achieving this strategy.

The FBF was established by Congress in 1972 through the Public Buildings Amendments to enable GSA to operate its real estate portfolio like a business, where customer agencies pay rent based on commercial rates. This structure was designed to function like a private sector landlord model, where GSA could use rental income to address building repair and maintenance needs, while Congress maintained oversight through capital project authorizations and annual appropriations acts that determine how GSA can spend these rents through NOA.

However, since FY 2011, Congress has consistently underfunded the FBF by failing to provide NOA equal to the rent collections GSA receives from tenant agencies. This chronic underfunding prevents GSA from delivering the quality workspaces that agencies expect and for which they receive Congressional appropriations to pay rent. Without access to the full rental income and proceeds from property sales, GSA cannot adequately maintain its facilities to standards comparable to private sector landlords, address critical deferred maintenance backlogs, or strategically modernize federal workspaces. This funding gap creates a fundamental disconnect where agencies pay full rent to GSA, but GSA cannot fully utilize these funds for their intended purpose of maintaining and improving federal facilities. To rectify this growing disconnect, the FY 2027 Budget includes a proposal to facilitate GSA's full access to annual revenues and collections.

GSA and occupant agencies are more aligned than ever around the goal of improving the efficiency and reducing the size of GSA's current real estate portfolio. In FY 2027, an increased focus on data collection, reporting on space utilization, and meeting target utilization rates presents a significant opportunity to not only optimize the real estate portfolio but also generate substantial savings to taxpayers.

As part of GSA's strategic vision to provide financially sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce, GSA is working toward:

- Establishing and implementing cross-cutting solutions that safeguard Federal sites and facilities from foreseeable threats and risks and protect the Federal workforce.
- Developing and offering integrated workspace options and services that maximize productivity.
- Identifying and implementing programs that positively impact taxpayers through enhanced economic activity.
- Securing investments needed to achieve a smaller and modernized portfolio that is safe, efficient, and affordable for customers.

In FY 2027, GSA is requesting appropriations language that will allow \$3 million of the Operating Expenses appropriation to have a 2-year period of availability to support the Personal

Property Utilization and Donation program and the Office of Real Property Disposition. This additional flexibility will allow GSA to support critical property disposal activities across fiscal years and in the event of prolonged continuing resolutions.

GSA's FY 2027 budget request, including the \$1.8 billion requested for capital investments, will enable GSA to optimize the Federal Government's real estate footprint by disposing of underperforming buildings, investing in core assets, and strategically managing leases. The FY 2027 Capital Investment Program focuses on reinvesting in core assets and providing modernized, well-maintained, and maximally utilized workspaces. Realization of this effort will improve the functionality of tomorrow's real estate portfolio, allowing agencies to fulfill their missions and serve the American people. GSA plays a key role in helping agencies redefine their space requirements and this budget request repositions GSA's inventory to become a safer, smaller, and less costly real estate footprint. Full support of the Capital Investment Program is essential to realizing the enormous potential for optimizing GSA's real estate portfolio.

A key aspect of GSA's FY 2027 Capital Investment Program is the proposed \$451.3 million Optimization Program that will reconfigure and renovate core assets under GSA's control to optimize space configuration and performance and deliver the best value in real estate to customer agencies across Government. The proposed Optimization Program facilitates GSA's strategic divestiture of unneeded federally owned assets, reduces the reliance on privately owned space, results in improved space utilization, and generates cost savings for the American people all as one integrated project effort.

GSA requires access to capital funds to allow GSA to dispose of underutilized buildings and reinvest in and move agencies into core federally owned properties. To provide GSA with full access to its annual revenues and collections, the FY 2027 budget includes an administrative provision that would facilitate GSA's access to the full amount of its annual revenues and collections starting in FY 2028. GSA is also requesting capitalization of the Federal Capital Revolving Fund as a mechanism to unlock capital to finance the largest-dollar Federal real property purchases, renovations, and construction projects. The FY 2027 President's Budget supports both the appropriation of funds for the first repayment into the FCRF through installment acquisition payments for a \$375 million inaugural project to be executed by PBS.

Additionally, the budget includes a legislative proposal to increase GSA's prospectus threshold to \$10 million to reduce delivery times for many routine GSA Capital Investment and Leasing Program projects while maintaining Congressional oversight for the larger and more complex projects. GSA estimates that reducing the time required to deliver repair and alteration and lease projects will yield over \$50 million annually in cost avoidance for the taxpayer.

Lastly, GSA's FY 2027 budget request also includes an appropriation of prior year sales receipts of \$193.3 million for the Asset Proceeds and Space Management Fund. This amount represents appropriation of deposits into the fund from the Public Buildings Reform Board's High Value Asset Round disposals, that requires congressional authorization through the

appropriation in order to be spent. Accessing these proceeds through an appropriation will allow GSA to support the Board's efforts to consolidate the Federal Government's real estate footprint and maximize building utilization.

Streamline and Centralize Procurement

GSA's FY 2027 budget request supports the agency's continued commitment to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors. GSA's acquisition solutions focus on generating economies of scale, enabling the Federal Government to negotiate better prices, and helping agencies make smart purchasing decisions.

GSA is dedicated to improving the contract vehicles, services, and products provided to Federal agencies, military, State, and local entities. 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. FAS will serve its stakeholders by:

- Leveraging the Government's buying power to secure the best prices for the taxpayer, especially through GSA's OneGov Strategy.
- Streamlining and consolidating Government-wide procurement, reducing duplication and enabling agencies to focus on their core missions.
- Gaining insights into overall spending, improving forecasting, and effectively managing the budget.

FAS is uniquely positioned to be a Government-wide leader in advancing the Administration's ambitious priorities and goals outlined in Executive Order 14240, "Eliminating Waste and Saving Taxpayer Dollars by Consolidating Procurement", and Executive Order 14271, "Ensuring Commercial, Cost-Effective Solutions in Federal Contracts." Given its ability to enable and enhance the missions of other agencies, FAS will play a substantial role in delivering meaningful results for a variety of these efforts, including those that require a coordinated, whole-of-Government approach. These include:

- Centralization of the procurement for common goods and services across the Federal Government.
- Implementation of the revolutionary FAR overhaul and adaptation of FAS systems and processes.
- Interagency direct acquisition vehicle consolidation & rationalization—including the rightsizing of Multiple Award Schedule.

Through these efforts, GSA is playing a major role implementing many Administration policies because of the reach and impact of its acquisition and technology solutions.

Rationalize IT Infrastructure and Software as a Shared Service

Technology is foundational to agency mission success and public service delivery. It drives mission-support operations, safeguards critical information, and provides the data analysis necessary for informed 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 and 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 President's FY 2027 Budget Request includes a Government-wide general provision that will allow GSA, with approval of OMB, to continue to drive digital transformation through the Technology Modernization Fund 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. This funding will help address some of the \$4.5 billion in cumulative TMF funding needs submitted by agencies to address critical technology challenges.

GSA manages the following key IT programs that enable Government-wide technology adoption: FedRAMP, [Login.gov](https://login.gov), Integrated Award Environment, and USAi.

Federal Risk and Authorization Management Program (FedRAMP) provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. FedRAMP enables agencies to avoid spending duplicative funds for security-related costs and to save valuable time by establishing an “authorize once, reuse many times” security program. FedRAMP launched FedRAMP 20x in March of 2025 to reduce the time and costs associated with manual, labor-intensive security authorization processes by digitizing and automating critical business processes. This effort has shortened the time for cloud security authorizations from over a year to approximately 5 weeks.

Login.gov is a secure identity proofing solution that ensures access, protects privacy, and prevents fraud by simplifying access to online Government services for the public, while reducing costs for taxpayers and agencies. Login.gov enables members of the public to create a single digital account that provides access to their benefits and services at over 50 Federal and State agencies. Login.gov is expected to grow to serve over 150 million users in FY 2026 and FY 2027 as it focuses on strengthening fraud capabilities, supporting new use cases (e.g., international users), a trusted referee program for hard-to-verify populations, AI-powered live chat, and continued user experience improvements across the user journey.

The Integrated Award Environment (IAE) is the Federal Government's largest e-Government initiative, providing the centralized technology and processes that connect the Federal award life cycle. IAE operates SAM.gov, FPDS.gov, CPARS.gov, and eSRS.gov, and is modernizing its legacy systems into a single, secure, and efficient platform that reduces costs, improves transparency, and streamlines the user experience for agencies, awardees, and the public. GSA updates IAE for legislative and regulatory updates in coordination with OMB to further strengthen transparency, efficiency, and user experience across the Federal award environment. In FY 2027, IAE plans to complete the migration of CPARS.gov and FPDS.gov data entry and contract data submissions, fully consolidating all legacy applications into the modern SAM.gov environment.

In FY 2025, GSA launched USAi, a secure generative AI evaluation suite to help Federal agencies experiment with and adopt AI tools, such as chatbots and document summarization, quickly and safely. It allows agencies to use AI assistants to streamline research, problem solve and use multiple analytical models to make smarter decisions faster using data.

Lastly, in FY 2027, GSA will invest in its cybersecurity capabilities to implement the mandates outlined 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.

Embrace GSA's Model of Efficiency for Ourselves

GSA is actively pursuing increased efficiency to meet the rising demand for services without increasing operational costs. To this end, GSA's net discretionary budget request has decreased, as the agency offsets inflationary pressures by reducing staffing, contractual support, and other non-essential spending. Simultaneously, GSA is redesigning and streamlining business processes with the support of artificial intelligence empowering employees to make data-driven decisions and reduce the burden of low-value work. In GSA's revolving funds, revenues continue to grow in both the ASF and FBF faster than their operational costs resulting in improved operational efficiency. Additionally, GSA's Working Capital Fund spending for internal operations is decreasing, the FY 2027 Budget Request is \$117M less than FY 2025 actual.

GSA continues to make significant progress with the development, implementation, and maintenance of automations that return significant value to GSA. GSA's Robotic Process Automation (RPA) Program develops internal automations that generate savings and increase capacity for the agency. In addition to managing its own RPA program, GSA leads the Federal Robotic Process Automation Community of Practice (CoP) promoting the adoption of emerging automation technologies and rapid process transformation across the Government. 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.

Good Accounting Obligation in Government Act

GSA is working to meet the requirements of the Good Accounting Obligation in Government Act ([Pub. L. 115-414](#), 132 Stat. 5430). GSA's most recent report on the status of public recommendations by the Government Accountability Office and the GSA Office of Inspector General, which have been open for at least a year, can be found on GSA's website at: <https://www.gsa.gov/reference/reports/budget-performance/administrators-semiannual-management-report>

Request for New Obligational Authority
(Dollars in Thousands)

	FY 2025 Enacted	FY 2026 Enacted	FY2027 Request
Total Revenues	\$ 10,275,407	\$ 10,464,262	\$ 10,555,037
Federal Buildings Fund (FBF), New Obligation Authority			
Construction and Acquisition	\$ -	\$ 165,661	\$ 33,056
Repairs and Alterations	\$ 724,198	\$ 957,165	\$ 1,780,271
Installment Acquisition Payments	\$ -	\$ -	\$ 25,113
Rental of Space	\$ 5,447,541	\$ 5,574,593	\$ 5,843,868
Building Operations	\$ 3,301,947	\$ 3,012,954	\$ 2,872,729
Total New Obligation Authority	\$ 9,473,686	\$ 9,710,373	\$ 10,555,037
FBF Net Budget Authority	\$ (801,721)	\$ (753,889)	\$ -

Note: The FY 2025 Federal Buildings Fund Enacted includes obligations of enacted NOA and indefinite authority.

FY 2027 Capital Investment Program

(Dollars in Thousands)

Construction and Acquisition Program:		
Remediations	\$	31,481
Judgment Fund Repayment	\$	1,575
New Obligational Authority, Construction and Acquisition Program	\$	33,056
Repairs and Alterations Program:		
Non Prospectus (Basic) Repairs and Alterations Program	\$	500,000
Special Emphasis Programs	\$	476,267
Major Repairs & Alterations	\$	804,004
New Obligational Authority, Repairs and Alterations Program	\$	1,780,271
Total New Obligational Authority, Capital Investment Program	\$	1,813,327

GSA Net Budget Authority

Annual Appropriations, Request for Net Budget Authority

(Dollars in Thousands)

	FY 2025 Enacted	FY 2026 Enacted	FY2027 Request
Discretionary Budget Authority			
FBF Net Budget Authority	\$ (801,721)	\$ (753,889)	\$ -
Annual Appropriations	\$ 303,894	\$ 419,766	\$ 435,529
GSA Discretionary Budget Authority	\$ (497,827)	\$ (334,123)	\$ 435,529
Transportation Audit Contracts and Contract Administration	\$ 8,073	\$ 11,516	\$ -
Acquisition Workforce Training Fund	\$ 15,096	\$ 22,797	\$ 17,493
Expenses, Disposal of Surplus Real and Related Personal Property	\$ 3,715	\$ 10,876	\$ 10,876
GSA Mandatory Budget Authority¹	\$ 26,885	\$ 45,189	\$ 28,369
Mandatory Appropriations (Proposal)			
Federal Capital Revolving Fund	\$ -	\$ -	\$ 10,000,000
Appropriated GSA Mandatory Budget Authority	\$ -	\$ -	\$ 10,000,000
Total GSA Net Budget Authority	\$ (470,942)	\$ (288,934)	\$ 10,463,898

1. Mandatory Appropriations includes actuals for FY 2025 and plans for FY 2026 and FY 2027.

U.S. General Services Administration
 Summary of the FY 2027 Request

GSA Total Obligations by Object Classification

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
11.1 Full-time permanent.....	\$ 1,698,691	\$ 1,357,399	\$ 1,241,774
11.3 Other than full-time permanent.....	\$ 48,608	\$ 5,984	\$ 5,804
11.5 Other personnel compensation.....	\$ 43,332	\$ 36,918	\$ 35,679
11.8 Special personnel service payments.....	\$ 3,230	\$ 1,638	\$ 1,238
12.1 Civilian personnel benefits.....	\$ 661,408	\$ 544,131	\$ 461,435
13.0 Benefits for former personnel.....	\$ 6,397	\$ 18,312	\$ 2,860
21.0 Travel and transportation of persons.....	\$ 13,297	\$ 27,159	\$ 28,101
22.0 Transportation of things.....	\$ 245,008	\$ 11,659	\$ 12,164
23.1 Rental payments to GSA.....	\$ 32,025	\$ 54,354	\$ 53,436
23.2 Rental payments to others.....	\$ 5,737,703	\$ 5,721,470	\$ 5,843,904
23.3 Communications, utilities, and misc. charges.....	\$ 668,635	\$ 721,467	\$ 556,732
24.0 Printing and reproduction.....	\$ 4,756	\$ 4,779	\$ 5,642
25.1 Advisory and assistance services.....	\$ 21,344,960	\$ 19,626,169	\$ 21,847,829
25.2 Other services from non-Federal sources.....	\$ 74,082	\$ 65,109	\$ 64,710
25.3 Other goods and services from Federal sources.....	\$ 1,149,488	\$ 870,984	\$ 864,423
25.4 Operation and maintenance of facilities.....	\$ 2,363,938	\$ 2,326,040	\$ 2,485,453
25.5 Research and development contracts.....	\$ 11	\$ -	\$ -
25.6 Medical Care.....	\$ 6	\$ 192	\$ 114
25.7 Operation and maintenance of equipment.....	\$ 347,052	\$ 270,302	\$ 256,177
25.8 Subsistence and support of persons.....	\$ 37	\$ 5	\$ 5
26.0 Supplies and materials.....	\$ 2,125,460	\$ 1,893,914	\$ 1,964,993
31.0 Equipment.....	\$ 3,346,841	\$ 4,729,653	\$ 4,685,366
32.0 Land and structures.....	\$ 1,880,862	\$ 4,034,649	\$ 1,962,668
33.0 Investment and Loans.....	\$ -	\$ -	\$ -
41.0 Grants, subsidies, and contributions.....	\$ 1	\$ -	\$ -
42.0 Insurance claims and indemnities.....	\$ 9,832	\$ 11,500	\$ 500
43.0 Interest and dividends.....	\$ 32,409	\$ 48,651	\$ 79,427
44.0 Refunds.....	\$ 5	\$ -	\$ -
91.0 Unvouchered.....	\$ 3	\$ 15	\$ 15
94.0 Financial Transfers.....	\$ 10,894	\$ 8,408	\$ 375,000
99.0 Total Obligations.....	\$ 41,848,972	\$ 42,390,861	\$ 42,835,450
<i>Subtotal, PC&B.....</i>	<i>\$ 2,461,665</i>	<i>\$ 1,964,382</i>	<i>\$ 1,748,789</i>
<i>Subtotal, Non-labor.....</i>	<i>\$ 39,387,307</i>	<i>\$ 40,426,479</i>	<i>\$ 41,086,660</i>

GSA Total FTE

	FY 2025 Actual			FY 2026 Enacted			FY 2027 Request		
	Direct	Reimb.	Total	Direct	Reimb.	Total	Direct	Reimb.	Total
Annual Appropriations									
Office of Government-wide Policy	136	25	161	122	25	147	94	18	112
Operating Expenses	168	3	171	173	7	180	169	7	176
Civilian Board of Contract Appeals	30	0	30	30	0	30	41	0	41
Federal Citizen Services Fund	95	0	95	70	0	70	93	0	93
Office of Inspector General	264	2	266	250	3	253	225	3	228
Subtotal, Annual Appropriations	693	30	723	645	35	680	622	28	650
Revolving Funds									
Federal Buildings Fund	5,181	321	5,502	3,879	316	4,195	2,987	280	3,267
Technology Modernization Fund	26	0	26	15	0	15	15	0	15
Acquisition Services Fund	4,382	0	4,382	0	3,485	3,485	0	3,512	3,512
Working Capital Fund	0	2,447	2,447	0	1,529	1,529	0	1,532	1,532
Subtotal, Revolving Funds	9,589	2,768	12,357	3,894	5,330	9,224	3,002	5,324	8,326
Permanent Budget Authority									
Transportation Audits	23	0	23	0	0	0	0	0	0
Acquisition Workforce Training Fund	16	0	16	18	0	18	21	0	21
Subtotal, Permanent Budget Authority	39	0	39	18	0	18	21	0	21
GSA TOTAL	10,321	2,798	13,119	4,557	5,365	9,922	3,645	5,352	8,997

U.S. General Services Administration
Summary of the FY 2027 Request

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	TOTAL
FY 2026 Enacted	\$ 165,661	\$ 957,165	\$ -	\$ 5,574,593	\$ 3,012,954	\$ 9,710,373
Change in Construction for Executive Agencies	\$ (30,000)					\$ (30,000)
Change in Nonprospectus Construction and Acquisition	\$ (1,500)					\$ (1,500)
Change in Construction of LPOE						\$ -
Change in Courthouses	\$ (73,500)					\$ (73,500)
Change in Construction Remediation	\$ (29,180)					\$ (29,180)
Change in Judgment Fund Repayment	\$ 1,575					\$ 1,575
Change in Basic R&A program		\$ 21,000				\$ 21,000
Change in Major R&A program		\$ 802,106				\$ 802,106
Change in Design and Construction						\$ -
Annualization of remaining FY 2026 Program Changes				\$ (73,454)		\$ (73,454)
NOA Conversion of FY2025 IA Base				\$ 69,401		\$ 69,401
Lump Sums (Taxes, IBAA's, RWAs, Double Rent, Others)				\$ (87,175)		\$ (87,175)
FY25 PYC of Program Changes				\$ 136,925		\$ 136,925
Lease Terminations				\$ (95,543)		\$ (95,543)
Rent Changes (Step Rent, CPIs, Escalations)				\$ 34,911		\$ 34,911
Real Estate Taxes				\$ 86,434		\$ 86,434
Other One Time Payments (RWAs, Double Rent, Others)				\$ 146,219		\$ 146,219
Cost Reduction of Soft Term Leases				\$ (94,291)		\$ (94,291)
Expansions				\$ 5,639		\$ 5,639
Prior Year Recoveries				\$ (23,000)		\$ (23,000)
Change in Rental of Space Program				\$ 163,210		\$ 163,210
Change in Base Building Cost					\$ 128,145	\$ 128,145
Change in Other/ Miscellaneous Building Cost					\$ (23,182)	\$ (23,182)
Change in PBS Administrative Cost					\$ (183,229)	\$ (183,229)
Change in Other / Miscellaneous PBS Administrative Cost					\$ (3,574)	\$ (3,574)
Change in Other Funding Sources					\$ (58,385)	\$ (58,385)
Repayments to Federal Capital Revolving Fund			\$ 25,113			\$ 25,113
FY 2027 Request	\$ 33,056	\$ 1,780,271	\$ 25,113	\$ 5,843,868	\$ 2,872,729	\$ 10,555,037

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

	Government-wide Policy		Operating Expenses		Civilian Board of Contract Appeals		Former Presidents		Federal Citizen Services Fund		Inspector General		Technology Modernization Fund		Asset Proceeds and Space Management		Total	
	FTE	Approp.	FTE	Approp.	FTE	Approp.	FTE	Approp.	FTE	Approp.	FTE	Approp.	FTE	Approp.	FTE	Approp.	FTE	Approp.
FY 2026 Enacted	122	\$ 64,000	173	\$ 48,000	30	\$ 10,248	0	\$ 5,353	70	\$ 70,000	254	\$ 73,837	15	\$ 5,000	0	\$ 143,328	664	\$ 419,766
Program Increases:																		
Personnel Compensation and Benefits		\$ 1	\$ 437	\$ 103	11	\$ 13			\$ 1,908								11	\$ 2,462
Travel and Transportation				\$ 25		\$ -			\$ 96									\$ 121
Rent		\$ 15		\$ 8		\$ -												\$ 15
Operations and Maintenance of Facilities and Equipment						\$ -												\$ 8
Communication and Utilities						\$ -												\$ -
Contractual Services				\$ 1,291		\$ 30			\$ (4,182)									\$ 45,846
Training																		\$ -
Supplies, Materials, and Equipment																		\$ 1,321
Program Decreases:																		
Program Reductions		\$ (19,766)		\$ 1,812		\$ (17)			\$ 25									\$ (30,330)
Salaries and Benefits		\$ (6,198)		\$ (493)					\$ 3,152									\$ (3,539)
WCF Bill and Shared Service Support	(28)		(4)					20			(4)						(12)	
Contractual Services																		\$ -
Supplies, Materials, and Equipment		\$ (52)		\$ (47)		\$ (43)												\$ (142)
FY 2027 Request	94	\$ 38,000	169	\$ 51,000	41	\$ 10,346	0	\$ 5,402	90	\$ 71,000	250	\$ 66,453	15	\$ -	0	\$ 193,328	659	\$ 435,529

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U.S. General Services Administration

FEDERAL BUILDINGS FUND

Fiscal Year 2027 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 superior workplaces for Federal workers and value to the American taxpayers. PBS manages more than 360 million rentable square feet of space in over 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 many others. Additionally, these facilities support vital national security, law enforcement, commerce, and research and development missions, among other things. Congress' continued underfunding of the Federal Buildings Fund (FBF), by failing to provide the FBF with New Obligational Authority (NOA) equal to its rent collections, prevents GSA from providing agencies with the workspaces that they expect and that agencies receive appropriations from Congress to pay for.

GSA's fiscal year (FY) 2027 budget request for the FBF supports the Administration's priorities to cut wasteful spending and improve the delivery of Government services to the American people. The budget request proposes sound, cost-effective investments to address the growing backlog of critical building life-safety and infrastructure needs, to reduce the costs of maintaining federally owned facilities, and to rightsize the Federal real estate portfolio while meeting the future workspace needs of Federal agencies and the public they serve. The request also adheres to the policies and principles set forth in Executive Order 14344, "Making Federal Architecture Beautiful Again."

PBS is requesting net zero budget authority, spending equal to the anticipated annual revenues and collections deposited into the FBF for a total of \$10.5 billion in NOA. This budget request will enable PBS to:

- Reduce the size of its federally owned and leased real property inventory, avoiding millions in annual future lease payments to private lessors.
- Address backlogged repairs and alterations in federally owned facilities, reduce the risk of critical system failures, improve the safety and well-being of occupant agencies, and significantly reduce delinquent maintenance liabilities, prevent further cost escalation and ensure the long-term viability of assets.
- Invest in core federally owned assets and life-safety projects to protect visitors and Federal employees.
- Address necessary environmental remediation requirements.
- Enhance the efficiency and mission effectiveness of Federal facilities.

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 the Federal Government. GSA's FY 2027 budget request was formulated using the

same tenets that led to its establishment over 75 years ago. However, many things have changed since GSA was established. For one, GSA's federally owned buildings are now, on average, over 50 years old, and many of the buildings have not undergone any significant modernizations since they were constructed. In addition, since FY 2011, the average FBF enacted funding shortfall of over \$1 billion per year has significantly impacted GSA's Repair & Alteration budgets the hardest, which has contributed to growing deficiencies in PBS's portfolio of federally owned facilities.

Increased focus on data collection and reporting on space utilization and the minimum target utilization rates set forth in section 2302 of the Thomas R. Carper Water Resources Development Act of 2024, [Pub. L. 118-272](#), 138 Stat. 2992, 3218–3222 (Jan. 4, 2025) and further clarified in OMB Memorandum M-25-25, Implementation of the Utilizing Space Efficiently and Improving Technologies Act, presents a significant opportunity to optimize the real estate portfolio. GSA is well positioned to deliver once-in-a-generation value to the American taxpayers and capitalize on this unique opportunity to rightsize the portfolio by making smart and strategic investments that meaningfully reduce the size of the Federal footprint. The Government no longer needs, nor can it afford to maintain, the amount of real estate it currently owns. This budget request and its legislative proposals will determine the makeup, condition, size, and functionality of tomorrow's portfolio of properties. This can only be achieved if Congress funds the FBF at the President's request level, providing NOA at the anticipated level of rent collections and fully funding the FBF capital program.

For PBS, every major program in FY 2027 was developed with the goal of managing real property as efficiently and effectively as possible for taxpayers.

- The **Capital Investment Program** appropriation request includes repairs and alterations and new construction. The allocation will repair mission-critical federally owned facilities to reduce operating expenses, consolidate agencies into long-term assets, and facilitate the disposal of underutilized assets through the optimization of core federally owned buildings.
- The **Rental of Space** appropriation request will allow GSA to make prudent, cost-effective decisions as customer needs evolve and deliver space that adheres to the new space utilization requirements for Federal office space.
- The **Building Operations** appropriation request was developed to support an efficient and effective PBS workforce that has the tools to reduce operating costs and provide a safe workspace for Federal employees and the public.

Capital Investment Program: Modernizing and Optimizing Federal Workplaces

Funding Challenges

Despite Congress appropriating sufficient funding for tenant agencies to pay their rent to GSA, they have historically failed to provide GSA with NOA equal to the full amount of those rental payments to GSA. As a result, GSA is unable to fully utilize the funds intended for maintaining and improving the facilities it manages, impacting the quality of services provided to tenant

agencies. GSA has been prohibited by Congress from meeting its responsibilities to maintain and repair facilities despite collecting rent from the agency. Since FY 2011, the total revenues and collections deposited into the FBF have substantially exceeded the annual NOA appropriated by Congress. From FY 2011 to FY 2025,¹ GSA's Capital Investment Program has been underfunded compared to the President's budget requests by more than \$14.9 billion cumulatively:

- GSA's Major Repairs and Alterations (R&A) Program has endured the greatest shortfall, receiving over \$8.9 billion less in appropriations of NOA than requested by GSA.
- GSA's New Construction and Acquisition Program received \$3.9 billion less in appropriations of NOA than requested by GSA.
- GSA's Basic R&A Program has received \$709 million less in appropriations of NOA than requested by GSA.

GSA seeks to work with Congress to close the gap between the annual agency rent collections deposited into the FBF and the NOA appropriated so that GSA may begin to reverse the deleterious and cumulative impacts of underinvestment in delinquent maintenance and necessary capital improvements among its federally owned facilities. Access to consistent and adequate funding is crucial for GSA to maintain its owned facilities to a standard comparable to that expected from its private sector landlords. Access to full FBF annual NOA funding, would enable GSA to both address critical deferred maintenance and strategically reinvest in modernizing the federal workspace for the future. GSA is exercising fiscal discipline by focusing investment dollars on core and specialty assets the Government will own for the long term, while significantly limiting investment in non-core and non-specialty assets to remediation and life-safety considerations. Absent the necessary reinvestments, GSA's federally owned assets will deteriorate further and the opportunity to transform the Federal workspace and dramatically reduce long-term real estate costs will be lost.

Strategy

As part of GSA's strategic vision to provide financially sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce, GSA is working toward:

- Developing and offering integrated workspace options and services that maximize productivity.
- Securing investments needed to achieve a smaller and updated portfolio that is safe, efficient, and affordable for customers.
- Establishing and implementing cross-cutting solutions that safeguard Federal sites and facilities from foreseeable threats and risks and protect the Federal workforce.

¹ The Full-Year Continuing Appropriations and Extensions Act, 2025, [Pub.L. 119-4](#), 139 Stat. 9, 26 (March 15, 2025) funded the FBF in a lump sum that was in total \$1.4 billion less than requested and over \$160 million less than the FY 2024 enacted. GSA absorbed the reduction from the request in the amounts of \$220 million in Basic R&A and \$715 million in Major R&A. The remainder was absorbed from the installment acquisition and rental of space accounts.

- Identifying and implementing programs that positively impact taxpayers through enhanced economic activity.

In addition to the workspace solution strategic vision, GSA is prioritizing long-term financial stability and utilization in the real estate portfolio through an optimization effort. GSA's Real Estate Optimization effort is composed of three core pillars:

- Disposing of Underperforming Buildings
 - These federally owned buildings have significant reinvestment requirements and low revenue potential with viable lease alternatives.
 - They present the highest risk to the Federal portfolio's performance and do not meet long-term agency housing needs in a cost-effective manner.
- Investing in Core Assets
 - These federally owned buildings represent the highest strategic value to GSA, the agencies that occupy them, and the public they serve. Focus investments in core assets to create efficient, updated workspaces with cost-effective operations and maximized utilization.
 - These assets financially sustain the FBF and have the highest long-term value proposition for taxpayers.
- Strategically Managing Leases
 - Implement cost-effective lease strategies.
 - Identify opportunities to reduce the reliance on leases, with the goal of achieving significant cost savings.

Progress on the above three core pillars is contingent upon Congress's support for GSA's annual Capital Investment Programs contained in GSA's FY 2027 budget request.

FY 2027 Capital Investment Request

The FY 2027 Capital Investment Program was developed to further the efforts to reinvest in GSA's core assets and provide revitalized workspaces in a state of good repair with maximized utilization. Realization of this effort will improve the functionality of tomorrow's GSA real estate portfolio, allowing agencies to better carry out their missions and serve the American people. GSA plays a key role in helping agencies redefine their space requirements and through this budget request, repositions GSA's inventory to become a safer, smaller, less costly real estate footprint. Fully supporting GSA's Capital Investment Program is a prerequisite to meeting these new demands and to realizing the enormous potential for reducing GSA's real estate footprint to meet long-term agency needs.

To take advantage of this opportunity, GSA's federally owned core buildings require infrastructure investments to provide flexible workspaces with integrated technology to increase productivity. Building system modernization is also necessary to increase the delivery of agencies' missions and reduce operating costs. The net zero budget authority requested in the FY 2027 budget will allow GSA to utilize the rent that agencies pay to leverage long-term cost savings initiatives and ensure that Federal employees across the Government have access to

high-functioning workspaces that enhance mission delivery.

GSA's FY 2027 Capital Investment Program is focused on the reinvestment of NOA needed for those properties that continue to generate the rent required to sustain GSA's federally owned inventory, and for which there is a long-term need. As part of the evaluation of potential FY 2027 projects, GSA uses a High Value Investment strategic initiative. The goal of the initiative is to utilize financial and other metrics to evaluate the potential project funding needs and prioritization. These metrics support the portfolio's transition to a lean and sustainable cost structure by selecting projects that align with GSA's long-term objectives.

The request also prioritizes reinvestment in core assets and includes \$1.78 billion for R&A, including \$500 million for Basic R&A, \$804 million for Major R&A, and \$476.3 million for PBS's Special Emphasis Programs. The Major R&A funding will be reinvested in 15 core assets in 10 States and the District of Columbia. The following critical-building components and the respective estimated construction costs to be addressed as part of these Major R&A projects include:

- **\$340 million** for new heating, ventilation and air conditioning (HVAC), mechanical, electrical and plumbing systems, upgrades to improve building functionality and meet safety codes, and enhancements to help buildings operate more efficiently.
- **\$221 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; improve operating efficiency and resiliency; and correct and reduce seismic risks associated with structural and non-structural seismic hazards, such as bracing and strengthening of facade elements.
- **\$63 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 Federal Government personnel and the public. This does not include any Special Emphasis projects.
- **\$39 million** in scope-related demolition and hazardous materials abatement.
- **\$41 million** for interior space alterations and repairs and ancillary support services.

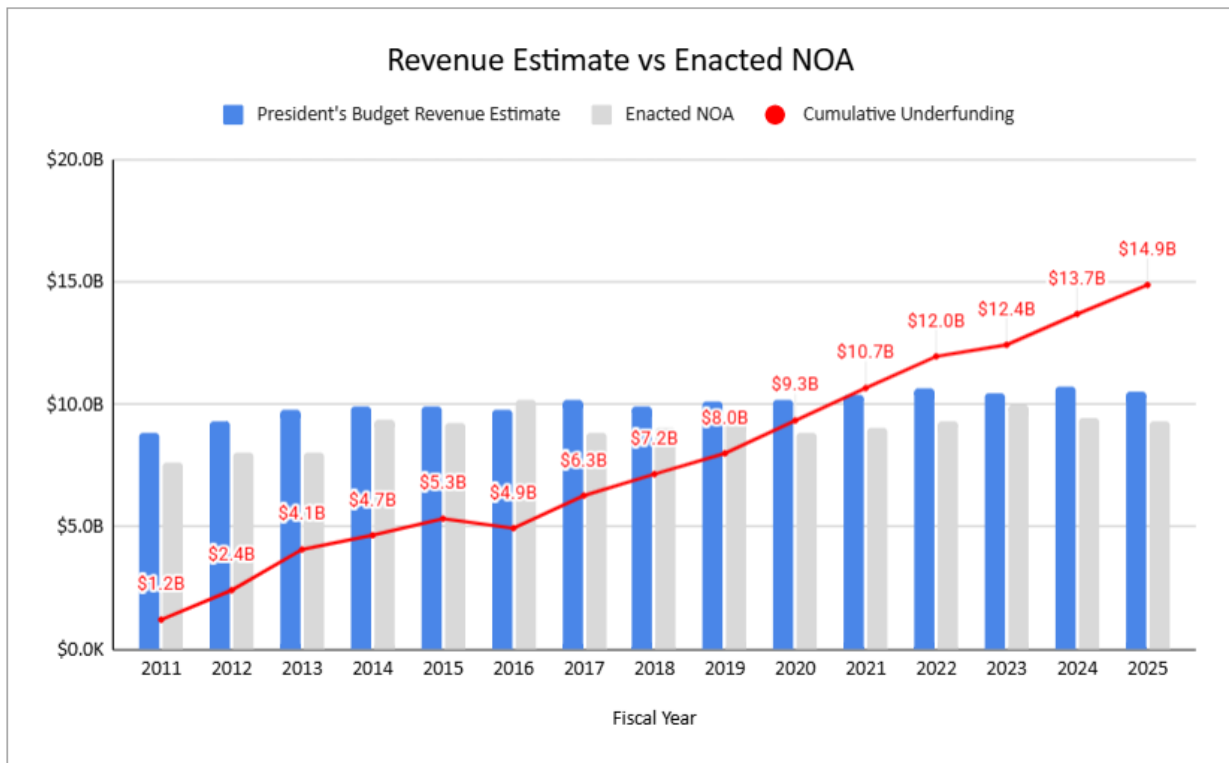
As part of GSA's ongoing efforts to reduce and revitalize the Federal Government's real estate footprint in support of agencies' missions, GSA is identifying opportunities to optimize space within its inventory of real property assets. GSA proposes \$451.3 million for the Optimization Program for the reconfiguration and renovation of assets to support efforts to optimize space and dispose of underutilized assets. Projects will vary in size by location, agency mission, and operations. This program will also fund customer-agency tenant improvements, furnishings, equipment, and any necessary moving expenses if the agency is unable to fund the costs. Overall, the Optimization Program will result in significantly improved space utilization, cost avoidance for taxpayers, and a more efficient portfolio.

The requested \$500 million for the Basic R&A Program enables GSA to address a broad range of basic and critical repair needs across the Federal portfolio. Over 70% of the program is

traditionally obligated towards projects that restore or maintain facilities to their intended functional condition such as roof and window repairs, HVAC repairs and replacements and other building systems. Another 10% of the funds support health and life safety projects that keep facilities, etc. And the remainder of the Basic R&A program funds a variety of projects that support GSA's occupant agencies' mission needs more effectively, such as security repairs and tenant space alterations. PBS maintains a consistent obligation rate of effectively 100 percent of these funds year after year and has a pipeline of basic R&A projects available for execution that exceeds the requested budget amount. The requested \$500 million will position PBS to invest in its core assets and to reduce a portion of its \$6.2 billion in deferred maintenance in federally owned facilities and allow GSA to address approximately 1000 basic repair projects annually, based on historical averages as well as the projected pipeline of needs, across the GSA portfolio.

A fully funded annual GSA Capital Investment Program will serve as a catalyst for strengthening businesses, supporting local jobs, and American taxpayers. Each dollar invested in GSA's Capital Investment Program has 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. Investing in GSA's Federal buildings supports good-paying jobs for working families and opportunities for businesses.

FBF Funding Trends
Revenue Estimate vs. Enacted New Obligational Authority



The FY 2027 budget request recognizes that the FBF fund balance has grown as a result of \$14.9 billion in FBF revenues and collections that could have been appropriated as budget authority to the FBF. Congress used the FBF revenues to offset increases for other agencies over 14 of the last 15 fiscal years due to limitations in the Financial Services and General Government Appropriations Subcommittees' funding allocations. 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 providing quality space and services to those rent-paying agencies. The underfunding relative to revenue generation has had a significant impact on the investment levels of GSA's R&A and New Construction programs and on GSA's clients.

As a result of this chronic underfunding, total deferred maintenance² for GSA's federally owned facilities has increased by over 138 percent in the last 5 years, and at the end of FY 2025 stood at \$6.2 billion.³ This figure represents identified, near-term repair and alteration needs at a point in time and is reported externally as a measure of current facility condition. In parallel, GSA tracks a broader internal planning metric, referred to as delinquent maintenance, which reflects approximately \$26 billion in projected capital repair project costs and reinvestment needs over a 10-year horizon, assuming that existing deficiencies are not addressed and underinvestment continues. To prevent the deferred maintenance backlog from growing, GSA conservatively needs annual appropriations to exceed \$1.2 billion, significantly more than the current average of \$620 million. GSA's FY 2027 Capital Investment Program is focused on the reinvestment of NOA needed for those properties that continue to generate the rent needed to sustain GSA's federally owned inventory (and for which there is a long-term need) and to shed assets with significant liabilities by divesting of underperforming, underutilized assets.

² Deferred maintenance is synonymous with Deferred Maintenance and Repair, as reported in GSA's Annual Financial Report.

³ There have been no major changes to the way GSA surveys its portfolio to identify, quantify, or prioritize its liabilities. However, as GSA continues to improve the accuracy of survey results, combined with liability costs increasing due to changes in material, labor and market conditions, and habitual underfunding of the FBF, deferred maintenance totals have and are projected to continue to rise.

Legislative Proposals

In addition to the capital investment funding strategy, the FY 2027 budget includes the following legislative proposals to address the chronic underfunding of the FBF and growing deferred maintenance.

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

Congress created the FBF in 1972 with the Public Buildings Amendments of 1972 ([Pub.L. 92-313](#)) with the intent of allowing GSA to manage its real estate portfolio like a business, with rents charged to customer agencies based on comparable commercial rates. This act preserved Congress's oversight role in authorizing capital projects above the prospectus threshold and directing how GSA spent those rents through the NOA provided in annual appropriations acts. By providing the GSA with full access to the rents the FBF charges customer agencies, GSA would then, like any private sector landlord, be able to use those resources to address building repair and maintenance needs. However, the continued lack of funding, year after year, provided to the FBF to carry out necessary capital improvements, especially repairs and alterations, has significantly hindered GSA's efforts to reduce the size of the Federal real estate portfolio through consolidations and optimization. Additionally, continued underinvestment in GSA's core assets poses significant risks to people and property and has resulted in an inventory of deteriorating federally owned buildings that have rapidly escalating fire and life-safety liabilities and increasingly do not meet customer-agency mission and security requirements.

Full access to the annual revenues and collections deposited in the FBF will allow GSA to not only rightsize its portfolio, but also sufficiently invest in optimizing, modernizing, and reconfiguring the Federal footprint to meet the needs of its customers and the American people.

In response to Congressional feedback and to capitalize on the opportunity to rightsize the Federal inventory and save taxpayer dollars, the following draft proposal for an administrative provision was developed to facilitate GSA's access to the full amount of annual FBF revenues and collections. 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. This provision would only impact the FBF in FY 2028 and beyond; it would not provide GSA access to the FBF fund balance that has accumulated over the years due to Congress' underfunding of the FBF.

Sec. 526. For fiscal year 2028 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 Act making full-year or continuing appropriations for Financial Services and General Government Programs under the Congressional Budget and Impoundment Control Act

of 1974 or the Balanced Budget and Emergency Deficit Control Act of 1985:

- (1) *The amount of collections estimated to be deposited in the General Services Administration's Federal Buildings Fund (FBF) for the applicable fiscal year, as specified in the President's budget submitted pursuant to section 1105 of title 31, United States Code, for such fiscal year; and*
- (2) *The amount of any discretionary appropriation of new obligational authority derived from the FBF for the applicable fiscal year, in an amount not to exceed the collections estimated in paragraph (1).*

Updating the GSA Prospectus Process

Background: Presently, 40 U.S.C. § 3307 requires that appropriations to GSA 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 \$3.961 million, may not be made until the GSA's authorizing committees approve the purpose for which the appropriation is to be made. As outlined in the U.S. Government Accountability Office's (GAO) 2022 report (GAO-22-104639),⁴ the prospectus approval process applicable to GSA's federally owned and leased buildings substantially increases the timeline for GSA project delivery and delays related to project approvals complicate GSA's portfolio management efforts. On average, this process adds 19 to 24 months to a project timeline, with complexities and scope further extending the delay. During this period, building operations funds are often diverted to cover mitigating activities like fire watch and temporary equipment rentals, pending prospectus approval and funding. This delay not only adds significant costs but also allows minor issues to escalate into major repair needs.

Streamlining Project Delivery While Maintaining Congressional Oversight: Increasing GSA's prospectus threshold to \$10 million will reduce delivery times for many GSA Capital Investment and Leasing Program projects that do not exceed the revised prospectus threshold, including those involving repairs and alterations, acquisitions, leases, and new construction. As noted in recent testimony before the House Transportation and Infrastructure Committee, GSA estimates that reducing the time required to deliver R&A and lease projects will yield over \$50 million annually in cost avoidance. It will also substantially reduce delivery times for projects that fall beneath the revised prospectus threshold.

Increasing the prospectus threshold from \$4.1 million to \$10 million would significantly reduce the number of prospectuses requiring Congressional approval, yet Congress would maintain review and oversight over the vast majority of capital and lease project spending. For instance, an analysis of new construction and major R&A projects between fiscal years 2014 and 2025 shows that while 21 percent of funded projects (42 total) would have fallen below a \$10 million threshold, these projects represented only 2 percent of the \$11.4 billion total capital spending during that period.

⁴ [Federal Real Property- GSA Should Fully Assess Its Prospectus Process and Communicate Results to Its Authorizing Committees](#), GAO-22-104639 (January 2022).

Section-by-section summary:

Section 1: Raises the current prospectus threshold for new construction, acquisitions, alterations of federally owned buildings, and leases from \$3.961 million to \$10 million, and for alterations in leased buildings from \$1.980 million to \$5 million.

Section 2: Updates a statutory reference to a defunct Department of Commerce construction cost index and codifies the current process used to update prospectus thresholds for construction and lease costs. Updates the increase authorized by this subsection from 10 percent to not to exceed 20 percent of the estimated maximum cost.

Proposed Bill Text:

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 “\$5,00,000”.

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”.

Proposed Changes to Statute:

Amendments to 40 U.S.C. Sec. 3307:

Congressional approval of proposed projects

(a) Resolutions Required Before Appropriations May Be Made.—The following appropriations may be made only if the Committee on Environment and Public Works of the Senate and the Committee on Transportation and Infrastructure of the House of Representatives adopt resolutions approving the purpose for which the appropriation is made:

- (1) An appropriation to construct, alter, or acquire any building to be used as a public building which involves a total expenditure in excess of \$10,000,000~~\$1,500,000~~, so that the equitable distribution of public buildings throughout the United States with due regard for the comparative urgency of need for the buildings, except as provided in section 3305(b) of this title, is ensured.
- (2) An appropriation to lease any space at an average annual rental in excess of \$10,000,000~~\$1,500,000~~ for use for public purposes.

- (3) An appropriation to alter any building, or part of the building, which is under lease by the Federal Government for use for a public purpose if the cost of the alteration will exceed \$5,000,000~~\$750,000~~.

(b) Transmission to Congress of Prospectus of Proposed Project.—To secure consideration for the approval referred to in subsection (a), the Administrator of General Services shall transmit to Congress a prospectus of the proposed facility, including—

- (1) a brief description of the building to be constructed, altered, or acquired, or the space to be leased, under this chapter;
- (2) the location of the building or space to be leased and an estimate of the maximum cost to the Government of the facility to be constructed, altered, or acquired, or the space to be leased;
- (3) a comprehensive plan for providing space for all Government officers and employees in the locality of the proposed facility or the space to be leased, having due regard for suitable space which may continue to be available in existing Government-owned or occupied buildings, especially those buildings that enhance the architectural, historical, social, cultural, and economic environment of the locality;
- (4) with respect to any project for the construction, alteration, or acquisition of any building, a statement by the Administrator that suitable space owned by the Government is not available and that suitable rental space is not available at a price commensurate with that to be afforded through the proposed action;
- (5) a statement by the Administrator of the economic and other justifications for not acquiring a building identified to the Administrator under section 3303(c) of this title as suitable for the public building needs of the Government;
- (6) a statement of rents and other housing costs currently being paid by the Government for Federal agencies to be housed in the building to be constructed, altered, or acquired, or the space to be leased;
- (7) with respect to any prospectus for the construction, alteration, or acquisition of any building or space to be leased, an estimate of the future energy performance of the building or space and a specific description of the use of energy efficient and renewable energy systems, including photovoltaic systems, in carrying out the project; and
- (8) a statement of how the proposed project is consistent with the standards and criteria developed under section 11(b) of the Federal Assets Sale and Transfer Act of 2016.

(c) Increase of Estimated Maximum Cost.—The estimated maximum cost of any project approved under this section as set forth in any prospectus may be increased by an amount equal to any percentage increase, as determined by the Administrator, in construction or alteration costs from the date the prospectus is transmitted to Congress. The increase authorized by this subsection may not exceed 40 20 percent of the estimated maximum cost. The Administrator shall notify, in writing, the Committee on Transportation and Infrastructure of the House of Representatives and the Committee on Environment and

Public Works of the Senate of any increase of more than 5 percent of an estimated maximum cost or of any increase or decrease in the scope or size of a project of 5 or more percent. Such notification shall include an explanation regarding any such increase or decrease. The scope or size of a project shall not increase or decrease by more than 40 20 percent unless an amended prospectus is submitted and approved pursuant to this section.

(d) Rescission of Approval.—If an appropriation is not made within one year after the date a project for construction, alteration, or acquisition is approved under subsection (a), the Committee on Environment and Public Works of the Senate or the Committee on Transportation and Infrastructure of the House of Representatives by resolution may rescind its approval before an appropriation is made.

(e) Emergency Leases by the Administrator.— This section does not prevent the Administrator from entering into emergency leases during any period declared by the President to require emergency leasing authority. An emergency lease may not be for more than 180 days without approval of a prospectus for the lease in accordance with subsection (a).

(f) Minimum Performance Requirements for Leased Space.—With respect to space to be leased, the Administrator shall include, to the maximum extent practicable, minimum performance requirements requiring energy efficiency and the use of renewable energy.

(g) Limitation on Leasing Certain Space.—

(1) In general.—The Administrator may not lease space to accommodate any of the following if the average rental cost of leasing the space will exceed \$1,500,000:

(A) Computer and telecommunications operations.

(B) Secure or sensitive activities related to the national defense or security, except when it would be inappropriate to locate those activities in a public building or other facility identified with the Government.

(C) A permanent courtroom, judicial chamber, or administrative office for any United States court.

(2) Exception.—The Administrator may lease space with respect to which paragraph

(1) applies if the Administrator—

(A) decides, for reasons set forth in writing, that leasing the space is necessary to meet requirements which cannot be met in public buildings; and

(B) submits the reasons to the Committee on Environment and Public Works of the Senate and the Committee on Transportation and Infrastructure of the House of Representatives.

(h) Dollar Amount Adjustment.—The Administrator annually may adjust any dollar amount referred to in this section to reflect a percentage increase or decrease in construction costs during the prior calendar year, as determined by the Administrator based on an assessment of composite construction and leasing indices~~the composite index of construction costs of~~

the Department of Commerce. Any adjustment shall be expeditiously reported to the Committee on Environment and Public Works of the Senate and the Committee on Transportation and Infrastructure of the House of Representatives.

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

(Dollars in Thousands, excludes Indefinite Authority)

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

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Resources:			
Available from prior year for reauthorization	\$ 9,800,961	\$ 10,602,682	\$ 11,380,183
Appropriation	\$ -	\$ 23,612	\$ -
Transfer	\$ -	\$ -	\$ -
Revenue from operations:			
Rent	\$ 10,215,624	\$ 10,346,833	\$ 10,495,718
Miscellaneous	\$ -	\$ -	\$ -
Outleasing	\$ 1,589	\$ 2,867	\$ 2,000
Retention of Proceeds (Sale of Real Property)	\$ 12,512	\$ 105,350	\$ 48,500
SSA/CDC/CMS Payments	\$ 45,682	\$ 9,212	\$ 8,819
Subtotal, Revenue	\$ 10,275,407	\$ 10,464,262	\$ 10,555,037
Total Resources Available	\$ 20,076,368	\$ 21,090,556	\$ 21,935,219
New Obligational Authority:			
Construction and Acquisition	\$ -	\$ 165,661	\$ 33,056
Major Repairs and Alterations	\$ 443,928	\$ 478,165	\$ 1,280,271
Basic Repairs and Alterations	\$ 280,270	\$ 479,000	\$ 500,000
Installment Acquisition Payments	\$ -	\$ -	\$ 25,113
Rental of Space	\$ 5,447,541	\$ 5,574,593	\$ 5,843,868
Building Operations	\$ 3,301,947	\$ 3,012,954	\$ 2,872,729
Total New Obligational Authority	\$ 9,473,686	\$ 9,710,373	\$ 10,555,037
Fund Balance:			
Total Resources Available	\$ 20,076,368	\$ 21,090,556	\$ 21,935,219
Total New Obligational Authority	\$ (9,473,686)	\$ (9,710,373)	\$ (10,555,037)
Changes to Prior Year Authority	\$ -	\$ -	\$ -
Fund Balance (Available for Reauthorization)	\$ 10,602,682	\$ 11,380,183	\$ 11,380,183
Net Budget Authority	\$ (801,721)	\$ (753,889)	\$ -

Note: FY 2025 enacted includes the enacted NOA and indefinite authority. This table does not reflect the requested transfer and obligational authority from the Federal Capital Revolving Fund (FCRF) in FY 2027. The FCRF payback is reflected in Installment Acquisition payments. Funds for the Special Emphasis programs are included in the Major R&A authority. FY 2026 Enacted Major R&A also includes \$23.6 million in Congressionally Directed Spending Items.

The requested funding includes:

(1) \$33.06 million for Construction and Acquisition of Facilities, to provide funding for the following projects:

CONSTRUCTION AND ACQUISITION OF FACILITIES SUMMARY OF FY 2027 PROGRAM (Dollars in Thousands)	
	FY 2027 NOA Request
New Construction:	
Kansas City, MO Hardesty Federal Complex Remediation	\$ 11,000
Lakewood, CO Denver Federal Center McIntyre Gulch Remediation	\$ 20,481
Judgment Fund Repayment	\$ 1,575
Subtotal, Executive Agencies	\$ 33,056
Total FY 2027 Construction and Acquisition of Facilities Program	\$ 33,056

(2) \$1.78 billion for Repairs and Alterations, including \$500 million for Basic Repairs and Alterations, \$804 million for Major Repairs and Alterations and \$ 476.3 million for PBS's Special Emphasis Programs, as follows:

REPAIRS AND ALTERATIONS SUMMARY OF FY 2027 PROGRAM (Dollars in Thousands)	
	FY 2027 NOA Request
Nonprospectus (Basic) Repairs and Alterations Program	\$ 500,000
Major Repairs and Alterations Projects	
Washington, DC Stewart Lee Udall Federal Building	\$ 8,874
New York, NY Alexander Hamilton U.S. Custom House	\$ 83,164
Boston, MA John F Kennedy Federal Building	\$ 215,964
Lakewood, CO Denver Federal Center Building 56	\$ 51,287
Brooklyn, NY Emanuel Celler U.S. Courthouse	\$ 7,413
West Palm Beach, FL Paul G. Rogers Federal Building and U.S. Courthouse	\$ 74,994
Oakland, CA Ronald V. Dellums Federal Building and U.S. Courthouse	\$ 66,498
Philadelphia, PA James A. Byrne U.S. Courthouse and William J. Green Jr. Federal Building	\$ 27,890
Upstate, NY Fire Alarm Systems	\$ 56,490
Chicago, IL Everett M Dirksen U.S. Courthouse	\$ 27,338
Detroit, MI Patrick V. McNamara Federal Building	\$ 58,399
Akron, OH John F. Seiberling Federal Building and U.S. Courthouse	\$ 45,990
Topeka, KS Frank Carlson Federal Building and U.S. Courthouse	\$ 79,703
Subtotal, Major Repairs and Alterations Projects	\$ 804,004
Majors Repairs and Alterations Special Emphasis Programs	
Optimization Program	\$ 451,267
Judiciary Capital Security Program	\$ 25,000
Subtotal, Major Repairs and Alterations Special Emphasis Programs	\$ 476,267
Total FY 2027 Repairs and Alterations Program	\$ 1,780,271

(3) \$5.84 billion for Rental of Space, to acquire and administer leasehold interests in privately owned facilities when federally owned space is not available, is not a cost-effective housing solution, or does not meet the specific requirements of GSA’s occupant agencies. This account also funds payments to the U.S. Postal Service for the use of space by GSA and its occupant agencies in facilities controlled by the Postal Service. This amount funds annual rent for current leases, real estate taxes, and 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.

(4) \$2.87 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 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 \$1.30 billion of reimbursable services provided to and paid for by other agencies, including funding for 280 FTEs. PBS also projects \$182 million in permanent indefinite authority attributable to leased space relating to the expansion needs of occupant agencies, outleasing and energy rebates.

Crosswalk of FY 2025 New Obligational Authority

(Dollars in Thousands)

	P.L. 119-4 Enacted 3/15/2025	Approved Reprogramming/ Transfers	Total FY 2025 Enacted, Reprogramming/ Transfers	Indefinite Authority	FY 2025 Authority
New Obligational Authority:					
Construction and Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -
Major Repairs and Alterations	\$ 401,942	\$ -	\$ 401,942	\$ 41,986	\$ 443,928
Minor Repairs and Alterations	\$ 280,000	\$ -	\$ 280,000	\$ 270	\$ 280,270
Rental of Space	\$ 5,354,058	\$ -	\$ 5,354,058	\$ 93,483	\$ 5,447,541
Building Operations	\$ 3,272,000	\$ -	\$ 3,272,000	\$ 29,947	\$ 3,301,947
Total, New Obligational Authority	\$9,308,000	\$ -	\$9,308,000	\$165,686	\$9,473,686

Indefinite Authority

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Plan	FY 2027 Request
Repairs and Alterations:			
Historical Outleasing	\$ 12,267	\$ 12,000	\$ 13,833
Energy Rebates	\$ 29,733	\$ 10,000	\$ 10,000
International Trade Center	\$ 270	\$ 4,080	\$ 4,080
Recycling	\$ (15)	\$ —	\$ —
Total, Repairs and Alterations	\$ 42,256	\$ 26,080	\$ 27,913
Rental of Space: Leased Expansion Space	\$ 93,483	\$ 118,348	\$ 115,314
Building Operations:			
International Trade Center - Building Services	\$ 25,396	\$ 36,881	\$ 34,329
International Trade Center - Salaries and Expenses	\$ 1,351	\$ 950	\$ 910
Cooperative Use Act - Outleasing	\$ 1,465	\$ 900	\$ 640
National Antenna Program	\$ 1,735	\$ 2,100	\$ 1,985
Total, Building Operations	\$ 29,947	\$ 40,831	\$ 37,864
Total Indefinite Authority	\$ 165,686	\$ 185,259	\$ 181,091

Note: Indefinite authorities are not included in reported resources or NOA for outyears.

Obligations by Object Classification

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
11.1 Full-time, permanent	\$ 686,574	\$ 505,820	\$ 431,326
11.3 Other than full-time permanent	\$ 5,522	\$ 3,785	\$ 3,533
11.5 Other personnel compensation	\$ 16,882	\$ 13,175	\$ 12,297
11.8 Special personnel services payments	\$ 90	\$ 0	\$ 0
12.1 Civilian personnel benefits	\$ 260,935	\$ 235,659	\$ 166,860
13.0 Benefits for former personnel	\$ 1,660	\$ 14,327	\$ 1,476
21.0 Travel and transportation of persons	\$ 2,187	\$ 10,992	\$ 11,219
22.0 Transportation of things	\$ 32	\$ 6	\$ 6
23.1 Rental payments to GSA	\$ 1,020	\$ 0	\$ 0
23.2 Rental payments to others	\$ 5,737,635	\$ 5,721,414	\$ 5,843,868
23.3 Communications and utilities	\$ 457,444	\$ 493,119	\$ 463,797
24.0 Printing and reproduction	\$ 17	\$ 168	\$ 126
25.1 Advisory and assistance services	\$ 225,083	\$ 300,550	\$ 272,536
25.2 Other services	\$ 34,605	\$ 55,166	\$ 54,383
25.3 Goods & services from Gov't accounts	\$ 571,475	\$ 448,854	\$ 436,904
25.4 Operation and maintenance of facilities	\$ 2,363,928	\$ 2,325,693	\$ 2,485,106
25.5 Other contractual services - Research and Development	\$ 11	\$ 0	\$ 0
25.6 Medical care	\$ 6	\$ 187	\$ 109
25.7 Operation and maintenance of equipment	\$ 2,331	\$ 33,691	\$ 1,766
25.8 Subsistence and support of persons	\$ 0	\$ 0	\$ 0
26.0 Supplies and materials	\$ 7,768	\$ 9,794	\$ 12,184
31.0 Equipment	\$ 90,478	\$ 93,743	\$ 126,910
32.0 Land and structures	\$ 1,880,710	\$ 4,033,264	\$ 1,962,151
33.0 Investments and loans	\$ 0	\$ 0	\$ 0
41.0 Grants, subsidies, and contributions	\$ 1	\$ 0	\$ 0
42.0 Insurance claims and indemnities	\$ 141	\$ 0	\$ 0
43.0 Interest and dividends	\$ 32,409	\$ 48,651	\$ 79,427
44.0 Refunds	\$ 0	\$ 0	\$ 0
94.0 Financial Transfers	\$ 0	\$ 0	\$ 0
99.9 Total Obligations	\$ 12,378,946	\$ 14,348,058	\$ 12,365,984
Subtotal, PC&B	\$ 971,663	\$ 772,766	\$ 615,492
Subtotal, Non-labor	\$ 11,407,282	\$ 13,575,292	\$ 11,750,492

Note: The above total obligations include funds from carryover, prior-year recoveries, and reimbursable funding and obligations from the Infrastructure Investment and Jobs Act, [Pub.L. 117-58](#), 135 Stat. 429, 1382 - 1383 (Nov. 15, 2021) (IIJA) and for FY 2025 includes the Inflation Reduction Act, [Pub.L. 117-169](#), 136 Stat. 1818, 2083 (Aug. 16, 2022) (IRA).

Obligations by Program
(Dollars in Thousands)

	FY 2025 Actual		FY 2026 Enacted		FY 2027 Request		Increase/(Decrease) FY 2027 Request	
	FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
FTE and Obligations:								
1. Construction and Acquisition		\$ 119,747		\$ 926,465		\$ 756,688		\$ (169,777)
2. Repairs and Alterations		\$ 438,463		\$ 1,139,871		\$ 1,113,613		\$ (26,258)
3. Construction of Lease Purchase Facilities		\$ -		\$ -		\$ -		\$ -
4. Installment Acquisition Payments		\$ -		\$ -		\$ 25,113		\$ 25,113
5. Pennsylvania Avenue Activities								\$ -
a) Repairs and Alterations		\$ 63		\$ -		\$ -		\$ -
b) Building Operations - Building Services		\$ -		\$ -		\$ -		\$ -
6. International Trade Center								\$ -
a) Repairs and Alterations		\$ -		\$ 1,000		\$ -		\$ (1,000)
b) Building Operations - Building Services		\$ 31,318		\$ 35,518		\$ 34,329		\$ (1,189)
c) Building Operations - Salaries and Expenses		\$ 820		\$ 950		\$ 910		\$ (40)
7. Rental of Space		\$ 5,740,358		\$ 5,721,414		\$ 5,843,868		\$ 122,454
8. Building Operations	5,181	\$ 3,340,804	3,879	\$ 3,178,472	2,987	\$ 3,101,924	(892)	\$ (76,548)
9. Reimbursable	321	\$ 1,264,852	316	\$ 1,282,922	280	\$ 1,306,973	(36)	\$ 24,051
10. Disaster Recovery		\$ 6,294		\$ 15,000		\$ -		\$ (15,000)
11. CARES Act		\$ 4,055		\$ -		\$ -		\$ -
12. Infrastructure Investment and Jobs Act		\$ 350,578		\$ 2,046,446		\$ 182,566		\$ (1,863,880)
13. Inflation Reduction Act		\$ 1,081,594		\$ -		\$ -		\$ -
Total FTE and Obligations	5,502	\$ 12,378,946	4,195	\$ 14,348,058	3,267	\$ 12,365,984	(928)	\$ (1,982,074)

Note: The above total obligations include funds from carryover, prior-year recoveries, and reimbursable funding and initial obligations from IIJA and in FY 2025, the IRA.

FY 2027 Capital Program - Construction and Acquisition of Facilities

Program Description and Justification

This program 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

GSA's new construction program efficiently provides solutions for space and security needs and facilitates 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: Customer agency priority and existing master plans;
- Being a Responsible Asset Steward: The 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; and
- Reducing the Federal Footprint: Recapturing space and space utilization rate improvement.

The FY 2027 Construction and Acquisition program request is \$33.056 million to address known environmental liabilities and Judgment Fund liabilities.

- \$11 million is requested for the remediation of soil and ground water at the former Hardesty Federal Complex, an 18-acre parcel located in 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.
- \$20.481 million is requested to repair, stabilize, and mitigate further degradation of the banks along the McIntyre Gulch that runs through the Denver Federal Center (DFC) in Lakewood, Colorado. In accordance with the Clean Water Act, GSA is required to develop, implement, and enforce stormwater management plans. This stabilization project will bring GSA into compliance by preventing sediment and other contaminants from entering the stormwater system.

Construction and Acquisition of Facilities Projects
(Dollars in Thousands)

CONSTRUCTION AND ACQUISITION OF FACILITIES											
SUMMARY OF FY 2027 PROGRAM											
(Dollars in Thousands)											
	FUNDED TO DATE	ESTIMATED TOTAL PROJECT COST					FY 2027 REQUEST				
		SITE	DESIGN	CONSTRUCTION	M&I	TOTAL	SITE	DESIGN	CONSTRUCTION	M&I	TOTAL
New Construction:											
Kansas City, MO Hardesty Federal Complex Remediation	\$ 25,809	\$ -	\$ 1,675	\$ 33,460	\$ 1,674	\$ 36,809	\$ -	\$ -	\$ 10,568	\$ 432	\$ 11,000
Lakewood, CO Denver Federal Center McIntyre Gulch Remediation	\$ -	\$ -	\$ 304	\$ 18,931	\$ 1,246	\$ 20,481	\$ -	\$ 304	\$ 18,931	\$ 1,246	\$ 20,481
Judgment Fund Repayment	\$ -	\$ -	\$ -	\$ 1,575	\$ -	\$ 1,575	\$ -	\$ -	\$ 1,575	\$ -	\$ 1,575
Subtotal, Executive Agencies	\$ 25,809	\$ -	\$ 1,979	\$ 53,966	\$ 2,920	\$ 58,865	\$ -	\$ 304	\$ 31,074	\$ 1,678	\$ 33,056
Total FY 2027 Construction and Acquisition of Facilities Program	\$ 25,809	\$ -	\$ 1,979	\$ 53,966	\$ 2,920	\$ 58,865	\$ -	\$ 304	\$ 31,074	\$ 1,678	\$ 33,056

Colorado

Lakewood, CO Denver Federal Center McIntyre Gulch Remediation..... \$20,481,000

GSA proposes a bank stabilization project for the McIntyre Gulch at the DFC, located at West 6th Avenue and Kipling Street in Lakewood, Colorado. The proposed project will repair, stabilize, and eliminate further degradation of the banks along McIntyre Gulch that runs through the DFC.

This seven-phase project stabilizes the bank along McIntyre Gulch at the DFC. Each phase targets specific geomorphic units identified in the Baseline Sediment Report as experiencing severe erosion, toe scour, and bank failure. The work will address hydraulic deficiencies, structural instability, and sediment transport issues that threaten both infrastructure and water quality at DFC. Improvements completed through the project will include a mix of culvert modifications, slope reconstruction, wall installations, toe reinforcement, and repair of undercut banks.

Collectively, the seven phases will restore streambank integrity, improve hydraulic performance of culverts, and reduce sediment currently loading into McIntyre Gulch. The phased approach to be executed through this single project ensures prioritization and sequencing of work for optimal efficiency, with each phase designed to integrate into a comprehensive stabilization plan that will improve water quality, reduce flood risks, and extend the functional life of existing infrastructure.

The FY 2027 request is for Design (\$304 thousand), Construction (\$18.931 million), and Management and Inspection (\$1.246 million).

Missouri

Kansas City, MO Hardesty Federal Complex Remediation.....\$11,000,000

GSA proposes 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. The chemical trichloroethylene is the current source of the pollution.

The Kansas City Quartermaster Depot occupied this property from 1940 to 1953. In 1960, the Department of Defense transferred jurisdiction, custody, and control over the property to GSA. Thereafter, the site housed several Federal agencies until the complex was vacated in the early 2000s. In September 2011, GSA sold the property through a public auction to the Hardesty Renaissance Economic Development Corporation, a Missouri non-profit corporation. While the United States no longer owns the property, GSA is still responsible for the environmental remediation pursuant to the Comprehensive Environmental Response, Compensation and Liability Act, 41 U.S.C. § 9601 et seq. Additionally, 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 2027 request is for Construction (\$10.568 million), and Management and Inspection (\$432 thousand).

Judgment Fund

The U.S. Department of the Treasury has requested that GSA repay a portion of its existing liabilities to the Judgment Fund. This request includes \$1.575 million of Construction and Acquisition new obligational authority for the below project:

FY 2025	Fund Impacted	Date	Amount
R4 - Fred D. Thompson U.S. Courthouse & FB, Nashville, TN	Construction & Acquisition	11/4/24	\$1,575
Total			\$1,575

FY 2027 Capital Program - Repairs and Alterations

Program Description and Justification

This activity provides for the R&A of GSA's existing federally owned buildings, as well as associated design and construction services. Protection of the Federal Government's investments, the health and safety of building occupants, and cost-effectiveness are the principal criteria used in establishing GSA's priorities for projects funded from this activity. Priority is given to R&A projects that improve space utilization, address life-safety issues, and prevent deterioration and damage to buildings, building support systems, and operating equipment. Timely funding of R&A projects is necessary to avoid increased cost to the Government from delay-driven escalation, which averages at least 5 percent annually on capital projects.

Program Strategy

GSA's FY 2027 R&A Program prioritizes long-term sustainability and optimized utilization of its existing federally owned portfolio. GSA's federally owned buildings require infrastructure investments to support adaptable space configurations and evolving technology needs of occupant agencies. Building-system modernization is also necessary to increase mission resilience.

The FY 2027 request of \$1.78 billion in R&A funding is necessary to begin to address the growing backlog of repairs, which GSA has identified as \$26 billion in delinquent maintenance, that are required presently in GSA's inventory of federally owned facilities and to improve the utilization of GSA's federally owned space. In the past 15 fiscal years, many basic and major R&A projects were repeatedly deferred by PBS because of insufficient NOA, including major repairs to malfunctioning elevators, replacement of obsolete electrical systems, updates to outdated fire alarm systems, seismic retrofits, and environmental abatement.

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

- Risk: Project development, project readiness, and asset resilience.
- Return: Project cost, market alternatives, FBF financial sustainability, and return on investment.
- Optimization: Portfolio optimization, asset optimization, improvement in facility condition, and liability reductions.
- Stakeholder: Serving PBS partners, administration and customer priorities, external and community stakeholders, and historic stewardship.

GSA's FY 2027 request funds R&A projects to ensure that its existing federally owned 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 Federal Government space

needs, supports partner agencies, improves customers' mission delivery, and reduces operating expenses.

- PBS requests \$804 million for Major R&A projects which will fund capital improvements in GSA's federally owned facilities (including the repair or replacement of outdated systems including mechanical, electrical, fire and life safety, conveyance, and HVAC; and the correction of exterior and structural deficiencies) is critical to maintaining safe, secure, and functional facilities where occupant agencies can perform their missions. Proposed R&A will also facilitate improved asset utilization and lower costs for American taxpayers.
- PBS requests \$476.3 million for the Special Emphasis programs, including \$451.3 million for the Optimization Program, which will improve space utilization, generate cost savings for taxpayers, and support a more efficient Federal real estate portfolio.
- PBS requests \$500 million for the Basic R&A program, investing in projects with a total cost below the FY 2027 prospectus threshold of \$4.109 million. GSA's Basic R&A Program funding is used to ensure the operational continuity in over 1,700 federally owned buildings where GSA has R&A responsibilities, which spans approximately 183 million of rentable square feet of space. The program ensures that GSA's federally owned buildings are kept open, are reliably and safely operable, and our customer agencies' missions are uninterrupted.

Repairs and Alterations Projects
(Dollars in Thousands)

	FUNDED TO DATE	ESTIMATED TOTAL PROJECT COST			FY 2027 Request				
		DESIGN	CONSTRUCTION	M&I	TOTAL	DESIGN	CONSTRUCTION	M&I	TOTAL
REPAIRS AND ALTERATIONS									
SUMMARY OF FY 2027 PROGRAM									
(Dollars in Thousands)									
Nonprospectus (Basic) Repairs and Alterations Program	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000
Major Repairs and Alterations Projects									
Washington, DC Stewart Lee Udall Federal Building	\$ -	\$ 797	\$ 7,512	\$ 565	\$ 8,874	\$ 797	\$ 7,512	\$ 565	\$ 8,874
New York, NY Alexander Hamilton U.S. Custom House	\$ 73,203	\$ 9,997	\$ 137,193	\$ 9,177	\$ 156,367	\$ -	\$ 78,662	\$ 4,502	\$ 83,164
Boston, MA John F Kennedy Federal Building	\$ -	\$ 17,726	\$ 188,530	\$ 9,708	\$ 215,964	\$ 17,726	\$ 188,530	\$ 9,708	\$ 215,964
Lakewood, CO Denver Federal Center Building 56	\$ -	\$ 4,092	\$ 43,989	\$ 3,206	\$ 51,287	\$ 4,092	\$ 43,989	\$ 3,206	\$ 51,287
Brooklyn, NY Emanuel Celler U.S. Courthouse	\$ -	\$ -	\$ 6,627	\$ 786	\$ 7,413	\$ -	\$ 6,627	\$ 786	\$ 7,413
West Palm Beach, FL Paul G. Rogers Federal Building and U.S. Courthouse	\$ -	\$ 5,560	\$ 66,290	\$ 3,144	\$ 74,994	\$ 5,560	\$ 66,290	\$ 3,144	\$ 74,994
Oakland, CA Ronald V. Dellums Federal Building and U.S. Courthouse	\$ -	\$ 4,893	\$ 57,449	\$ 4,156	\$ 66,498	\$ 4,893	\$ 57,449	\$ 4,156	\$ 66,498
Philadelphia, PA James A. Byrne U.S. Courthouse and William J. Green Jr. Federal Building	\$ -	\$ 2,212	\$ 23,755	\$ 1,923	\$ 27,890	\$ 2,212	\$ 23,755	\$ 1,923	\$ 27,890
Upstate, NY Fire Alarm Systems	\$ -	\$ 5,206	\$ 47,768	\$ 3,516	\$ 56,490	\$ 5,206	\$ 47,768	\$ 3,516	\$ 56,490
Chicago, IL Everett M. Dirksen U.S. Courthouse	\$ -	\$ 2,558	\$ 22,662	\$ 2,118	\$ 27,338	\$ 2,558	\$ 22,662	\$ 2,118	\$ 27,338
Detroit, MI Patrick V. McNamara Federal Building	\$ -	\$ 4,612	\$ 50,939	\$ 2,848	\$ 58,399	\$ 4,612	\$ 50,939	\$ 2,848	\$ 58,399
Akron, OH John F. Seiberling Federal Building and U.S. Courthouse	\$ -	\$ 3,920	\$ 38,828	\$ 3,242	\$ 45,990	\$ 3,920	\$ 38,828	\$ 3,242	\$ 45,990
Topoka, KS Frank Carlson Federal Building and U.S. Courthouse	\$ -	\$ 6,217	\$ 69,921	\$ 3,565	\$ 79,703	\$ 6,217	\$ 69,921	\$ 3,565	\$ 79,703
Subtotal, Major Repairs and Alterations Projects	\$ 73,203	\$ 67,790	\$ 761,463	\$ 47,954	\$ 877,207	\$ 57,793	\$ 702,932	\$ 43,279	\$ 804,004
Majors Repairs and Alterations Special Emphasis Programs									
Optimization Program	\$ -	\$ -	\$ 451,267	\$ -	\$ 451,267	\$ -	\$ 451,267	\$ -	\$ 451,267
Judiciary Capital Security Program	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000
Subtotal, Major Repairs and Alterations Special Emphasis Programs	\$ -	\$ -	\$ 476,267	\$ -	\$ 476,267	\$ -	\$ 476,267	\$ -	\$ 476,267
Subtotal, Major Repairs and Alterations Program	\$ 73,203	\$ 67,790	\$ 1,237,730	\$ 47,954	\$ 1,353,474	\$ 57,793	\$ 1,179,199	\$ 43,279	\$ 1,280,271
Total FY 2027 Repairs and Alterations Program	\$ 73,203	\$ 67,790	\$ 1,737,730	\$ 47,954	\$ 1,853,474	\$ 57,793	\$ 1,679,199	\$ 43,279	\$ 1,780,271

California

Oakland, CA Ronald V. Dellums Federal Building and U.S. Courthouse.....\$66,498,000



GSA urgently proposes a repair and alteration project for the Ronald V. Dellums Federal Building and U.S. Courthouse at 1301 Clay Street in Oakland, California, to address critical failures in core building systems that are past their useful life and increasingly unreliable. Continued lack of funding poses growing risks to life safety, mission continuity, and the long-term viability of this essential Federal facility supporting judicial and public-facing operations. The major work items for this project are conveyance upgrades, HVAC upgrades, and exterior construction.

The project will update 18 passenger elevators that are technologically obsolete and subject to frequent service disruptions. Existing elevator components no longer meet current safety, reliability, and performance expectations and present increasing challenges due to parts obsolescence and maintenance limitations. Replacement of hoisting machines, door equipment, controls, drives, governors, and fixtures is necessary to restore safe, reliable vertical transportation and ensure continued public access and courthouse operations.

Exterior repairs will address deteriorated façade and roofing conditions that present risks of water intrusion, falling debris, and accelerated structural degradation. Façade work will focus on the 5th floor arcade columns and includes the removal and replacement of damaged limestone panels, treatment of corroded steel framing, repair of welded steel column caps and backup framing, and reinstallation of architectural features. Roofing work will replace failing waterproofing systems and reseal penthouse skylights to prevent continued moisture infiltration that threatens interior spaces and building systems.

The project will also replace the building's obsolete chilled water plant, including all chillers, pumps, controls, and associated piping. The building's existing HVAC system is beyond its service life and GSA is increasingly unable to maintain safe and reliable environmental conditions required for occupants, sensitive equipment, and courtroom functions. System failures have become more likely and, when they occur, are more costly to address through emergency repairs.

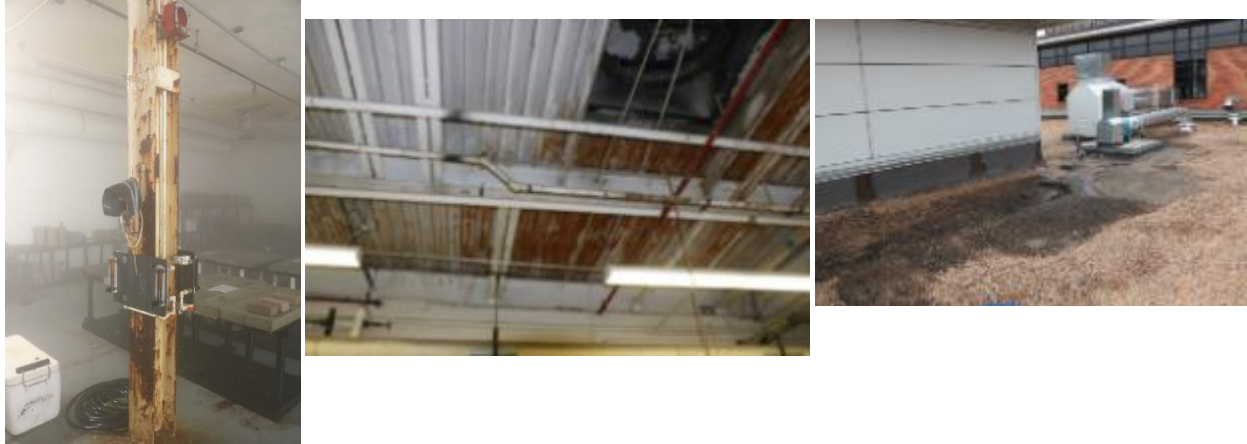
Immediate investment is required to prevent further deterioration, reduce escalating maintenance and emergency repair costs, protect occupant safety, and maintain uninterrupted Federal operations. Delaying this project further will compound risk, increase life cycle costs, and jeopardize the facility's ability to fulfill its critical Federal mission.

The FY 2027 request is for Design (\$4.893 million), Construction (\$57.449 million), and Management and Inspection (\$4.156 million).

The top 3 tenants in this building are the Department of the Treasury, Department of Veterans Affairs, and the Judiciary.

Colorado

Lakewood, CO Denver Federal Center Building 56.....\$51,287,000



GSA urgently proposes a repair and alteration project for Building 56 at the DFC, located at West 6th Avenue and Kipling Street in Lakewood, Colorado, to address significant system obsolescence, structural deterioration, hazardous materials, and code deficiencies that threaten safe occupancy, operational reliability, and continued Federal use of the facility. The major work items for this project include HVAC, electrical upgrades, demolition/hazardous material abatement, interior construction, exterior construction, plumbing upgrades, and sitework. This is the third time GSA’s budget request has included funding for this project. Since GSA originally requested funding for this project in the 2023 Budget request, project costs have increased by 8 percent due to project cost escalations including inflation, labor cost increases and schedule changes.

Building 56 relies on multiple aging HVAC systems that are inefficient, difficult to maintain, and increasingly unreliable. The project will consolidate these systems into a single, modern, energy-efficient HVAC system and replace approximately 30 percent of the existing pneumatic controls with direct digital controls. These upgrades are necessary to improve system reliability, maintain acceptable indoor environmental conditions, reduce energy consumption, and mitigate the growing risk of system failure that could disrupt tenant operations.

Exterior and structural repairs will address deteriorating building components that, if left uncorrected, pose safety and water intrusion risks and accelerate building degradation. The project includes replacement of the roof and repair of deteriorated decking and columns, which will be upgraded to steel and treated with rust-inhibitive materials to restore structural integrity and extend the service life of the building.

The project will correct long-standing accessibility and life-safety deficiencies by upgrading restrooms and stair risers, treads, handrails, and guardrails to meet current Architectural Barriers Act Accessibility Standards. These improvements are essential to ensure safe, equitable access

for employees and visitors and to reduce the risk of injury and noncompliance.

Electrical upgrades will replace antiquated transformers with energy-efficient units and update lighting control wiring to meet current code requirements. Hazardous materials encountered during construction will be abated to protect occupant health and allow the work to proceed safely.

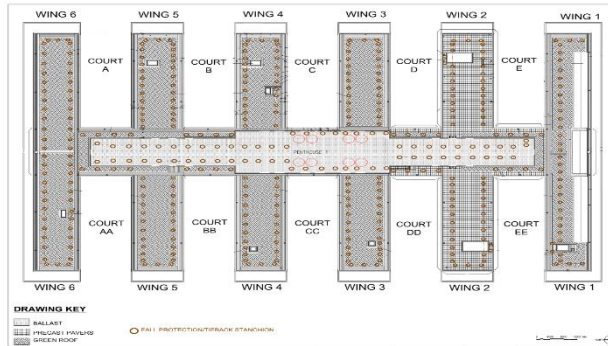
Immediate investment in this project is necessary to address compounding risks, avoid higher future repair costs, and maintain a safe, compliant, and functional facility. Continued deferral will result in escalating maintenance demands, increased safety and compliance risks, and potential disruptions to critical Federal operations housed in Building 56.

The FY 2027 request is for Design (\$4.092 million), Construction (\$43.989 million), and Management and Inspection (\$3.206 million).

The top 3 tenants in this building are the Department of the Interior (DOI), Department of Agriculture, and GSA.

District of Columbia

Washington, DC Stewart Lee Udall Federal Building.....\$8,874,000



GSA urgently proposes a repair and alteration project for the Stewart Lee Udall Department of the Interior Building, located at 1849 C Street, NW, Washington, DC, to address critical fall protection deficiencies that pose an immediate life-safety risk to building personnel and contractors performing routine operations and maintenance. The major work item in this project is equipment. This is the second time GSA has requested funding for this project, the first was in FY 2025. Since the original request, project costs have increased by 16 percent due to project cost escalations including inflation, labor cost increases and schedule changes.

The building's roofs, mechanical penthouses, and exterior colonnades contain numerous unprotected edges where maintenance and inspection activities are routinely required and create a very serious fall hazard. The absence of permanent fall protection systems exposes building engineers, maintenance staff, and contractors to unacceptable risk during essential activities such as window cleaning, façade repairs, roof and equipment maintenance, security camera servicing, and communications equipment work. Continued reliance on temporary or improvised measures significantly increases the likelihood of serious injury or fatal accidents and exposes the Government to substantial liability.

The project will furnish and install a comprehensive combination of passive and active fall protection systems at the main roof, two-story mechanical penthouses, and roof areas at the 2nd, 3rd, and 6th floors. Passive systems will include permanent steel beams and foldable guardrails installed at parapet walls to provide continuous edge protection. Active systems will include travel restraint systems, davit arms and bases, and roof-mounted anchors to support fall arrest and tie-back operations.

The fall protection system will also incorporate permanent piping brackets on exterior walls and behind exterior colonnades, as well as safety lines designed to support recurring maintenance and inspection activities. These systems will enable safe access for personnel performing essential building operations, including façade maintenance, roofing work, mechanical equipment replacement, and exterior inspections.

Immediate investment in this project is necessary to eliminate ongoing life-safety hazards, comply with current safety standards, and ensure that required maintenance activities can be performed safely and efficiently. Deferring this work perpetuates unacceptable risk to Federal and contract personnel, increases exposure to accidents and liability, and threatens the continued safe operation and stewardship of this critical Federal facility.

The FY 2027 request is for Design (\$797 thousand), Construction (\$7.512 million), and Management and Inspection (\$565 thousand).

DOI is the only occupant in this building.

Florida

West Palm Beach, FL Paul G. Rogers Federal Building and U.S. Courthouse...\$74,994,000



GSA urgently proposes a repair and alteration project for the Paul G. Rogers Federal Building and Courthouse at 701 Clematis Street in West Palm Beach, Florida, to address widespread building system failures, life-safety deficiencies, and envelope deterioration that threaten occupant safety, operational continuity, and the long-term viability of this critical Federal facility. The major work items in this project are exterior construction, HVAC upgrades, demolition/hazardous materials abatement, electrical upgrades, sitework, fire protection upgrades, interior construction, and plumbing upgrades. This is the first time GSA is requesting major modernization funding for this facility.

Multiple core building systems have reached or exceeded their useful life and are increasingly unreliable. The project will replace the HVAC system, electrical service and distribution, interior lighting, and fire alarm systems to restore safe and dependable building operations that meet Federal requirements. Continued operation of these obsolete systems increases the risk of failures, service disruptions, and emergency repairs that could impair courthouse and agency functions. Plumbing upgrades, restroom renovations, and accessibility improvements are also required to address long-standing deficiencies and meet current Architecture Barriers Act Accessibility Standard (ABAAS) standards.

The project will correct significant life-safety and building-envelope issues that expose the facility to escalating risk. Envelope improvements include replacement of deteriorated fiberglass and concrete exterior panels, the roof system and stormwater drains, windows and exterior doors, and installation of fall and lightning protection systems. Structural upgrades will replace deteriorated exterior steel columns and panel supports, and spalled concrete will be repaired to arrest further structural degradation. Without these repairs, continued water intrusion, corrosion, and material failure will accelerate damage and increase safety hazards.

Hazardous materials present throughout the building, both interior and exterior, will be abated as part of the project to protect occupant health and allow the work to proceed safely and in compliance with Federal requirements.

Site improvements include replacement of the parking lot and its drainage system, which have

deteriorated and no longer function adequately, contributing to safety and drainage concerns.

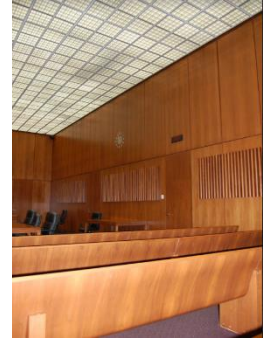
Immediate investment is necessary to mitigate life-safety risks, prevent further deterioration, and avoid escalating maintenance and emergency repair costs. Deferring this project will compound risk, increase life cycle costs, and jeopardize the continued safe operation of this essential Federal courthouse.

The FY 2027 request is for Design (\$5.560 million), Construction (\$66.290 million), and Management and Inspection (\$3.144 million).

The two tenants in this building are the Judiciary and the Department of Justice (DOJ).

Illinois

Chicago, IL Everett M Dirksen U.S. Courthouse.....\$27,338,000



GSA urgently proposes a repair and alteration project for the Everett McKinley Dirksen U.S. Courthouse, located at 219 S. Dearborn Street in Chicago, Illinois, to correct critical fire and life-safety deficiencies that present unacceptable risk to occupants and threaten the continued safe operation of this high-occupancy Federal courthouse. The major work items in this project are electrical, demolition/hazardous material abatement, interior construction, fire protection upgrades, and HVAC upgrades. This is the second time GSA’s Budget request has requested funding for this project Since GSA’s original FY 2024 request, the cost of this work has increased by nearly 12 percent.

The project will address National Fire Protection Association deficiencies within non-compliant two-story courtrooms and the ground floor elevator lobbies, which are key public circulation and assembly spaces. Existing lighting systems, controls, and associated wiring in these areas do not meet current fire and life-safety requirements and contribute to unsafe conditions during emergency events. In their current state, these deficiencies increase the risk of inadequate illumination, delayed egress, and compromised emergency response during fire or evacuation scenarios.

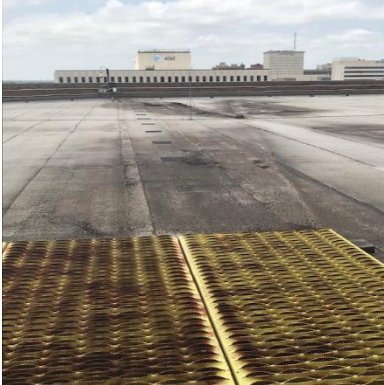
Correcting the fire protection deficiencies will require replacement of the lighting systems controls, and portions of the wiring to bring these spaces into full code compliance. These upgrades are essential to support safe evacuation, ensure proper operation of fire protection systems, and maintain clear and reliable means of egress for judges, staff, jurors, and the public.

Immediate investment is required to eliminate known life-safety hazards and reduce exposure to potential injury, liability, and operational disruption. Continued deferral of this project perpetuates non-compliance with fire and life-safety codes, increases risk during emergency conditions, and jeopardizes the courthouse’s ability to safely serve its critical judicial mission.

The FY 2027 request is for Design (\$2.558 million), Construction (\$22.662 million), and Management and Inspection (\$2.118 million). The three largest tenants in this building are the Judiciary, DOJ and the National Labor Relations Board.

Kansas

Topeka, KS Frank Carlson Federal Building & U.S. Courthouse.....\$79,703,000



GSA urgently proposes a repair and alteration project for the Frank Carlson Federal Building and U.S. Courthouse at 444 SE Quincy Street in Topeka, Kansas, to address aging and deteriorated building and site infrastructure that present increasing risks to life safety, security, energy performance, and continued Federal operations. Core systems have exceeded their useful life, and continued deferral will accelerate failures, increase operating costs, and jeopardize mission-critical courthouse functions. Major work items for this project include exterior construction, HVAC, electrical and fire alarm and projection upgrades, interior construction, conveyance updates, and demolition and sitework.

The project will address critical exterior and envelope deficiencies, including replacement of all original windows, installation of security features, repair of persistent water infiltration, and correction of accessibility and ABAAS code compliance deficiencies. Roofing work will replace the roof, insulation, roof drainage systems, and install a fall protection system, while repairs to basement walls will mitigate ongoing moisture intrusion and structural deterioration.

Mechanical systems will be comprehensively upgraded to restore reliable and efficient building performance. HVAC work includes replacement of four air-handling units, chillers, condensing pumps, cooling towers, heating systems, and building and garage ventilation systems, with full integration into the building automation system. These upgrades are necessary to address system obsolescence, reduce energy consumption, and maintain safe indoor environmental conditions.

Electrical systems will be updated to correct safety and reliability deficiencies, including replacement of switchboards with new switchgear, installation of new transformers, lightning protection, and an emergency power system. Additional panelboards will be installed to support required electrical loads, and known arc flash hazards and inadequate clearance conditions will be corrected.

Fire protection improvements include replacement of the building fire alarm system and parking garage dry sprinkler system, as well as correction of horizontal and vertical firestopping deficiencies. Elevator modernization will address reliability and safety issues for four passenger elevators and one freight elevator essential to courthouse operations.

Interior repairs and alterations will address impacts from exterior and HVAC work, support tenant swing space, and expand the main mechanical room to accommodate new switchgear. Site improvements include replacement of deteriorated parking and service areas, sidewalk repairs, and upgraded security features.

Immediate investment is required to mitigate life-safety and security risks, reduce escalating maintenance costs, and ensure the continued safe and effective operation of this critical Federal courthouse.

The FY 2027 request is for Design (\$6.217 million), Construction (\$69.921 million), and Management and Inspection (\$3.565 million).

The three largest tenants in this building are the Department of Homeland Security (DHS), Judiciary, and DOJ.

Massachusetts

Boston, MA John F. Kennedy Federal Building.....\$215,964,000



GSA urgently proposes a repair and alteration project for the John F. Kennedy Federal Building (JFK), located at 15 New Sudbury Street, Boston, MA. The proposed project will replace the high-rise roof, conveyance, lighting, and heating, ventilation, and air conditioning (HVAC) systems, as well as interior and exterior alterations and sitework. Major work items include HVAC system replacement/upgrades, interior construction, and conveying system replacement. This is the fourth time GSA's budget request has included funding for this project. Since GSA originally requested funding in FY 2017, the cost for this project has increased 436 percent, partially driven by additional repair needs, including: additional HVAC system upgrades, conveyance systems, restrooms, sitework, and fire protection upgrades.

The proposed project replaces the deficient roofing system, including the flashing, and sealants with a new membrane roofing system, the high-rise portion of the building will receive high-efficiency insulation. Upgrades to the building's permanent roof anchor / fall arrest system will provide additional safeguards and eliminate existing life-safety deficiencies.

Electrical upgrades will include replacement of the existing interior lighting and controls, incorporating occupancy and daylighting strategies throughout a newly replaced ceiling grid on all tenant floors. Beyond the comprehensive replacement of ceiling tiles this project includes interior construction improvements including a complete renovation of the building's restrooms, modernizing fixtures, and enhancing accessibility. Furthermore, the project addresses the building's aging sanitary lines, replacing deteriorated piping to ensure reliable and efficient waste management while mitigating the risk of leaks and potential water damage.

The conveying system, which includes elevator and escalator equipment, will be updated to current technology, performance, and code standards. Replacement systems will incorporate non-proprietary, regenerative drives. Passenger cab interior panels will be replaced and include Architectural Barriers Act Accessibility Standards-compliant features. Escalators will incorporate power standby technologies to reduce energy consumption during periods of low or no passenger activity.

The renovation of the HVAC system will include the replacement of existing air handling units and chillers with new high efficiency units using non-chlorofluorocarbon refrigerants. The existing variable air diffuser (VAD) system will be replaced and reconfigured with a highly efficient variable air volume system with reheat and a direct digital control system. The existing ductwork will be replaced or cleaned. Any new equipment will be fully compatible with and tied into the existing building automation system (BAS), in conjunction with a minor BAS expansion, as needed, to accommodate new equipment. Included is the replacement of all original perimeter heating piping and controls and the replacement of supply and return condensing water riser pipes from the mechanical room to the mechanical penthouse of the high-rise tower. The project will also retrofit waste condensate to provide additional hot water heat recovery for snowmelt or domestic hot water use.

This project incorporates fire protection upgrades including the relocation of sprinkler heads, piping, and related devices to optimize fire suppression coverage throughout the building. The installation of new fire stopping materials will create critical barriers to prevent the spread of fire and smoke. Finally, the project will implement updated and clearly visible fire protection signage to guide occupants during emergencies, ensuring a safe and secure environment.

This project includes essential exterior site improvements including the renovation of existing roads, sidewalks, cobblestone surfaces, curbs, grounds, and fences which will enhance accessibility, improve safety, and create a more welcoming environment. Additionally, the exterior stairs will be carefully repointed to ensure structural integrity and preserve the building's historic character.

Immediate investment is required to mitigate life-safety concerns, reduce escalating maintenance costs, and ensure the continued safe and effective operation of this critical Federal building.

The FY 2027 request is for Design (\$17.726 million), Construction (\$188.530 million), and Management and Inspection (\$9.708 million).

The three largest tenants in this building are the DHS, Department of Health and Human Services (HHS), and Treasury.

Michigan

Detroit, MI Patrick V. McNamara Federal Building.....\$58,399,000



GSA urgently proposes a repair and alteration project for the Patrick V. McNamara Federal Building at 477 Michigan Avenue in Detroit, Michigan, to address critical deficiencies in conveyance systems, electrical infrastructure, and perimeter security that threaten safe building operations and uninterrupted Federal use. Major work items for this project include conveyance system upgrades, electrical upgrades, and perimeter security upgrades. This is the second time GSA’s budget request has included funding for this project. Since GSA originally requested funding in FY 2024 the cost for this project has increased 24 percent.

The building’s conveyance systems are aging, increasingly unreliable, and technologically obsolete. The project will update 18 passenger elevators and 2 freight elevators, including replacement of controls, cars, and drive systems. These upgrades are necessary to address safety, reliability, and performance concerns, reduce ongoing service disruptions, and ensure dependable access for tenants and the public in this high-occupancy Federal facility.

Electrical infrastructure will be replaced to correct significant safety and reliability risks. Existing switchgear, motor control centers, and transformers have reached the end of their useful life and present increasing risk of failure, unplanned outages, and maintenance challenges due to parts obsolescence. Replacement is required to restore system reliability, support building loads, and maintain code-compliant operation of critical systems.

The project will also address perimeter security vulnerabilities by replacing existing bollards and deteriorating concrete planters. Current conditions no longer provide adequate protection or functionality and detract from the building’s ability to meet modern security requirements. The proposed improvements will enhance site security while restoring safe and durable site features.

Immediate investment is necessary to mitigate growing safety and security risks, reduce escalating maintenance and emergency repair costs, and maintain reliable building operations. Continued deferral will compound system failures, increase operational disruptions, and jeopardize the continued safe and effective use of this critical Federal facility.

The FY 2027 request is for Design (\$4.612 million), Construction (\$50.939 million), and

Management and Inspection (\$2.848 million).

The three largest tenants in this building are the DOJ, Department of Veterans Affairs (VA), and DHS.

New York

Brooklyn, NY Emanuel Celler U.S. Courthouse.....\$7,413,000



GSA urgently proposes a repair and alteration project for the Emanuel Celler U.S. Courthouse at 225 Cadman Plaza East in Brooklyn, New York, to address critical failures in the building’s condenser water piping system that pose increasing risk to HVAC reliability, occupant safety, and uninterrupted courthouse operations. The major work items in this project are HVAC upgrades, demolition/hazardous material abatement and interior construction. This is the second time GSA’s budget request includes funding for this project. Since 2025, the cost of the project has increased by 24 percent.

The existing condenser water pipes have deteriorated and are at high risk of failure. Continued operation of these aging pipes increases the likelihood of leaks or ruptures that could result in sudden loss of cooling, water damage to occupied spaces and critical building systems, and unplanned shutdowns of HVAC equipment. Such failures would disrupt court operations, threaten sensitive equipment, and require costly emergency repairs.

This limited-scope major repair and alteration project will remove and replace condenser water piping throughout all levels of the building. The work will restore the integrity and reliability of the condenser water system and reduce the risk of system-wide failures. Hazardous materials encountered during the removal and replacement of the piping will be abated to protect worker and occupant health and to allow the work to proceed safely and in compliance with Federal requirements. Interior construction required to access and replace the piping is included as part of the project.

Immediate investment is necessary to mitigate escalating risk, prevent potentially catastrophic system failures, and avoid significantly higher costs associated with emergency response and collateral damage. Deferring this work will increase the likelihood of unplanned outages, disrupt judicial operations, and compromise the safe and reliable functioning of this critical Federal courthouse.

The FY 2027 request is for Construction (\$6.627 million), and Management and Inspection (\$786 thousand).

The three largest tenants in this building are the Judiciary, DOJ, and DHS.

Upstate, NY Fire Alarm Systems.....\$56,490,000



GSA urgently proposes a repair and alterations project to replace the fire alarm systems at three critical Federal facilities: the Alfonse M. D'Amato U.S. Courthouse in Central Islip, the James M. Hanley Federal Building in Syracuse, and the James T. Foley U.S. Post Office and Courthouse in Albany, New York. The existing systems in all three buildings are outdated, increasingly unreliable, and no longer meet current Federal life-safety and National Fire Protection Association (NFPA) code requirements, creating a significant risk to occupants and Federal operations. The major work items for this project include fire protection upgrades and interior construction.

Failure of these fire alarm systems could result in delayed detection of fire events, compromised evacuation procedures, and increased risk of injury or loss of life. Additionally, continued reliance on obsolete equipment increases the likelihood of false alarms, unplanned service interruptions, and costly emergency repairs that could disrupt courthouse and Federal building operations.

The project will replace the fire alarm systems and the Emergency Responder Radio Coverage System (ERRCS) in each building with modern, fully NFPA code-compliant systems to restore reliable detection and alarm functionality. Upgrades will ensure immediate notification in the event of fire, support safe and orderly egress, and maintain compliance with National Fire Protection Association standards.

Immediate investment is necessary to mitigate life-safety risks, ensure uninterrupted operations, and prevent escalating costs associated with emergency failures. Deferring this project will leave Federal tenants and the public exposed to serious hazards and jeopardize the continued safe operation of these critical judicial and Federal facilities.

The FY 2027 request is for Design (\$5.206 million), Construction (\$47.768 million), and Management and Inspection (\$3.516 million).

The Judiciary is the main tenant in all of these buildings.

New York, NY Alexander Hamilton U.S. Custom House\$83,164,000



GSA urgently proposes a repair and alteration project to correct building deficiencies and address ongoing structural deterioration of The Alexander Hamilton U.S. Custom House, a National Historic Landmark located at 1 Bowling Green, New York, NY. The major work items for this project include exterior construction and sitework.

The project will remediate water infiltration around windows, masonry, and roofs. The project will also protect murals within the rotunda and restore masonry, including sculptures, roofs, and repair damage caused by water infiltration.

Immediate investment is needed to mitigate water infiltration in the sub-basement and basement levels currently jeopardizing the structural integrity of the building and building systems. Water and drain piping located under the sidewalk vault are already compromised. Structural repairs at and below grade will eliminate this potential safety hazard. Falling debris from the overhead damaged areas poses a safety risk to personnel and GSA has installed netting to temporarily reduce the danger to people. Water infiltration at the windows is causing damage to the building interior and negatively affecting the building's energy efficiency.

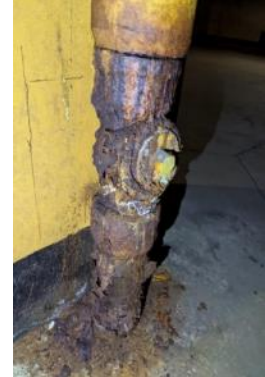
Age and exposure to weather elements is negatively impacting the building's exterior and interior artwork. Failure to make the appropriate repairs to the building will result in further damage to this National Historic Landmark.

The FY 2027 request is for Construction (\$78.662 million), and Management and Inspection (\$4.502 million).

The three largest tenants in this building are the Smithsonian Institution, Judiciary, and DOJ.

Ohio

Akron, OH John F. Seiberling Federal Building and U.S. Courthouse.....\$45,990,000



GSA urgently proposes a repair and alteration project to address critical structural deficiencies in the plaza system at the John F. Seiberling Federal Building and U.S. Courthouse, located at 2 South Main Street in Akron, Ohio. The existing plaza and supporting systems have deteriorated, resulting in water infiltration, structural stress, and compromised building envelope performance, which threaten occupant safety and the long-term integrity of this Federal facility. The major work items in this project are sitework and plumbing replacement. This is the fourth time GSA's budget request has included funding for this critical project. Since GSA first requested funding to address these issues in 2018, the cost to complete this work has increased 156 percent. GSA has also invested over \$1.6 million in basic repair and alteration funding to stabilize the plaza system while waiting for major repair and alterations funding to be appropriated.

The project will replace the failed waterproofing system, upgrade plaza and garage drainage systems, and repair the atrium skylight to prevent further water intrusion and structural damage. Landscaping improvements will also restore the functionality and aesthetic integrity of the plaza. The south plaza wall will also be repaired to correct ongoing deterioration and maintain structural stability.

Immediate investment is required to prevent escalating damage, avoid costly emergency repairs, and mitigate safety risks posed by water intrusion and failing structural elements. Deferring this project will accelerate deterioration, increase maintenance costs, and jeopardize the continued safe operation and use of this critical Federal courthouse.

The FY 2027 request is for Design (\$3.920 million), Construction (\$38.828 million), and Management and Inspection (\$3.242 million).

The three largest tenants in this building are the Judiciary, DOJ, and the Social Security Administration.

Pennsylvania

Philadelphia, PA James A. Byrne U.S. Courthouse and William J. Green Jr. Federal Building.....\$27,890,000



GSA urgently proposes a repair and alteration project to replace the plaza at the James A. Byrne U.S. Courthouse and William J. Green Jr. Federal Building Complex, located at 601 Market Street and 600 Arch Street in Philadelphia, Pennsylvania. The existing plaza has deteriorated, creating safety hazards, accessibility limitations, and functional deficiencies that compromise public use and building operations. The major work items for this project include sitework, exterior construction, interior construction, structural upgrades, and demolition/hazardous material abatement.

The project will provide a full replacement of the plaza, including new drainage, paving, waterproofing, expansion and control joints, perimeter joints, site walls, and planter boxes to correct existing deficiencies. These upgrades will prevent water infiltration, improve structural integrity, and reduce ongoing maintenance needs.

In addition to addressing critical infrastructure failures, the project will manage stormwater runoff, enhance security, improve plaza and building access, and create green spaces for public use. The redesigned plaza will also establish a direct connection to the historic Independence Mall, strengthening the complex's role in the civic landscape.

Immediate investment is required to correct escalating safety and accessibility risks, mitigate further deterioration, and support reliable building operations. Deferring this project will exacerbate infrastructure failure, increase maintenance costs, and limit safe and functional use of this key Federal facility and its surrounding public space.

The FY 2027 request is for Design (\$2.298 million), Construction (\$23.669 million), and Management and Inspection (\$1.923 million). The three largest tenants in the building are the Judiciary, DOJ, and GSA.

Special Emphasis Programs Nationwide

Optimization Program.....\$451,267,000

GSA proposes to reconfigure, dispose or renovate assets under GSA’s jurisdiction, custody, or control to support efforts to optimize Federal real estate space configuration and performance; deliver the best value in real estate to GSA’s customer agencies across Government; reduce the Government’s footprint; and achieve significant annual cost avoidance for taxpayers. This proposed Optimization Program facilitates GSA’s strategic divestiture of unneeded federally owned assets and leverages the use of privately owned space.

As part of GSA’s ongoing efforts to rightsize and maximize the effectiveness of the Federal Government’s real estate footprint in support of agencies’ missions, GSA is identifying opportunities to optimize space within its inventory of real property assets. GSA continues to partner with Federal agencies to transform Federal workspaces for the future and to make the Federal footprint more sustainable and cost-effective for taxpayers. Projects will vary in size by location, agency mission, and operations. Funding for this program may be used to revitalize federally owned buildings under GSA’s jurisdiction, custody, and control or to fund customer agency relocation costs, including development of any necessary customer agency requirements, physical move expenses, tenant improvements, furnishings, fixtures, and equipment in GSA federally owned, GSA-leased, or which enables the disposition of GSA assets or facilitates Federal agency space reductions in GSA space.

Typical projects will include one or more of the following elements:

- Modernization and reconfiguration of existing federally owned space under the jurisdiction, custody, and control of GSA to accommodate new customer agency space assignments and the reconfiguration of existing occupied space;
- Rightsizing the Federal footprint, including restacking, consolidation, co-location and strategic disposition, to account for anticipated in-person work arrangements and utilization goals;
- Alterations, building system and technology upgrades, such as fire sprinklers, HVAC, or smart building technology needed as part of a relocation, optimization, consolidation, co-location, disposition, or any combination of the foregoing; and
- Developing agency requirements and acquiring furniture, fixtures and equipment, physical move services, or a combination of the foregoing.

Preference will be given to projects that are interrelated to the disposition of assets that no longer support the mission needs of the Federal Government and to agency co-location projects that facilitate shared resources and shared space.

Projects will be evaluated using the following criteria:

- Projects that result in a reduction of repair liabilities in core assets;
- Projects that result in an improvement in the utilization of customer agency space assignments;
- Projects that facilitate reductions in the cost to operate and maintain federally owned properties in GSA’s portfolio;
- Projects that result in an overall cost savings for the American taxpayers;
- Projects that result in the reduction of unneeded federally owned space; and
- Projects that result in the release of leased space.

Executive departments and agencies have been evaluating how their work environments can be structured to most effectively achieve their missions while strengthening their organizations for the future. As Federal agencies rethink their workspace and workplace requirements, GSA, as the Government’s largest civilian real estate provider of space and services, plays a key role in helping Federal agencies facilitate the Federal Government’s transition to an optimal real estate footprint that saves taxpayer dollars. Funding for portfolio optimization is essential so that GSA can execute those opportunities in GSA-controlled space.

GSA will make critical investments in federally owned GSA assets to allow for the consolidation of federally owned or leased space and the disposal of buildings that do not or cannot meet performance standards and the long-term financial viability of the optimized portfolio.

Federal agencies have identified lack of resources as the main challenge in achieving optimal utilization of workspaces. An optimization program that includes funding for agency tenant improvements, furnishings, fixtures, and equipment, and necessary move expenses will provide more reliable funding to address this challenge.

Overall, the optimization program will result in improved space utilization, cost savings for American taxpayers and a more sustainable Federal real estate portfolio.

Judiciary Capital Security Program.....\$25,000,000

GSA proposes \$25 million to improve physical security in buildings occupied by the Federal judiciary and the U.S. Marshals Service. 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 sally ports, and constructing physical or visual barriers.

Since FY 2015, GSA has received \$130,422,000 in support of this program. These funds were allocated to 21 projects.

Basic Repairs and Alterations Nationwide

Basic Repairs and Alterations Program.....\$500,000,000

The FY 2027 R&A program request includes \$500 million for Basic R&A and is dedicated to ensuring that the existing infrastructure receives the investment necessary to support customer agencies at the lowest possible cost to taxpayers. Projects executed in this account are executed below the current prospectus threshold of \$4.109 million or are for recurring repairs costing both above and below the prospectus threshold. GSA continues to support the agency's prior proposals to increase 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 addresses 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.

Installment Acquisition Payments

(Dollars in Thousands)

FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request
\$0	\$0	\$25,113

Program Description

This activity provides for payments owed to the proposed FCRF. In accordance with the proposed FY 2027 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 one-fifteenth of the total transfer annually until the funds are repaid. The FY 2027 request represents the first year of repayment for the requested transfer of funds in FY 2027.

Program Strategy

The President's FY 2027 Budget Request proposes the capitalization of the FCRF with a \$10 billion mandatory appropriation that will provide opportunities for civilian Federal agencies to fund their largest Federal real property projects, such as construction, renovations and purchases, 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 2027 budget request proposed an FCRF project for the Jamie L. Whitten Federal Building and Sidney R. Yates Federal Building Consolidation and the Agriculture South Federal Building Disposal Project in Washington, DC, for funding through the FCRF at a total up-front cost of \$375,112,500. FCRF funding will be partnered with available unobligated balances previously appropriated to the FBF for this project. The FY 2027 budget requests \$25,112,500 to pay the first of 15 installment payments. The first year payment will include the one-time administrative fee, to be paid to the Administrator, of .03 percent of the total project cost, or \$112,500.

Installment Acquisition Payments, Summary of Request
(Dollars in Thousands)

	FY 2027	FY 2028 through FY 2042	Total
Mandatory:			
Collection of Transfer from Federal Capital Revolving Fund	\$ (375,000)		\$ (375,000)
Total Estimated Project Cost	\$ 375,000		\$ 375,000
Discretionary:			
<i>Jamie L. Whitten Federal Building and Sidney R. Yates Federal Building Consolidation and the Agriculture South Federal Building</i>	\$ 25,000	\$ 350,000	\$ 375,000
Total Repayments to Federal Capital Revolving Fund	\$ 25,000	\$ 350,000	\$ 375,000

Note: The above chart does not include the one-time administrative fee, to be paid to the Administrator, of .03 percent of the total project cost, or \$112,500 in the first year.

Installment Acquisition Payments, Project Description

Jamie L. Whitten Federal Building and Sidney R. Yates Federal Building Consolidation and the Agriculture South Federal Building Disposal Project.....\$375,112,500 transfer with annual repayment of \$25,000,000, plus the one-time administrative fee of \$112,500 to be paid in year 1.

This project is necessary to improve space utilization for the United States Department of Agriculture (USDA) in Washington, DC, and dispose of the underutilized and inefficient Agriculture South Building. It will consolidate USDA operations from the Agriculture South Federal Building into the Jamie L. Whitten Federal Building and Sidney R. Yates Federal

Building. The project will install critical building infrastructure to enable the Jamie L. Whitten Federal Building to operate independently from the Agriculture South Building, and provide for alterations and move, IT and furniture to accommodate USDA employees.

Disposal of the Agriculture South Building will deliver meaningful savings to taxpayers by eliminating over \$1 billion in delinquent maintenance liabilities and \$15.2 million in annual operations and maintenance costs, while achieving a substantial space reduction.

Rental of Space

(Dollars in Thousands)

FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request
\$5,354,058	\$5,574,593	\$5,843,868

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 the U.S. Postal Service, and that is leased by GSA. GSA provided 165 million square feet of leased space in FY 2025 to its occupant agencies and expects to provide 163 million square feet in FY 2026 and 160 million square feet in FY 2027. (Note: This NOA request does not include any space funded by GSA's Indefinite Lease Authority (IA)).

In FY 2027, \$5.84 billion is required for the GSA Rental of Space program. This amount funds annual rent for current leases, real estate taxes, and one-time payments, and rent increases associated with replacement leases and expansion space.

The FY 2027 Rental of Space request consists of the following requirements:

- \$5,688 million for annual rent for leases already in GSA's inventory;
- \$86 million for real estate taxes;
- \$146 million for one-time payments, such as free rent and broker commission credits, sale leasebacks, offset by claims and potential lease buyouts;
- (\$94) million in lease cancellations, which represents the amount of leased space leaving GSA's inventory;
- \$35 million for rent increases, typically associated with replacement leases, operating cost escalations, and step rents;
- \$6 million for temporary expansion space, the amount of space entering the inventory for temporary leases in support of major R&A projects and relocations due to forced moves or health and safety conditions; and
- (\$23) million for the funds projected to be available from prior-year recoveries.

The FY 2027 request represents a 5 percent increase for Rental of Space requirements compared to the FY 2026 enacted level. There is a decrease of over 3 million rentable square feet from the FY 2026 requirements. The decrease in rentable square feet is primarily driven by fully executed terminations of leases in the soft term that will execute through the fourth quarter of FY 2026.

Additionally, the FY 2027 request provides flexibility to pay for lease buyouts that GSA seeks to pursue. Funding to support return of space or payments to lessors due to potential opportunities for GSA's occupant agencies to reduce space will provide long-term savings for taxpayers. Further, the FY 2027 request provides funds for GSA to pursue sales with leasebacks that will allow GSA to maintain short-term occupancy for customer agencies impacted by dispositions of assets prior to new locations being ready for tenant occupancy. This will provide GSA with flexibility to find permanent housing for impacted customer agencies after GSA completes sales transactions.

Rental of Space, Explanation of Changes

(Dollars in Thousands)

	New Obligational Authority (NOA)
Fiscal Year 2026 Requirement	\$ 5,737,803
Annualization of remaining FY 2026 Program Changes	(73,454)
NOA Conversion of FY2025 IA Base	69,401
Less: Lump Sums (Taxes, IBAAAs, RWAs, Double Rent, Others)	(87,175)
Less: FY25 PYC of Program Changes Not In Base	136,925
Lease Terminations	(95,543)
Fiscal Year 2027 Base	\$ 5,687,956
Rent Changes (Step Rent, CPIs, Escalations)	34,911
Real Estate Taxes	86,434
Other One Time Payments (RWAs, Double Rent, Others)	146,219
Cancellations	(94,291)
Expansions	5,639
Prior Year Recoveries	(23,000)
Fiscal Year 2027 Requirement	\$ 5,843,868

Program Strategy

GSA has worked closely with its partner Federal agencies to create a roadmap for those agencies to rightsize their respective footprints, including the potential for agencies to consolidate into GSA-controlled federally owned facilities and other leases 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 GSA's portfolio. The funding provided for consolidation projects, including the Optimization Program within the Special Emphasis Program addressing consolidation activities in the Capital request, allows PBS to create new opportunities for its occupant agencies to downsize and reduce costs.

As the Federal 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. GSA's objective is to reduce the overall size of its 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 a significant opportunity for space reduction to maximize taxpayer savings. Occupant agencies residing in expiring GSA leases nationwide or those in their soft terms are prime candidates for consolidation, thereby reducing the Federal Government's reliance on expensive leased space. The soft term includes termination rights for GSA, enabling the agency to realize savings for taxpayers by eliminating costly, vacant, and unused space. Consequently, the FY 2027 budget aims to provide GSA with adequate flexibility to manage expiring leases, terminations, and an anticipated increase in buyouts and space reductions resulting from space planning initiatives. At the start of FY 2027, 48 percent of the total GSA lease inventory will be in its soft term, presenting a prime opportunity to assess customer agency needs and, where space is in excess, initiate termination notices to lessors. The FY 2027 request reflects judicious planning, with funding allocated to support the anticipated increases in buyouts and cancellations, ensuring sufficient budgetary activity availability to support payments to lessors arising from new opportunities for agencies to reduce space. GSA acknowledges the urgency expressed by the American public regarding its role as a responsible steward of funds and its prompt action to reduce unused and unneeded lease space.

Impact of Delegated Buildings Returning to GSA

Part of GSA's new inventory in FY 2027 is attributed to leases executed under delegated authority returning to GSA from other Federal agencies. During FY 2027, it is expected that approximately 721.9 thousand rentable square feet (RSF) of leased space will be returned to GSA's inventory of leases, resulting in a \$5.8 million requirement for use of the IA. The additional costs will be recovered in GSA's rent collections and do not represent a net increase in overall obligations across the Federal 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 anticipated delegated returns in FY 2027 is \$13.6 million and 796.8 thousand RSF from the FY 2025 returned delegations that move from IA to NOA.

Building Operations

(Dollars in Thousands)

FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request
\$3,272,000	\$3,012,954	\$2,872,729

Note: Figures do not include IA.

Program Description

The Building Operations program requires \$2.87 billion in FY 2027 to provide services for both GSA-controlled federally owned facilities and non-fully serviced leased facilities, as well as for the administration and management of all PBS real property programs. The Building Services allocation supports costs 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. Additionally, building operations funds are often used to support mitigating activities like fire watch and temporary equipment rentals, while awaiting repairs and alterations project prospectus approval and funding. This reduces the funds available for core building services. PBS continues to optimize internal operations while supporting key building operations needs requested by GSA's customer agencies and the goals of the Administration. Through this effort, PBS's building operations administrative and other discretionary spending will decrease by 28 percent from FY 2025 through FY 2027.

In addition to the NOA requested in FY 2027, PBS projects \$1.31 billion in reimbursable authority for services provided to other agencies, including funding for 280 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 2025 Actual	FY 2026 Enacted	FY 2027 Request
BASE BUILDING	\$ 1,632,058	\$ 1,693,651	\$ 1,821,796
Maintenance	\$ 631,630	\$ 650,751	\$ 708,755
Cleaning	\$ 499,576	\$ 543,305	\$ 584,168
Utilities	\$ 367,612	\$ 376,313	\$ 386,380
Security	\$ 133,240	\$ 123,282	\$ 142,493
OTHER / MISC BUILDING	\$ 71,746	\$ 157,100	\$ 133,918
Misc Bldg Support	\$ 61,644	\$ 132,444	\$ 103,693
Studies	\$ 7,240	\$ 20,000	\$ 27,500
Building Moves	\$ 2,862	\$ 4,656	\$ 2,725
PBS ADMINISTRATIVE	\$ 1,437,847	\$ 1,129,329	\$ 946,100
Personnel Compensation and Benefits	\$ 971,663	\$ 772,766	\$ 615,492
RWA Project Management Fee Offset	\$ (62,151)	\$ (65,347)	\$ (55,882)
GSA Working Capital Fund	\$ 437,473	\$ 301,464	\$ 290,017
PBS Operational Support	\$ 47,846	\$ 63,664	\$ 59,435
PBS Information Technology	\$ 48,143	\$ 55,801	\$ 41,730
Administrative Services	\$ 4,368	\$ 10,631	\$ 5,000
Heating Operation and Transmission Division	\$ (9,495)	\$ (9,650)	\$ (9,692)
OTHER / MISC PBS ADMINISTRATIVE	\$ (10,511)	\$ 6,874	\$ 3,300
Travel	\$ 1,909	\$ 10,795	\$ 11,022
Training	\$ 1,122	\$ 7,056	\$ 3,528
Telephones	\$ 4,188	\$ 3,925	\$ 4,319
Equipment	\$ 160	\$ 2,322	\$ 1,244
Supplies	\$ 231	\$ 523	\$ 603
Printing	\$ 17	\$ 196	\$ 126
Transportation	\$ -	\$ 6	\$ 6
RWA Sliding Scale Fee	\$ (18,138)	\$ (17,949)	\$ (17,548)
TOTAL BUILDING SERVICES REQUIREMENT	\$ 3,131,141	\$ 2,986,954	\$ 2,905,114
OTHER FUNDING SOURCES	\$ 140,859	\$ 26,000	\$ (32,385)
TOTAL BUILDING OPERATIONS NOA	\$ 3,272,000	\$ 3,012,954	\$ 2,872,729

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 reimbursable fee offsets.

Program Strategy

While maximizing resources for the Repair and Alterations Programs, the FY 2027 request of \$2.87 billion for Building Operations continues to optimize PBS's internal operations, while supporting operations needs requested by GSA's customer agencies and supports the goals of the Administration.

Explanation of Programmatic Changes

The FY 2027 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:

Return Delegations Impacting PBS Operations: PBS has partnered with the Social Security Administration (SSA) on a multi-year strategy concluding in FY 2028 with return of Woodlawn, MD complex. The FY 2027 budget includes a total of \$62 million in building operations funding across the various operations categories below for new delegation of authority returns at the Harold Washington Social Security Center (Chicago, IL), Mid-Atlantic Social Security Center (Philadelphia, PA), Joseph P. Addabbo Federal Building (Queens, NY), a National Support Center (Frederick, MD), and the Federal Building & Maintenance Building (Wilkes-Barre, PA).

Maintenance: The maintenance budget consists of the electrical, plumbing, HVAC, elevator and escalator operations, and labor in support of the operations of facilities within GSA's jurisdiction, custody, or control. The FY 2027 request for maintenance is \$709 million. The FY 2027 increase provides for contract 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. Of the total increase, approximately \$29 million is attributed to SSA's return of previously delegated annual building maintenance costs.

Cleaning: The cleaning budget consists of interior building cleaning, exterior cleaning, trash removal, landscaping, and snow removal operations at GSA-controlled facilities. The FY 2027 request for cleaning is \$584 million. This FY 2027 increase provides for contract 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.

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 2027 request for utilities is \$386 million, a 2.7 percent increase from the FY 2026 enacted funding level. The majority of the increase is due to new inventory coming into GSA's jurisdiction, custody, and control, as well as regular annual utility cost increases.

The annual costs associated with Energy Savings Performance Contracts (ESPC) and Utility Energy Service Contracts (UESC) are funded from the utilities budget. GSA anticipates that these costs will be funded through guaranteed savings in utilities payments by reductions in utility payments by PBS and cost avoidance within the maintenance and Basic R&A budgets. 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 2027 budget request contains \$408 thousand in funding for first-year ESPC and UESC principal and interest payments where savings do not align with the fiscal year.

Security: budget funds services provided by the U.S. Department of Homeland Security,

Federal Protective Service (FPS) in GSA-controlled space. The FY 2027 request for security is \$143 million. The majority of the increase is due to costs associated with vacant GSA owned space, needed cybersecurity upgrades, and nationwide Physical Access Control Systems upgrades. The security budget also includes \$4.4 million for Video Surveillance Systems (VSS) and Intrusion Detection Systems (IDS) to support meeting baseline minimum security standards updated in response to the GSA Office of Inspector General's security audit of owned facilities under GSA's jurisdiction, custody, and control.⁵ GSA is working with FPS to analyze and control costs, where appropriate.

Miscellaneous Building Support: The FY 2027 request includes \$104 million for miscellaneous building support, a decrease of 21.7 percent from the FY 2026 enacted levels. This category consists of various programs that support improved operations, in addition to covering mitigating activities like fire watch and temporary equipment rentals while awaiting repairs and alterations project prospectus approval and funding including:

- The Fire Protection and Life-Safety program identifies fire and safety hazards in GSA-controlled facilities. The FY 2027 budget includes funding for 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 Basic R&A 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.
- The Realty Services program funds leased space requirements development, market surveys and appraisals, and assigning and backfilling of 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 2027 budget includes funds for additional cybersecurity upgrades and for mandated upgrades to become Internet Protocol version 6 compliant.
- The Special Programs budget funds building amenities, such as food service and childcare 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. 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 2027 request includes \$27.5 million for 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. Additionally,

⁵ [Audit of Security Camera and Alarm Systems at GSA-Owned Buildings](#), A210033/P/5/R22006 (June 22, 2022).

the request included \$7.5 million for land port of entry feasibility studies in support of the U.S. Customs and Border Protection 5-year plan.

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 2027 request for building moves is \$2.7 million, a 41.5 percent decrease from the FY 2026 enacted level.

Personnel Compensation and Benefits (PC&B): The FY 2027 request includes a net requirement of \$560 million for PC&B. The FY 2027 request includes a significant reduction in FTE compared to the FY 2026 enacted level, decreasing from 4,195 to 3,267. The requested \$560 million includes reductions in salaries and benefits for the vacancies as well reductions in salary payments for the employees who are covered by the deferred resignation program, Voluntary Separation Incentive Payments (VSIP), and reduction-in-force. It also includes the increase for payments of lump sum leave, severance pay, and VSIP payout based on employee-specific timing.

The anticipated reimbursable authority to fund PC&B in FY 2027 is \$55 million, which represents 280 FTEs of the 3,267. Awards comprise 2.2 percent of PC&B, which will best meet agency objectives and support the recruitment and retention of high-performing employees.

GSA Working Capital Fund (WCF): The FY 2027 request includes \$290 million for PBS's contribution to the WCF, a 21.6 percent decrease from the FY 2026 enacted level. The decrease is due to WCF staffing and contracting reductions and efficiencies. This category provides funding for GSA's core support services 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.

PBS Operational Support: The FY 2027 request includes \$59 million for PBS operational support services for functions that are contracted out rather than maintained in-house to fulfill short-term initiatives, provide specified subject-matter expertise, or reduce personnel costs based upon competitive analyses. The FY 2027 request represents a 6.6 percent decrease from the FY 2026 enacted levels. Positions support administrative functions, as well as core areas of PBS's business, such as leasing and building support, and administration initiative support. While contracts are seeing increases due to factors such as inflation and new pricing of replacement contracts, these increases are more than offset by PBS's contract-reduction efforts.

PBS Information Technology (IT) Services: The FY 2027 request includes \$42 million, a 5.4 percent increase from the FY 2026 enacted level. In addition to supporting the standard PBS IT operations and maintenance costs for the portfolio of applications, the request includes \$1.3 million to model, transform, and combine PBS data to begin utilizing AI opportunities.

Other/Miscellaneous PBS Administrative: The FY 2027 gross NOA requirement is \$21 million. Accounting for projected revenue of \$18 million from reimbursable work

authorizations, the net NOA request is \$3.3 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 \$3.5 million for training, which represents less than 1 percent 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 2026 Plan	316	\$ 1,475,012
Workload Decreases	<u>-36</u>	<u>\$ (168,039)</u>
FY 2027 Plan	280	\$ 1,306,973

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 **\$10,529,924,000**, of which—*

*(1) **\$33,056,000** shall remain available until expended for construction and acquisition (including funds for sites and expenses, and associated design and construction services):*

Provided, That amounts identified in the spend plan for construction, acquisition, and remediation projects required by section 525 of this Act may be exceeded to the extent that savings are effected in other such projects in this or any prior regular appropriation Act, 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;

*(2) **\$1,780,271,000** shall remain available until expended for repairs and alterations, including associated design and construction services, of which—*

*(A) **\$804,004,000,000** for Major Repairs and Alterations.*

*(B) **\$500,000,000** for Basic Repairs and Alterations; and*

*(C) **\$476,267,000** for Special Emphasis Programs:*

Provided, That amounts identified in the spend plan for major repairs and alterations projects required by section 525 of this division may be exceeded to the extent that savings are effected in other such projects in this or any prior regular appropriations Act, 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;

(2) \$5,843,868,000 for Rental of Space to remain available until expended.

(3) \$2,872,729,000 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 2027, 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 2027 (in this heading "the Act") amounts in the Fund, including revenues and collections deposited into the Fund, shall be available for acquisition installment payments in the amount of \$25,112,500, to remain available until expended, for the first annual repayment to the Federal Capital Revolving Fund: Provided, That \$25,112,500 shall be for the Public Building Service Jamie L. Whitten Federal Building and Sidney R. Yates Federal Building Consolidation and Agriculture South Federal Building Disposal project: Provided Further, That \$375,112,500 is approved for a purchase transfer, as defined in the Act, from the Federal Capital Revolving Fund for the Public Building Service Jamie L. Whitten Federal Building and Sidney R. Yates Federal Building Consolidation and Agriculture South Federal Building Disposal project: 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 as provided in the Act.

Schedule of Indefinite Authorities

Program	Source	Explanation
Energy Rebates	40 U.S.C. § 592	The Administrator may obligate amounts received and deposited into the FBF for energy management improvement.
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.
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.

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U.S. General Services Administration
FIVE-YEAR CAPITAL INVESTMENT PLAN
Fiscal Year 2027 Budget Request

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GSA's FY 2027 Five-Year Capital Investment Plan

Public Law 111-8¹ directs the U.S. General Services Administration (GSA) to submit a Five-Year Capital Investment Plan as part of its annual budget submission. The plan provides a comprehensive view of GSA's capital investment strategy for federally owned real property, including repairs and alterations, new construction, and strategic optimization of the Federal portfolio.

The FY 2027 Five-Year Capital Investment Plan advances the Public Buildings Service's (PBS) mission to design, deliver, and maintain safe, cost-effective, and modern workspaces that enable Federal agencies to best serve the American public. The plan aligns with GSA's enterprise-wide focus areas, particularly the optimization of the Federal buildings portfolio, elimination of deferred maintenance, and support for increased occupancy of Federal assets and interagency collaboration.

This plan outlines priority investments required to modernize and rightsize Federal assets, address critical repair and maintenance backlogs, and reduce long-term costs to the taxpayers. It also responds to new statutory requirements such as the Thomas R. Carper Water Resources Development Act of 2024² (WRDA), and implemented by Office of Management and Budget (OMB) Memorandum M-25-25, Implementation of the Utilizing Space Efficiently and Improving Technologies Act, which mandates improved measurement and reporting of Federal real property utilization by reducing investments in underutilized assets and focusing on core assets.

Strategic Objectives Alignment

The FY 2027 Five-Year Capital Investment Plan supports PBS's strategic objectives by aligning capital investments with the broader goals of optimizing the Federal buildings portfolio, eliminating deferred maintenance, increasing space utilization, and improving operational efficiency. The proposed investments directly advance these objectives by:

- Reducing the Federal footprint through dispositions of underutilized assets and reinvesting in core facilities of the highest strategic value.
- Updating existing Federal space and facilitating consolidations to achieve occupancy targets consistent with statutory requirements and Administration priorities.
- Addressing significant repair and maintenance backlogs to improve the condition and resiliency of federally owned assets.
- Leveraging modern lease strategies and shared facilities to reduce long-term costs and foster interagency collaboration.
- Integrating data modernization and functional realignment efforts to improve portfolio decision-making and operational effectiveness.

¹ The Omnibus Appropriations Act, 2009, [Pub. L. 111-8](#), 123 Stat. 524, 660 (March 11, 2009) states: "Provided further, that for fiscal year 2010 and thereafter, the annual budget submission of the General Services Administration shall include a detailed 5-year plan for Federal building construction projects with a yearly update of total projected future funding needs."

² Thomas R. Carper Water Resources Development Act of 2024, [Pub. L. 118-272](#), 138 Stat. 2992, 3218 - 3222 (Jan. 4, 2025).

Collectively, these investments position GSA to achieve measurable progress toward its strategic objectives while responding to legislative mandates, customer agency needs, and fiscal constraints.

Methodology for Project Evaluation

Projects proposed for inclusion in the FY 2027 Five-Year Plan are evaluated through a structured, data-driven methodology that incorporates both quantitative and qualitative factors. The evaluation process includes:

- Customer urgency and mission alignment: Prioritizing projects critical to agency missions, judicial operations, or national security.
- Asset condition and deferred maintenance: Addressing assets with high repair backlogs or failing systems that impede safe and efficient operations.
- Financial performance and cost avoidance: Considering life-cycle cost savings, lease cost avoidance, and potential future revenue to sustain the Federal Buildings Fund.
- Occupancy and utilization: Targeting facilities where modernization supports high occupancy or can support increased occupancy and consolidation.
- Readiness and timing: Selecting projects that are feasible to execute within the planning horizon, including design readiness and stakeholder coordination.

This methodology is applied consistently across all candidate projects, with additional considerations for Judiciary and Customs and Border Protection priorities, and alignment with Federal initiatives such as the Infrastructure Investment and Jobs Act.³

Summary for Planned Investments

The FY 2027 Five-Year Plan includes approximately \$8.6 billion in planned investments across new construction and repairs and alterations. These investments address critical courthouse and land port of entry projects, major modernizations of core assets, and targeted special emphasis programs. It is imperative that Congress provide GSA with the requested funding for these capital projects in the years requested as delays in funding lead not only adds significant costs to each project but also allows minor issues to escalate into major repair needs.

Repairs and Alterations – \$6.9 billion

- Basic Repairs and Alterations: \$2.5 billion for core building systems, deferred maintenance elimination, and targeted modernizations.
- Major Repairs and Alterations: \$3 billion for comprehensive upgrades, seismic improvements, and full building modernizations.

³ [Infrastructure Investment and Jobs Act](#), Pub. L. 117-58, 135 Stat. 429, 1382–1383 (Nov. 15, 2021).

- In addition to traditional line-item major repair and alteration projects, GSA plans to develop a Multi-Buildings Systems Prospectus to bundle projects with a similar scope of work across multiple buildings into a single prospectus submission, allowing GSA to scale project execution and deliver critical repairs more efficiently. GSA will select one critical building system per year for bundling, focusing on shell systems that are largely independent of other building systems. System selections are based on core buildings' deferred maintenance needs and capital priorities. GSA has estimated approximately \$100 million per outyear; however, the actual future request will be based on the quantity and size of projects developed and the available capital budget.
- Special Emphasis Programs: \$1.4 billion, including \$1.2 billion for GSA's Optimization Program, supporting portfolio rightsizing, accelerated disposals, and space consolidation.

New Construction – \$1.53 billion

- Judiciary Projects: \$800 million for priority courthouse construction and expansion projects identified by the Judicial Conference of the United States.
- Customs and Border Protection Projects: \$600 million for critical Land Port of Entry modernizations and expansions.
- Executive Agency Projects: \$127 million for new construction supporting unique mission-driven requirements.

These figures represent planning assumptions and will be updated in future budget submissions as priorities evolve, project scopes are refined, and cost estimates are validated.

Anticipated Benefits

The projects proposed in this plan are expected to yield substantial benefits to the Federal Government and the taxpayer, including:

- Significant reductions in deferred maintenance liabilities.
- Improved space utilization and alignment with WRDA occupancy targets.
- Supports effective lease strategies and enhanced portfolio flexibility.
- Strengthened resilience of federal facilities.
- Support for local economies through construction activity and modernized public services.

Notional Nature of Submission

The FY 2027 Five-Year Capital Investment Plan represents the Administration's and GSA's current priorities and best available data at the time of the 2027 budget formulation. Due to evolving budgetary constraints, shifting customer agency needs, and changes in project readiness, this submission should be considered notional and subject to change. Not all potential projects are included at this stage due to assumed budget constraints, and the timing of outyear project submissions may shift as priorities, cost estimates, and legislative directives evolve. The cost estimates are rough order of magnitude estimates as most outyear projects are in development.

Conclusion

Congressional support for the FY 2027 FBF request and associated legislative proposals to grant full access to the Federal Buildings Fund and raise the prospectus threshold will allow GSA to begin to address the longstanding underinvestment in Federal facilities, modernize core assets, and achieve significant cost savings for taxpayers. The investments proposed are essential to sustaining safe, efficient, and mission-ready Federal workspaces and to advancing the Administration's objectives for an optimized, fully occupied, resilient, and cost-effective Federal real property portfolio.

Five-Year Capital Plan Project List

GSA FY 2027 FIVE - YEAR CAPITAL INVESTMENT PLAN									
Fiscal Year	Project Name	City	State	Congressional District	Project Type	Project Description	Prior Funding to Date (\$000's)	Updated Additional Funding Required (\$000's) (FY Request Amount)	Estimated Total Project Cost (\$000's)
FY 2026 ENACTED									
FY 2026	U.S. Courthouse	Hartford	CT	1	NC	New Construction	\$ 335,000	\$ 10,000	\$ 345,000
FY 2026	Clemente Ruiz-Nazario U.S. Courthouse and Federico Degetau Federal Building	San Juan	PR	NA	NC	New Construction	\$ 50,766	\$ 20,000	\$ 411,722
FY 2026	U.S. Courthouse	Chattanooga	TN	3	NC	New Construction	\$ 239,302	\$ 43,500	\$ 282,802
FY 2026	Ozell Horton Federal Building	Memphis	TN	9	NC	Study	\$ -	\$ 1,500	\$ 1,500
FY 2026	National Archives Replacement Facility	Seattle-Tacoma-Belleveue MSA	WA	TBD	NC	New Construction	\$ 9,000	\$ 30,000	\$ 130,500
FY 2026	Remediation	Nationwide		Multiple	NC	Remediation	\$ -	\$ 60,661	\$ 70,661
FY 2026	Nonprospective (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 479,000	\$ 479,000
FY 2026	Special Emphasis Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 215,553	\$ 215,553
FY 2026	1800 F Street NW Federal Building	Washington	DC	All Large	R&A	Full Modernization	\$ -	\$ 239,000	\$ 239,000
FY 2026	Congressionally Directed Spending	Nationwide		Multiple	R&A	Repair and Alteration	\$ -	\$ 23,612	\$ 23,612
FY 2026 TOTAL ENACTED							\$	\$ 1,122,826	\$

GSA FY 2027 FIVE - YEAR CAPITAL INVESTMENT PLAN										
Fiscal Year	Project Name	City	State	Congressional District	Project Type	Project Description	Prior Funding to Date (\$000's)	Updated Additional Funding Required (\$000's) (FY Request Amount)	Estimated Total Project Cost (\$000's)	
FY 2027 PRESIDENT'S BUDGET REQUEST										
FY 2027	Repayment of Federal Capital Revolving Fund	Nationwide	Multiple	NC		Installment Acquisition Payment	\$ -	\$ 25,000	\$ 375,000	
FY 2027	Kansas City, MO Hardesty Federal Complex Remediation	Kansas City	MO	5	NC	Remediation	\$ 25,809	\$ 11,000	\$ 36,809	
FY 2027	McIntyre Gulch	Lakewood	CO	7	NC	Remediation	\$ -	\$ 20,481	\$ 20,481	
FY 2027	Nonprospective (Basic) Repairs and Alterations Program	Nationwide	Multiple	R&A		Minor Repairs and Alterations	\$ -	\$ 500,000	\$ 500,000	
FY 2027	Stewart Lee Udall Federal Building	Washington	DC	At Large	R&A	Fall Protection Compliance	\$ -	\$ 8,874	\$ 8,874	
FY 2027	New York, NY Alexander Hamilton U.S. Custom House	New York	NY	10	R&A	Water Infiltration Mitigation	\$ 73,203	\$ 83,164	\$ 156,367	
FY 2027	John F. Kennedy Federal Building	Boston	MA	8	R&A	HVAC, Conveyance Systems, and Roof	\$ -	\$ 215,964	\$ 215,964	
FY 2027	Denver Federal Center Building 56	Lakewood	CO	7	R&A	MEP, Roof, and Structural	\$ -	\$ 51,287	\$ 51,287	
FY 2027	Emanuel Celler U.S. Courthouse	Brooklyn	NY	7	R&A	Plumbing	\$ -	\$ 7,413	\$ 7,413	
FY 2027	Paul G. Rogers Federal Building and U.S. Courthouse	West Palm Beach	FL	22	R&A	Full Modernization	\$ -	\$ 74,994	\$ 74,994	
FY 2027	Ronald V. Dellums Federal Building and U.S. Courthouse	Oakland	CA	12	R&A	HVAC, Exterior, Roof, Conveyance Systems	\$ -	\$ 66,488	\$ 66,488	
FY 2027	James A. Byrne U.S. Courthouse and William J. Green Jr. Federal Building	Philadelphia	PA	2	R&A	Sitework, and Exterior	\$ -	\$ 27,880	\$ 27,880	
FY 2027	Multi Building Fire Alarm Replacement	Upstate	NY	2, 20, and 22	R&A	Fire Protection System	\$ -	\$ 56,490	\$ 56,490	
FY 2027	Everett M. Dirksen U.S. Courthouse	Chicago	IL	7	R&A	Fire Protection System	\$ -	\$ 27,338	\$ 27,338	
FY 2027	Patrick V. McClamara Federal Building	Detroit	MI	13	R&A	Conveyance Systems, Electrical, and Security	\$ -	\$ 58,399	\$ 58,399	
FY 2027	John F. Seiberling Federal Building and U.S. Courthouse	Akron	OH	13	R&A	Water Infiltration Mitigation and Exterior	\$ -	\$ 45,990	\$ 45,990	
FY 2027	Frank Carlson Federal Building and U.S. Courthouse	Topeka	KS	2	R&A	Full Modernization	\$ -	\$ 79,703	\$ 79,703	
FY 2027	Optimization Program	Nationwide	Multiple	R&A		Special Emphasis	\$ -	\$ 451,267	\$ 451,267	
FY 2027	Judiciary Capital Security Program	Nationwide	Multiple	R&A		Special Emphasis	\$ -	\$ 25,000	\$ 25,000	
FY 2027 TOTAL PRESIDENT'S BUDGET REQUEST								\$	1,836,752	

GSA FY 2027 FIVE - YEAR CAPITAL INVESTMENT PLAN

Fiscal Year	Project Name	City	State	Congressional District	Project Type	Project Description	Prior Funding to Date (\$000's)	Updated Additional Funding Required (\$000's) (FY Request Amount)	Estimated Total Project Cost (\$000's)
Outyear	Repayment of Federal Capital Revolving Fund	Nationwide		Multiple	NC	Installment Acquisition Payment	\$ 25,000	\$ 25,000	\$ 375,000
Outyear	New Construction - NARA Replacement Facility	Seattle-Tacoma-Bellevue MSA	WA	TBD	NC	New Construction	\$ 39,000	\$ 91,500	\$ 130,500
Outyear	Washington, DC Southeast Federal Center (SEFC) Site Remediation	Washington	DC	At Large	NC	Remediation	\$ 79,803	\$ 4,200	\$ 84,003
Outyear	New U.S. Courthouse - TBD per Judiciary Courthouse Priority Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 200,000
Outyear	Nonprospective (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 500,000	\$ 500,000
Outyear	Multi-Building Systems Prospectus - Elevators	Nationwide		Multiple	R&A	Conveyance Systems Upgrades	\$ -	\$ 100,000	\$ 100,000
Outyear	Philadelphia, PA James A. Byrne U.S. Courthouse	Philadelphia	PA	2	R&A	Heating, Ventilation, and Air Conditioning (HVAC)	\$ 12,927	\$ 87,372	\$ 100,299
Outyear	Weizenbaum Plaza Replacement & Structural Repairs, Cleveland, OH	Cleveland	OH	11	R&A	Plaza and Structural Repairs	\$ -	\$ 36,836	\$ 36,836
Outyear	Pittsburgh, PA Joseph F. Weis, Jr. U.S. Courthouse	Pittsburgh	PA	12	R&A	HVAC	\$ 11,000	\$ 44,907	\$ 55,907
Outyear	Washington, DC 1111 Constitution Avenue NW Federal Building	Washington	DC	At Large	R&A	Conveyance System	\$ -	\$ 27,903	\$ 27,903
Outyear	Boise, ID James A. McClure Federal Building and U.S. Courthouse	Boise	ID	2	R&A	Fire Protection System	\$ -	\$ 4,616	\$ 4,616
Outyear	Spokane, WA Thomas S. Foley U.S. Courthouse; Federal Building and U.S. Post Office	Spokane	WA	5	R&A	Fire Protection System	\$ -	\$ 7,124	\$ 7,124
Outyear	New York, NY Daniel Patrick Moynihan U.S. Courthouse	New York	NY	10	R&A	Water Infiltration Mitigation	\$ -	\$ 52,704	\$ 52,704
Outyear	Beaumont, TX Jack Brooks Federal Building, U.S. Post Office and Courthouse	Beaumont	TX	36	R&A	Full Modernization	\$ -	\$ 92,132	\$ 92,132
Outyear	Harry S. Truman Federal Building	Washington	DC	At Large	R&A	Full Modernization	\$ -	\$ 222,577	\$ 222,577
Outyear	Optimization Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 200,000	\$ 200,000
Outyear	Fire Protection and Life Safety Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 25,000	\$ 25,000
Outyear	Repayment of Federal Capital Revolving Fund	Nationwide		Multiple	NC	Installment Acquisition Payment	\$ 50,000	\$ 25,000	\$ 375,000
Outyear	New U.S. Courthouse - TBD per Judiciary Courthouse Priority Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 200,000
Outyear	New LPOEs - TBD per CBP Five Year Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 200,000
Outyear	Nonprospective (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 500,000	\$ 500,000
Outyear	Multi-Building Systems Prospectus - Fire Protection	Nationwide		Multiple	R&A	Fire Protection System	\$ -	\$ 100,000	\$ 100,000
Outyear	Boston, MA John Joseph Moakley U.S. Courthouse	Boston	MA	8	R&A	HVAC, Electrical, Plumbing (MEP), Fire Protection, Exterior and Conveyance Systems	\$ 10,345	\$ 203,261	\$ 213,606
Outyear	William J. Nealon Federal Building, U.S. Courthouse, and Annex	Scranton	PA	8	R&A	MEP, Exterior, Conveyance Systems, and Backfill Vacant Space	\$ -	\$ 63,681	\$ 63,681
Outyear	Hugo L. Black U.S. Courthouse	Birmingham	AL	7	R&A	HVAC	\$ -	\$ 47,408	\$ 47,408
Outyear	Optimization Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 200,000	\$ 200,000
Outyear	Fire Protection and Life Safety Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 25,000	\$ 25,000

U.S. General Services Administration
GSA's FY 2027 Five-Year Capital Investment Plan

GSA FY 2027 FIVE - YEAR CAPITAL INVESTMENT PLAN										
Fiscal Year	Project Name	City	State	Congressional District	Project Type	Project Description	Prior Funding to Date (\$000's)	Updated Additional Funding Required (\$000's) (FY Request Amount)	Estimated Total Project Cost (\$000's)	
Outyear	Judiciary Capital Security Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 25,000	\$ 25,000	
Outyear	Repayment of Federal Capital Revolving Fund	Nationwide		Multiple	NC	Installation Payment	\$ 75,000	\$ 25,000	\$ 375,000	
Outyear	New U.S. Courthouse - TBD per Judiciary Courthouse Priority Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 200,000	
Outyear	New LPOEs - TBD per CBP Five Year Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 200,000	
Outyear	Nonprospective (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 500,000	\$ 500,000	
Outyear	Multi-Building Systems Prospects - Switchgears	Nationwide		Multiple	R&A	Electrical Switchgear Upgrades	\$ -	\$ 100,000	\$ 100,000	
Outyear	Lewis F. Powell Jr. U.S. Courthouse and Annex	Richmond	VA	4	R&A	MEP, Exterior, and Space Optimization	\$ -	\$ 76,344	\$ 76,344	
Outyear	Brien McMahon Federal Building and U.S. Courthouse	Bridgeport	CT	4	R&A	MEP, Exterior, Fire Protection, and Conveyance Systems	\$ -	\$ 65,110	\$ 65,110	
Outyear	Post Office, U.S. Courthouse, and Custom House	Charleston	SC	6	R&A	Seismic and Full Modernization	\$ -	\$ 75,697	\$ 75,697	
Outyear	Paul Findley Federal Building	Springfield	IL	13	R&A	Electrical and Plumbing	\$ -	\$ 26,223	\$ 26,223	
Outyear	Bob Casey Federal Building and U.S. Courthouse	Houston	TX	18	R&A	Full Modernization	\$ -	\$ 213,318	\$ 213,318	
Outyear	Optimization Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 200,000	\$ 200,000	
Outyear	Fire Protection and Life Safety Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 25,000	\$ 25,000	
Outyear	Repayment of Federal Capital Revolving Fund	Nationwide		Multiple	NC	Installation Payment	\$ 100,000	\$ 25,000	\$ 375,000	
Outyear	New U.S. Courthouse - TBD per Judiciary Courthouse Priority Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 200,000	
Outyear	New LPOEs - TBD per CBP Five Year Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 200,000	
Outyear	Nonprospective (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 500,000	\$ 500,000	
Outyear	Multi-Building Systems Prospects - Roofs	Nationwide		Multiple	R&A	Roof Repairs	\$ -	\$ 100,000	\$ 100,000	
Outyear	Joseph C. O'Mahoney U.S. Courthouse	Cheyenne	WY	At Large	R&A	MEP, Exterior, and Fire Protection	\$ -	\$ 48,973	\$ 48,973	
Outyear	John C. Kuczyński Federal Building and Everett M. Dirksen U.S. Courthouse	Chicago	IL	7	R&A	Exterior	\$ -	\$ 120,988	\$ 120,988	
Outyear	Sam M. Gibbons U.S. Courthouse	Tampa	FL	14	R&A	Systems Upgrade	\$ -	\$ 19,695	\$ 19,695	
Outyear	Ronald Reagan Federal Office Building	Washington	DC	At Large	R&A	Conveyance Systems	\$ -	\$ 83,131	\$ 83,131	
Outyear	Elijah Barrett Prettyman Federal Building and William B. Bryant Annex	Washington	DC	At Large	R&A	Fire Protection System	\$ -	\$ 46,350	\$ 46,350	
Outyear	Diana E. Murphy U.S. Courthouse	Minneapolis	MIN	5	R&A	Water Infiltration Mitigation and Security	\$ -	\$ 28,285	\$ 28,285	
Outyear	Richard H. Chambers U.S. Courthouse	Pasadena	CA	28	R&A	Full Modernization	\$ -	\$ 81,054	\$ 81,054	
Outyear	Matthew Perry U.S. Courthouse	Columbia	SC	6	R&A	Windows	\$ -	\$ 5,580	\$ 5,580	
Outyear	Optimization Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 200,000	\$ 200,000	
Outyear	Fire Protection and Life Safety Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 25,000	\$ 25,000	
Outyear	Judiciary Capital Security Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 25,000	\$ 25,000	
FY 2027 TOTAL FIVE-YEAR PLAN (FY 2027 - Outyears)									\$ 8,562,711	

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U.S. General Services Administration

GOVERNMENT-WIDE POLICY

Fiscal Year 2027 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; **\$38,000,000**, of which \$4,000,000 shall remain available until September 30, 2028.*

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; personal property; travel, transportation management, mail management, relocation policy, motor vehicles and aircraft; advisory committee management; information technology (IT) and cybersecurity; data analytics and other regulatory activities.

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 Executive Councils. OGP identifies and shares policies and best practices to drive savings, efficiency, and effectiveness across the Federal Government.

In FY 2027, OGP will consist of six component offices: the Office of Administration, the Office of Asset and Transportation Management; the Office of Evidence and Evaluation; the Office of Technology Policy; the Office of Acquisition Policy; and the Office of Shared Solutions and Performance Improvement.

U.S. General Services Administration
Government-wide Policy

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Discretionary authority:			
Annual appropriation	\$ 56,275	\$ 64,000	\$ 38,000
Reimbursable authority:			
Unobligated balance, start of year	\$ 30,146	\$ 30,146	\$ 30,146
New authority	\$ 2,560	\$ 5,750	\$ 3,000
Transfers in for Inter-Agency Councils/Cross-Agency Priority Goals	\$ 29,166	\$ 32,000	\$ 32,000
Transfers out for Inter-Agency Councils/Cross-Agency Priority Goals	\$ -	\$ -	\$ -
Change in uncollected payments	\$ -	\$ -	\$ -
Recovery of prior-year obligations	\$ -	\$ -	\$ -
Unobligated balance, expiring	\$ -	\$ -	\$ -
Unobligated balance, sequestered	\$ -	\$ -	\$ -
Reimbursable Unobligated balance, end of year	\$ 31,232	\$ 31,232	\$ 31,232
Obligations, Reimbursable	\$ 31,726	\$ 37,750	\$ 35,000
Obligations, appropriated (annual)	\$ 56,204	\$ 60,000	\$ 34,000
Obligations, appropriated (multi-year)	\$ 71	\$ 4,000	\$ 4,000
Total obligations	\$ 88,001	\$ 101,750	\$ 73,000
Carryover authority	\$ 36,000	\$ 36,000	\$ 36,000
Net Outlays	\$ 70,401	\$ 81,400	\$ 58,400

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

	FY 2025		FY 2026		FY 2027	
	FTE	Actual	FTE	Enacted	FTE	Request
	136	\$ 56,275	122	\$64,000	94	\$ 38,000
Program Increases						
Subtotal, Program Increases					0	\$ -
Program Decreases						
Staffing Reductions and Net Operational Efficiencies in Existing Programs					(3)	\$ (9,897)
Transfer of Programs to the Federal Citizen Services Fund					(13)	\$ (9,023)
Transfers to Reimbursable					(4)	\$ (2,242)
Transfers to WCF					(8)	\$ (1,816)
Net WCF/Rent/Security Bills Adjustments					0	\$ (3,022)
Subtotal, Program Decreases					(28)	\$ (26,000)
Total Adjustments					(28)	\$ (26,000)

U.S. General Services Administration
Government-wide Policy

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

	FY 2025		FY 2026		FY 2027	
	FTE	Obligations	FTE	Obligations	FTE	Obligations
1. Administration						
Annual appropriation	7	\$ 13,071	9	\$ 17,651	9	\$ 9,059
Reimbursable authority	0	\$ -	0	\$ 2,750	0	\$ -
Subtotal, Administration	7	\$ 13,071	9	\$ 20,401	9	\$ 9,059
2. Asset and Transportation Management						
Annual appropriation	42	\$ 11,338	32	\$ 9,244	32	\$ 9,683
Reimbursable authority	0	\$ -	0	\$ -	0	\$ -
Subtotal, Asset and Transportation	42	\$ 11,338	32	\$ 9,244	32	\$ 9,683
3. Evidence and Evaluations						
Annual appropriation	9	\$ 2,658	14	\$ 5,293	12	\$ 4,898
Reimbursable authority	0	\$ -	0	\$ -	0	\$ 2,000
Subtotal, Evidence and Analysis	9	\$ 2,658	14	\$ 5,293	12	\$ 4,898
4. Technology Policy						
Annual appropriation	30	\$ 14,417	24	\$ 16,938	17	\$ 6,678
Reimbursable authority	4	\$ 1,111	0	\$ 1,000	0	\$ 1,000
Subtotal, Information Integrity and Access Management	34	\$ 15,528	24	\$ 17,938	17	\$ 7,678
5. Federal High-Performance Green Buildings						
Annual appropriation	11	\$ 2,925	0	\$ -	0	\$ -
Reimbursable authority	0	\$ -	0	\$ -	0	\$ -
Subtotal, Federal High Performance Buildings	11	\$ 2,925	0	\$ -	0	\$ -
6. Evaluation Sciences						
Annual appropriation	8	\$ 1,546	7	\$ 1,663	0	\$ -
Reimbursable authority	0	\$ 1,449	0	\$ 2,000	0	\$ -
Subtotal, Evaluation Sciences	9	\$ 2,995	7	\$ 3,663	0	\$ -
7. Acquisition Policy						
Annual appropriation	29	\$ 9,693	32	\$ 10,969	24	\$ 7,682
Reimbursable authority	0	\$ -	0	\$ -	0	\$ -
Subtotal, Acquisition Policy	36	\$ 9,693	32	\$ 10,969	24	\$ 7,682
8. Shared Solutions and Performance Improvement						
Annual appropriation	0	\$ 627	4	\$ 2,242	0	\$ -
Reimbursable authority	0	\$ -	0	\$ -	0	\$ -
Reimbursable authority, Management Councils/CAP Goals	21	\$ 29,166	25	\$ 32,000	18	\$ 32,000
Subtotal, Shared Solutions and Performance Improvement	21	\$ 33,573	29	\$ 34,242	18	\$ 32,000
Total, Annual appropriated	136	\$ 56,275	122	\$ 64,000	94	\$ 38,000
Total, Reimbursable	25	\$ 31,726	25	\$ 37,750	18	\$ 35,000
Total, Budget Authority	161	\$ 88,001	147	\$ 101,750	112	\$ 73,000

Summary

The FY 2027 appropriated budget request provides \$38 million and 94 full-time equivalents (FTE) for OGP.

In FY 2027, 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; and data to decision practices. The FY 2027 budget provides the funding required to support agency implementation of new initiatives related to Administration priorities and reducing regulatory burdens.

Program Financing

Salaries and expenses of OGP staff aligned with the functions outlined herein are funded from annual appropriations and reimbursable authority. Other reimbursable costs within OGP include the Government-wide Executive Councils and CAP Goal funds. The Executive Councils and CAP Goal funds are collected by the Office of Shared Solutions and Performance Improvement (OSSPI), with Office of Management and Budget (OMB) approval, to identify and pursue initiatives across agencies to support Executive Councils and CAP Goals.

Program Increases

OGP is not requesting any increases in FY 2027.

Program Decreases

The FY 2027 budget request for OGP shows a decrease of \$26 million and 28 FTEs. This reduction is primarily driven by several factors intended to streamline the organization: the transfer of the IT Dashboard, the Government-wide IT Accessibility Program Management Office, and the Regulatory Information Service Center from OGP to the Federal Citizen Services Fund where GSA's Technology Transformation Services, a component of the Federal Acquisition Service, will manage the programs; the transition of Government-wide evaluation services to a fully reimbursable model in GSA's Working Capital Fund; moving four shared services FTE from the appropriation to the CAP Goal or Council reimbursable collections; and anticipated reductions in the Working Capital Fund contribution, alongside other staffing and contract reductions to further streamline the organization.

Reimbursable Programs

The FY 2027 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 Government-wide Executive Councils and CAP Goal implementation, consistent with previously

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enacted appropriations.¹ More details are included in the FY 2027 congressional budget submission by the Executive Office of the President (as requested in Senate Report 111-43, which directed OMB to include this justification in the annual budget request beginning in FY 2011). Council services include administration of the Government-wide 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 Councils 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 PMA. These activities are discussed in detail in the Executive Office of the President's FY 2027 Congressional Justification.

The OGP budget request includes \$3 million in reimbursable funding for the Office of Technology Policy and the Office of Evidence and Evaluation.

- To continue to provide high-quality data evaluation support to its agency partners, especially given the enactment of the Evidence Act, the Office of Evidence and Evaluation is estimating \$2 million in reimbursable authority.
- The Office of Technology estimates \$1 million in reimbursable authority to fund support for the and Government-wide reform efforts identified by OMB.

¹ The most recent being Section 721 of Title VII of Division B of the Further Consolidated Appropriations Act, 2024, ([Pub. L. 118-47](#)) as carried forward by section 1101(a)(5), division A, of the Full-Year Continuing Appropriations and Extensions Act, 2025 ([Pub. L. 119-4](#)).

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
11.1 Full-time permanent.....	\$ 22,521	\$ 19,851	\$ 15,569
11.3 Other than full-time permanent.....	\$ 215	\$ 300	\$ 301
11.5 Other personnel compensation.....	\$ 504	\$ 580	\$ 343
11.8 Special personnel services payments.....	\$ -	\$ 400	\$ -
12.1 Civilian personnel benefits.....	\$ 8,380	\$ 7,386	\$ 6,107
13.0 Benefits for Former Personnel.....	\$ 100	\$ -	\$ -
21.0 Travel and transportation of persons.....	\$ 118	\$ 211	\$ 64
23.1 Rental payments to GSA.....	\$ 252	\$ 769	\$ 784
23.3 Communications and utilities.....	\$ 1	\$ 5	\$ 1
24.0 Printing and reproduction.....	\$ 250	\$ 325	\$ 150
25.1 Advisory and assistance services.....	\$ 11,214	\$ 19,458	\$ 7,656
25.2 Other services from non-Federal sources.....	\$ 449	\$ 254	\$ 200
25.3 Other goods & services from Federal sources.....	\$ 12,252	\$ 14,397	\$ 6,813
26.0 Supplies and materials.....	\$ 7	\$ 48	\$ 2
31.0 Equipment.....	\$ 12	\$ 16	\$ 10
42.0 Insurance claims and indemnities.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual)	\$ 56,275	\$ 64,000	\$ 38,000
Subtotal, PC&B	\$ 31,720	\$ 28,517	\$ 22,320
Subtotal, Non-labor	\$ 24,555	\$ 35,483	\$ 15,680
99.9 TOTAL OBLIGATIONS	\$ 56,275	\$ 64,000	\$ 38,000

OGP Policy Offices

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. OAP coordinates with the Office of Federal Procurement Policy and other agencies in highly collaborative and deliberative processes.

Federal Acquisition Policy:

The Federal Government is the largest buyer of goods and services in the world, and executive branch agencies make most of these purchases. Many, though not all, acquisitions by executive branch agencies are subject to the Federal Acquisition Regulation (FAR). OAP writes and maintains the FAR, implementing laws, Executive orders, and Government-wide policies through a highly collaborative and deliberative process. Acquisition policies are implemented in key areas such as national supply chain security, economic resilience, and small business equity, to improve Federal acquisition outcomes.

- Serves as one of several entities responsible for the FAR, the central regulation for acquisition by all executive agencies. In this role, OAP implements (alongside other members of the FAR Council) laws, Executive orders, and other initiatives to improve Federal acquisition outcomes. This includes dedicating significant resources to implement Executive Order 14275, “Restoring Common Sense to Federal Procurement,” which directs that the FAR be simplified and streamlined to ensure it contains only provisions required by statute or essential to efficient, secure, and cost-effective procurement. OAP is leading to the first-ever comprehensive overhaul of the FAR in its 40-year history to meet the objectives of this Executive order.
- Directs acquisition policy in key areas such as supply chain risk management, competition, small business participation, price and cost improvement, integrity, ethics, and more.
- Supports the Federal Government's acquisition system and Federal agencies' missions through its role as the Chair of the Civilian Agency Acquisition Council.
- Manages Acquisition.gov, including modernization efforts to migrate the site to cloud-based infrastructure, to serve as a central hub for acquisition related information, policies and tools, as well as the largest collection of supplemental acquisition regulations for the Federal Government. The main feature is the electronic version of the FAR, which is used by the Federal acquisition workforce and industry working with the Federal Government and receives 3.1 million page views a month.
- Supports supply chain risk management initiatives by providing expert advice and representation on interagency working groups, committees, and councils (e.g., the National Security Council Cybersecurity Interagency Policy Committee, the Director of National Intelligence Supply Chain Risk Management Task Force, the Commerce

Information and Communications Technology and Services Council and Working Groups, the Federal Acquisition Security Council) with a particular focus on impacts to Government-wide acquisition policy.

- Develops and supports web content for the Chief Acquisition Officers Council, the Federal Acquisition Regulatory Council, the Civilian Agency Acquisition Council, and the Interagency Suspension and Debarment Committee on Acquisition.gov.
- Operates the Regulatory Secretariat, which prepares, compiles, and processes regulatory and general notices for publication in support of the FAR, the Federal Management Regulation, the Federal Property Management Regulations, and the Federal Travel Regulation.

This office plays a critical role in advancing numerous GSA priorities led by OMB, including the transformational overhaul of the FAR, Government-wide procurement consolidation initiatives, and other strategic acquisition reforms aimed at improving efficiency and effectiveness across the Federal enterprise.

As part of its core responsibilities, the office develops the GSA biannual regulatory agenda; prepares the agency's annual category management plan; produces GSA's annual acquisition innovation report; conducts annual acquisition data verification and validation analyses; and compiles the agency's annual service contract inventory in compliance with statutory and regulatory requirements.

In addition, the office oversees GSA's acquisition related information collection inventory submitted to the Office of Information and Regulatory Affairs; leads the agency's bi-annual reporting to the OMB Made in America Office in support of domestic sourcing priorities; and manages the preparation and submission of the Interagency Suspension and Debarment Committee's annual report to Congress.

OAP promotes acquisition excellence by driving operational efficiency, generating cost savings, and fostering innovation. OAP achieves these goals by reducing administrative burden, enhancing competition, and conducting robust industry engagement—principally through the GSA Ombudsman and related outreach channels.

Office of Asset and Transportation Management

The Office of Asset and Transportation Management establishes evidence-based Government-wide policies and regulations that enable Federal agencies to improve the effectiveness and efficiency of managing their assets and transportation. This policy portfolio includes aircraft, motor vehicles, personal property, real property, transportation, mail, official travel, relocation allowances and entitlements, and advisory committees. In FY 2027, this office will undertake the following key initiatives in support of Administration priorities and deregulatory efforts in compliance with Executive Order 14192, "Unleashing Prosperity Through Deregulation":

- Identify, revise, and/or rescind harmful regulatory actions not in alignment with the

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Administration's priorities.

- Develop, finalize, and implement all proposed regulatory actions for continuous improvement of Federal policies and guidance to streamline Government operations more effectively and efficiently.
- Coordinate with OMB, Federal agencies, GSA services, and Administration leaders to implement the requirements of the Utilizing Space Efficiently and Improving Technologies (USE IT) Act, [Pub. L. 118-272](#), 138 Stat. 3218 - 3222.
- Continue to maintain and update the Federal Travel Regulation and the Federal Management Regulation, in addition to identifying and establishing a new customer-focused, cost-effective, and refined digitally based guidance handbook.
- Update and develop the Federal Integrated Business Framework standards for real property, travel, and mail, establishing a common set of data standards, capabilities, functions and activities, use cases, and performance metrics needed by agencies to manage real property, and travel and expense management.
- In terms of official travel, identify and establish a new cost-effective method in setting per diem reimbursement rates and continue to establish privately owned vehicle mileage reimbursement rates for the Continental United States.
- Collaborate with OMB, Administration leadership, and Federal agencies to identify and implement cost saving measures in the Government-wide relocation program.
- Manage several interagency councils and committees that promote best practices, transparency, and accountability.
- Coordinate with other GSA services and offices to optimize the Federal vehicle fleet in addition to internalizing the Federal Motor Vehicle data collection and reporting to streamline Government-wide vehicle reporting and capitalize on cost saving measures.
- Coordinate with other GSA services and offices to reduce real property portfolios to capitalize on cost saving measures for American taxpayers.
- Provide advice for establishing and managing Federal advisory committees, as mandated by the Federal Advisory Committee Act.
- Collect reliable data for publication on real property, motor vehicle fleet, personal property, aviation, travel, and Federal advisory committees to promote Government-wide asset management decisions, transparency, accountability, and policy development.

Office of Evidence and Evaluation

In support of the Foundations for Evidence-Based Policymaking Act, the Office of Evidence and Evaluation (OEE) advances Government effectiveness, efficiency, and savings by leading evidence-based evaluations, leveraging data analytics, and improving customer experience through informed policy, process transformation, and data governance. This office also serves as the GSA Statistical Official and GSA Evaluation Officer.

- Pursuant to the Foundations for Evidence-Based Policymaking Act of 2018 ([Pub. L. 115-435](#)), serves as the Statistical Official and Evaluation Officer for the agency by championing data quality and confidentiality protection to harness existing data, ensure its relevance, anticipate future uses, and protect access for data collected with

legal or other restrictions on use or release. Establishes policy and implementation guidance for GSA to produce and disseminate relevant and timely statistical information.

- Generates evidence to support decision-making, translating insights into concrete recommendations to improve Government operations and deliver on Federal priorities. Conducts in-depth analyses using statistical, predictive, and diagnostic methods to uncover patterns, trends, and actionable insights within complex datasets.
- Expands OGP and Government-wide data and metrics by gathering, compiling, and generating evidence-based analyses to support senior leadership decision-making. This includes storage, transformation, analytics, visualization, and optimization of raw data into empirical information, improving agency effectiveness and processes.
- Leads initiatives to implement AI solutions and modernize and improve the quality and AI-readiness of GSA and Government-wide data, and advance policy analysis. Leads and manages the OGP Data and AI Governance Board to identify key data requirements and policy/data gaps.
- Runs a Government-wide evaluation training program annually and provides technical support and guidance to help agencies adopt and implement leading evaluation practices. Shares rigorous evidence and best practices on building and using evidence across the Federal Government.
- As part of the office's role in the Evidence-based Policymaking Act, it offers Government-wide evaluation support including designing high-quality program changes and implementing rapid-cycle evaluations to identify actionable findings for agency partners. These activities are funded through a reimbursable program.
- Provides direct services to GSA, leading the implementation of GSA's Evidence Plan and Capacity Assessment. These internal activities are funded out of the Working Capital Fund.
- Designs and executes Government-wide customer related surveys. Leads customer research practice and governance and works with GSA teams to generate insights about customer sentiment. These activities are funded out of the Working Capital Fund.

Office of Technology Policy

The Office of Technology Policy (OTP) supports and enables agency implementation of Government-wide IT policies and programs. This office works directly with OMB's Office of the Federal Chief Information Officer, the Chief Information Officers Council, the Defense Advanced Research Projects Agency, the Intelligence Advanced Research Projects Activity, and the White House's Office of Science and Technology Policy to support agency Chief Information Officers, IT investment management and acquisition professionals, standard-setting organizations, and other IT decision-makers to address common and complex Federal IT challenges, including:

- OTP supports the Federal Government's response to new technologies (such as generative Artificial Intelligence) through policy implementation efforts, including best practices. OTP monitors new and emerging technologies and provides analysis on the potential impacts on the Federal Government.

- This office manages and maintains IDManagement.gov, the central repository for Digital Identity guidance and best practices for the Federal workforce, including FICAM Framework, Phishing Resistant Authenticators using FIDO2 Standards, quantum computing-resistant cryptography for Federal physical access systems, and Zero Trust implementation. OTP also co-chairs the Federal Public Key Infrastructure Policy Authority and manages the Federal Information Processing Standards Evaluation Program.
- OTP works to strengthen IT infrastructure modernization by providing guidance, support, and technical training in areas of cloud computing, AI Training, GSA standards, data centers, and IPv6. These efforts support both the Artificial Intelligence Training for the Acquisition Workforce Act as well as the Federal Data Center Enhancement Act and the ongoing AI training to ensure that the covered workforce has knowledge of the capabilities and risks associated with AI, data center and cloud optimization initiatives, where OTP develops and disseminates guides and resources to support IT modernization. OTP also manages the role of Standards Executive by representing GSA in the Interagency Committee on Standards Policy that is formally managed by the National Institute of Standards and Technology.

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

- Artificial Intelligence CoP
- Cloud & Infrastructure CoP
- Identity, Credential, and Access Management Subcommittee
 - Digital Identity CoP
 - Federal Public Key Infrastructure Policy Authority

Office of Shared Solutions and Performance Improvement

The Office of Shared Solutions and Performance Improvement (OSSPI) delivers on the Administration's priorities by uniting Federal agencies to streamline Government, strengthen leadership, and implement core solutions with efficiency, innovation, and accountability to our partners. OSSPI strives to be the primary and most trusted partner at the center of Government—driving the administration's priorities forward and uniting agencies as one seamless Federal enterprise that delivers results for the American people. 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. OSSPI is funded by \$32 million in

contributions from other Federal agencies to fund Government-wide Executive Councils and CAP Goal implementation.

Government-wide Executive Councils

The Government-wide Executive Councils convene agency executives across multiple functional areas to implement Administration priorities. Their interagency initiatives spur innovation, elevate and spread best practices, and bridge the gap between policymaking and implementation to improve outcomes.

OSSPI staff serve as advisors and project managers for the Executive Councils to increase council effectiveness, ensure cross-coordination, meet service needs, and deliver on tasks and activities that support the President's agenda. OSSPI supports a broad portfolio of councils including but not limited to the following:

- Chief Artificial Intelligence Officers Council
- Chief Acquisition Officers Council
- Chief Data Officers Council
- Chief Financial Officers Council
- Chief Information Officers Council
- Council on Federal Financial Assistance
- Evaluation Officer Council
- Federal Privacy Council
- Federal Real Property Council
- Interagency Council on Statistical Policy
- Made in America Council
- Performance Improvement 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 and engages with and organizes agency Senior Accountable Points of Contact to identify opportunities for improved agency

sharing of common Mission Support services.

President's Management Agenda (PMA)

Each administration's President's Management Agenda (PMA) lays out a long-term vision to modernize 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 White House Leadership Development (WHLDP) Fellows, a team of GS-15 senior leaders from across Government, are a central driving force for accomplishing many of these cross-agency priorities by being the "field army" to achieve these goals, while honing their leadership skills through these varying assignments.

We use cross-sector and cross-government collaboration through the councils and shared services, performance data, and implementation expertise to help inform the strategies and policy changes that will accomplish the modernization outlined in the PMA. Learn about the PMA and the WHLDP program at [performance.gov](https://www.performance.gov).

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U.S. General Services Administration

OPERATING EXPENSES

Fiscal Year 2027 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 services as authorized by 5 U.S.C. 3109; **\$51,000,000**, of which not to exceed \$7,500 is for official reception and representation expenses, and of which **\$3,000,000 shall remain available until September 30, 2028.***

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 disposition 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 2025 Actual	FY 2026 Enacted	FY 2027 Request
<i>Appropriated unobligated balance, start of year.....</i>	\$ 3,772	\$ 3,772	\$ 3,772
Discretionary authority:.....			
Annual appropriation.....	\$ 53,933	\$ 48,000	\$ 51,000
Reimbursable authority.....			
New authority.....	\$ 12,000	\$ 12,000	\$ 12,000
Change in uncollected payments.....	\$ -	\$ -	\$ -
Subtotal, reimbursable authority.....	\$ 12,000	\$ 12,000	\$ 12,000
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)	\$ (3,772)	\$ (3,772)
Total, obligations.....	\$ 52,137	\$ 60,000	\$ 63,000
Obligations, appropriated (annual).....	\$ 49,670	\$ 48,000	\$ 51,000
Obligations, appropriated (no year).....	\$ -	\$ -	\$ -
Obligations, reimbursable.....	\$ 2,466	\$ 12,000	\$ 12,000
Net Outlays.....	\$ 52,137	\$ 60,000	\$ 63,000

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Obligations by Program
(Dollars in Thousands)

	FY 2025		FY 2026		FY 2027	
	FTE	Actual	FTE	Enacted	FTE	Request
1. Personal Property Management						
Appropriated Obligations	52	\$ 10,675	45	\$ 9,914	33	\$ 8,051
Reimbursable Obligations	<u>0</u>	<u>\$ -</u>	<u>0</u>	<u>\$ -</u>	<u>0</u>	<u>\$ -</u>
Subtotal, PPM	52	\$ 10,675	45	\$ 9,914	33	\$ 8,051
2. Real Property Disposal						
Appropriated Obligations	66	\$ 18,326	68	\$ 17,084	61	\$ 18,362
Reimbursable Obligations	<u>3</u>	<u>\$ 2,421</u>	<u>7</u>	<u>\$ 11,500</u>	<u>7</u>	<u>\$ 11,500</u>
Subtotal, RPD	69	\$ 20,748	75	\$ 28,584	68	\$ 29,862
3. Executive Direction						
Appropriated Obligations	50	\$ 20,670	60	\$ 21,003	75	\$ 24,587
Reimbursable Obligations	<u>0</u>	<u>\$ 45</u>	<u>0</u>	<u>\$ 500</u>	<u>0</u>	<u>\$ 500</u>
Subtotal, M&A	50	\$ 20,715	60	\$ 21,503	75	\$ 25,087
Total, Appropriated Obligations	168	\$ 49,670	173	\$ 48,000	169	\$ 51,000
Total, Reimbursable Obligations	3	\$ 2,466	7	\$ 12,000	7	\$ 12,000
Total, Obligations	171	\$ 52,137	180	\$ 60,000	176	\$ 63,000

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

	PPM		RPD		EXEC DIRECTION		TOTAL	
	FTE	Authority	FTE	Authority	FTE	Authority	FTE	Authority
FY 2026 Enacted	45	\$ 9,914	68	\$ 17,084	60	\$ 21,003	173	\$ 48,000
Program Increases:								
Salaries and Benefits		\$ -	10	\$ 2,070	15	\$ 1,219	25	\$ 3,289
Travel and Transportation		\$ -		\$ -		\$ 100	-	\$ 100
Rental Payments		\$ -		\$ -		\$ -	-	\$ -
Communications		\$ -		\$ -		\$ -	-	\$ -
Contracts		\$ 917		\$ -		\$ -	-	\$ 917
Training		\$ -		\$ -		\$ -	-	\$ -
Supplies and Equipment		\$ -		\$ -		\$ -	-	\$ -
Other								
Subtotal, Program Increases:	0.0	\$ 917	10.0	\$ 2,070	15.0	\$ 1,319	25.0	\$ 4,306
Program Decreases								
Salaries and Benefits	(12)	\$ (2,542)	(17)	\$ (804)		\$ -	(29)	\$ (3,346)
Travel and Transportation		\$ (227)		\$ -		\$ -	-	\$ (227)
Rental Payments		\$ -		\$ 14		\$ (40)	-	\$ (26)
Communications		\$ (6)		\$ (14)		\$ -	-	\$ (20)
Contracts		\$ -		\$ 13		\$ 2,347	-	\$ 2,359
Supplies and Equipment		\$ (4)		\$ -		\$ (43)	-	\$ (47)
Other		\$ (1)		\$ -		\$ -	-	\$ (1)
Subtotal, Program Decreases:	(12)	\$ (2,779)	(17)	\$ (792)	-	\$ 2,264	(29)	\$ (1,307)
FY 2027 Request	33	\$ 8,051	61	\$ 18,362	75	\$ 24,587	169	\$ 51,000

Note: To support GSA's focus on rightsizing the Federal real estate portfolio to reduce the burden on the American taxpayers while also delivering space that enables its agency customers to achieve their missions, Real Property is adding 10 FTEs. These FTEs are offset by the Deferred Resignation Program FTEs.

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Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
11.1 Full-time, permanent.....	\$ 22,737	\$ 21,109	\$ 20,616
11.3 Other than full-time permanent.....	\$ 2,691	\$ -	\$ -
11.5 Other personnel compensation.....	\$ 1,045	\$ 350	\$ 398
11.8 Special personnel services payments.....	\$ 46	\$ -	\$ -
12.1 Civilian personnel benefits.....	\$ 9,366	\$ 7,202	\$ 7,591
21.0 Travel and transportation of persons.....	\$ 305	\$ 910	\$ 785
22.0 Transportation of things.....	\$ -	\$ 2	\$ -
23.1 Rental payments to GSA.....	\$ 1,045	\$ 1,105	\$ 1,079
23.2 Rental payments to others.....	\$ -	\$ -	\$ -
23.3 Communications and utilities.....	\$ 4	\$ 56	\$ 36
24.0 Printing and reproduction.....	\$ 4	\$ 2	\$ 1
25.1 Advisory and assistance services.....	\$ 3,877	\$ 8,858	\$ 10,843
25.2 Other services from non-Federal sources.....	\$ -	\$ 50	\$ 156
25.3 Other goods & services from Federal sources.....	\$ 8,396	\$ 8,243	\$ 9,427
25.7 Operation and maintenance of equipment.....	\$ -	\$ -	\$ -
26.0 Supplies and materials.....	\$ 30	\$ 93	\$ 48
31.0 Equipment.....	\$ 0	\$ 22	\$ 20
99.0 Obligations, Appropriated (Annual)	\$ 49,670	\$ 48,000	\$ 51,000
<i>Subtotal, PC&B</i>	\$ 36,010	\$ 28,662	\$ 28,605
<i>Subtotal, Non-labor</i>	\$ 13,660	\$ 19,339	\$ 22,395
99.0 Obligations, available from prior years	\$ -	\$ -	\$ -
99.2 Obligations, reimbursable	\$ 2,466	\$ 12,000	\$ 12,000
99.9 Total obligations	\$ 52,137	\$ 60,000	\$ 63,000

Summary of the Request

The FY 2027 request for Operating Expenses (OE) provides a total of \$51 million and 169 full-time equivalent (FTE) employees.

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;
- Office of Real Property Disposition: 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.

In FY 2027, GSA is requesting appropriations language that will allow \$3 million of the OE appropriation to have a 2-year period of availability to support the Personal Property Utilization and Donation program and the Office of Real Property Disposition. This additional flexibility will allow GSA to support critical property disposal activities at the beginning of the fiscal year when funding is tight under continuing resolutions.

Reimbursable Program: In FY 2027, the OE appropriation will provide reimbursable services to other Federal agencies in the amount of \$12 million and 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 by other agencies.

(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.

(3) \$425 thousand for executive direction for advisory services on a reimbursable basis to support executive leadership teams with the assessment and enhancement of internal processes and operational procedures, specifically focusing on identifying inefficiencies

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and areas for improvement and ensuring that the administrative and programmatic functions align with best practices for effectiveness and accountability.

Federal Acquisition Service, Personal Property Utilization, and Donation

FY 2027 Budget Request

The FY 2027 request provides \$8.1 million and 33 FTEs for the Personal Property Utilization and Donation program.

Program Description

The FAS Personal Property Utilization & Donation (U&D) program facilitates the transfer (reutilization and donation) of excess and surplus Federal personal property. Personal property no longer needed by an executive agency may be offered at no cost to other executive agencies; State, Tribal, 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 the disposal of foreign gifts.

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.

In FY 2026 and FY 2027, the U&D program will continue to support the Administration’s efforts to reduce the federally owned and leased real estate footprint by disposing of personal property associated with the real property footprint. U&D is proactively partnering with Federal agencies and within GSA to effectively dispose of unneeded personal property as agencies vacate or downsize spaces. In addition, U&D is assisting agencies with locating available excess property and equipment to furnish and update consolidated and reconfigured workspaces to avoid unnecessary expenditures.

In FY 2026 and FY 2027, the U&D program aims to implement AI-powered tools, building upon the success of the Personal Property Management System (PPMS), which launched in FY 2023. PPMS consolidated numerous legacy, COBOL-based business and customer-facing systems, including GSAXcess and computersforlearning.gov, into a modern, scalable, cloud-

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based platform. PPMS facilitates the reporting, reuse, and disposal of Federal personal property assets Government-wide. It has improved the customer experience by enabling automation and reducing risk associated with manual processes, providing enhanced data analytical capabilities and decision-making, improving controls and tracking of assets, and better positioning GSA to respond to new and emerging Federal personal property disposal challenges. By leveraging AI-powered tools, U&D can reduce resource requirements among GSA and customer agencies, improve disposition outcomes using historical data, and automate low-value tasks.

Additionally as part of GSA's overall effort to rationalize GSA's programs, the U&D program will be analyzing how it can best support the requirements of the Computers for Veterans and Students (COVS) Act. The COVS Act requires GSA to create a new Government-wide program to transfer title to surplus Federal computer equipment to eligible non-profit computer refurbishers for repair, distribution, and subsequent transfer to eligible recipients/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.

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 ([Pub. L. 115-416](#)) to provide surplus Federal personal property to veteran-owned small businesses (VOSBs). Since the program's inception, over \$533 million in surplus property has been donated to VOSBs to support and grow their businesses.

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 \$545 million in Original Acquisition Cost (OAC) property among agencies in FY 2024 and \$654 million in FY 2025.
- **Federal Surplus Personal Property Donation Program:** In partnership with States, donated over \$544 million in surplus Federal property to eligible recipients in FY 2024 and \$420 million in FY 2025, including State and local government agencies; non-profit organizations supporting education, health, veterans, and the elderly; SBA 8(a); and VOSBs.
- **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 \$30 million OAC transferred in FY 2024 and \$41 million in FY 2025).

- **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 2027 budget justification.

Public Buildings Service, Office of Real Property Disposition

FY 2027 Budget Request

The FY 2027 budget request provides \$18.4 million and 61 FTE for the PBS Office of Real Property Disposition (RPD). The 61 FTEs reflect the addition of 10 FTEs to support GSA's real property disposal activities to offset the impact of the Deferred Resignation Program and allow GSA to support the Administration's goal of optimizing Federal real estate by offloading unnecessary Federally owned buildings.

The program's activities are vital to the Government-wide effort to reduce real estate expenses by improving the utilization of Federally owned real property assets and disposing of surplus assets in a timely manner. RPD plays an integral role in the ongoing execution of the President's Management Agenda, recently enacted laws focused on the disposal of Federal real estate, as well as in the ongoing adjustment of the Federal real property landscape. The program will play a key role in moving GSA and other agency assets toward disposition in the coming year in alignment with the Administration's goal to improve utilization and accelerate the disposition of unneeded assets.

Program Description

The Office of Real Property Disposition works with the majority of Federal landholding agencies to develop real estate strategies (including conveyances, exchanges, relocations and sales) to identify and better manage underutilized assets. The RPD 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, RPD provides a variety of contractual vehicles that offer Federal clients access to realty and environmental firms. RPD employs the following programs and tools, among others:

Public Benefit Conveyances (PBCs): When property is no longer needed by the Federal Government, RPD 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. RPD conducts compliance inspections to ensure properties are used as intended. In FY 2025, RPD conveyed 11 properties via public benefit conveyance statutes with a combined estimated fair market value of \$22.8 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 GSA 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 other 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, RPD is authorized to divest of the property through a competitive public sale. Since the NHLPA program's inception, more than 160 lighthouses around the country have been transferred to new stewards.

Utilization Studies: RPD 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, RPD has been efficiently selling surplus properties via a dedicated auction website (realestatesales.gov). This transparent and cost-effective sales method reaches a wide audience of potential buyers at a low cost. In the 5-year period ending in FY 2025, RPD sold over 250 properties via auction for more than \$750 million in gross receipts.

Reimbursable Services: Certain Federal landholding agencies have their own real estate authority but utilize RPD to perform realty services on their behalf. RPD 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 2027 Budget Request

The FY 2027 request for Executive Direction provides \$24.6 million and 75 FTEs.

Program Description

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

The Office of the Administrator is responsible for the execution of all functions assigned to GSA by law and regulation, and is responsible for driving the vision, mission, and values of GSA.

Office of Congressional and Intergovernmental Affairs (OCIA) is the GSA liaison with Congress, State, Tribal, 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 Congress, and coordinates reimbursable services through the GSA Working Capital Fund (WCF) to over 1,400 House-district and Senate-state offices for Congress. OCIA also facilitates interactions between GSA officials and delegations representing foreign, State, Tribal, and local governments.

The Office of Mission Assurance (OMA) executes GSA's emergency response duties supporting Federal agencies and State, Tribal, and local governments, ensures critical business continuity by integrating security, Homeland Security Presidential Directive (HSPD)-12 credentialing, emergency management, continuity planning, and disaster response. OMA activities securing GSA facilities, people, and IT assets nationwide are funded by GSA's WCF.

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

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FEDERAL CITIZEN SERVICES FUND

Fiscal Year 2027 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; \$71,000,000 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

The Federal Citizen Services Fund (FCSF) combines public-facing services and agency-facing programs that, together, drive Government-wide digital transformation. The programs funded by the FCSF offer shared digital services across the Federal enterprise, promote the adoption of the processes and systems that foster innovation, and support Federal agencies in increasing their own capacity to drive digital transformation on behalf of the public.

The FCSF is administered by the Technology Transformation Services (TTS), part of the Federal Acquisition Service. TTS is uniquely situated to provide digital services that cut across Government. The TTS mission is to design and deliver a digital Government with and for the American public. With an expansive view that crosses agency boundaries, TTS is making a difference by delivering value through reducing burden, reusing digital services, improving digital Government experiences, creating economies of scale, and reducing costs.

The FCSF appropriation and agency reimbursements provide for the salaries and expenses of staff and programs authorized by 40 U.S.C. § 323 and 44 U.S.C. § 3604.

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Amounts Available for Obligation

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
<i>Appropriated Unobligated Balance, start of year:</i>			
Annual Appropriations (no year).....	\$ 31,571	\$ 52,693	\$ 32,693
Total Unobligated Balance, direct, start of year.....	\$ 31,571	\$ 52,693	\$ 32,693
Appropriated authority:			
Annual Appropriations.....	\$ 75,000	\$ 70,000	\$ 71,000
Total Appropriated Authority.....	\$ 106,571	\$ 122,693	\$ 103,693
Total Collections:			
Reimbursable Services:			
Reimbursable Unobligated Balance, start of year.....	\$ 38,816	\$ 20,408	\$ 6,510
From Federal Agencies.....	\$ 40,071	\$ 40,654	\$ 62,665
Subtotal, reimbursable authority.....	\$ 78,887	\$ 61,063	\$ 69,175
Recovery of prior-year obligations.....	\$ 13,245	\$ -	\$ -
Unobligated balance, reimbursable.....	\$ (20,408)	\$ (6,510)	\$ 6,076
Unobligated balance, direct.....	\$ (52,693)	\$ (32,693)	\$ (12,693)
Total, obligations.....	\$ 125,602	\$ 144,553	\$ 166,251
Obligations, appropriated (no year).....	\$ 62,003	\$ 90,000	\$ 91,000
Obligations, reimbursable.....	\$ 64,886	\$ 54,553	\$ 75,251
<i>Net Outlays</i>	<i>\$ 67,818</i>	<i>\$ 115,642</i>	<i>\$ 133,000</i>

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	FTE	FY 2025 Enacted	FTE	FY 2026 Enacted	FTE	FY 2027 Request
	95.07	\$ 75,000	69.50	\$ 70,000	92.50	\$ 71,000
Program Changes:						
Increase to invest in and support the transfer of ROCIS/Reginfo, IT Dashboard, and 508 Accessibility Programs from the Office of Government-wide Policy (OGP)					12.00	\$ 12,132
Increase in Contractual Services and Salary and Benefits costs for the Digital Services Division, Engineering Division, and FedRAMP					11.00	\$ 2,410
Decrease in WCF, FAS, and TTS Shared Services support						\$ 875
Decrease in Contractual Services costs for Emerging Priorities						\$ (14,417)
Subtotal, Program Changes					23.00	\$ 1,000

Summary of the Request

GSA is requesting \$71 million in direct appropriations and removal of the cap on the total amount of funding (which includes appropriations, carryover, and other reimbursable activities) available for expenditure in the given fiscal year. The \$1M net increase of the direct appropriations reflects funding set aside for emerging priorities of the Administration, transition of a few programs from GSA’s Office of Government-wide Policy (OGP) to TTS, and reduced operation costs of existing FCSF-funded products and programs. The total business volume of FCSF-funded programs is steadily increasing as demand increases for TTS services, such as GSA’s emerging USAi.gov artificial intelligence offering. An FCSF cap limits the potential capacity for providing those in demand services. Having both the FCSF direct appropriations and reimbursable authorities, without constraining potential business volumes, will enable GSA to serve agency customers with more agility, reduce administrative inefficiencies, and improve Government-wide digital services for the American public.

FY 2025 Achievements

- TTS has established the Permitting Innovation Center, a joint effort by the Digital Services Division and Presidential Innovation Fellows (PIFs), focused on leveraging technology to accelerate critical U.S. infrastructure projects by streamlining environmental review and permitting processes. Key activities include: 1) Developing a data specification to standardize environmental permitting data across Federal agencies, and 2) Building a Categorical Exclusion Explorer to assist agencies in identifying appropriate categorical exclusions for environmental reviews. This initiative involves significant collaboration, with PIFs embedded at the Council on Environmental Quality

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(CEQ), U.S. Department of Agriculture (USDA), and U.S. Department of Energy (DOE), and more than a dozen other agencies participating in the broader digital transformation effort aligned with these streamlined standards.

- TTS, with support from US Digital Corp Fellows, supported GSA's Chief Data and Artificial Intelligence Officer (CDAIO) in establishing USAi, a secure generative artificial intelligence (AI) evaluation suite to help Federal agencies experiment with and adopt AI tools quickly and safely. The current product is being used by 15 pilot agencies with a substantial list of agencies in the waiting list.
- TTS initiated development of the Federal Procurement Data Fabric to establish a centralized, AI-ready foundation for federal acquisition data by integrating fragmented systems into a consistent, unified model. This early work improves data accessibility and lays the groundwork for advanced use cases, including AI-driven analysis, to enhance the efficiency, transparency, and effectiveness of Federal procurement.
- TTS enhanced flexibility, efficiency, and achieved cost savings by restructuring its team model. Instead of having interdisciplinary teams dedicated to each product, TTS moved to fewer teams supporting a greater number of lower-complexity products. This updated structure ensures the necessary technology expertise is maintained while allowing for the flexible allocation of focus and resources toward new Administration priorities and urgent issues.

Key Changes

The FCSF's FY 2027 request for appropriations includes the following programmatic changes from FY 2026:

- \$12.1 million and 12 full-time equivalents (FTEs) increase to support the budget-neutral transfer of the RISC/OIRA Consolidated Information System (ROCIS)/Reginfo, IT Dashboard, and the 508 Accessibility Programs from OGP to TTS. Funding will also be used to modernize the systems for ROCIS/Reginfo.
- \$3.2 million net increase to the Digital Services, Engineering, and FedRAMP Divisions for contractual services and salaries and benefits for an additional 11 FTEs.
- \$1.1 million net decrease in Working Capital Fund (WCF), Federal Acquisition Service (FAS), and TTS shared services.
- \$18.2 million decrease to contractual services in support of emerging priorities.

Obligations by Object Classification

(Dollars in Thousands)

		FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
11.1	Full-time, permanent.....	\$ 6,769	\$ 10,700	\$ 13,853
11.3	Other than full-time permanent.....	\$ 3,466	\$ -	\$ -
11.5	Other personnel compensation.....	\$ 340	\$ 330	\$ 689
11.8	Special personal services payments.....	\$ 14	\$ -	\$ -
11.9	Total personnel compensation.....	\$ 10,588	\$ 11,030	\$ 14,542
12.1	Civilian personnel benefits.....	\$ 5,944	\$ 4,912	\$ 6,461
13	Benefits for former personnel.....	\$ 50	\$ -	\$ -
21	Travel and transportation of persons.....	\$ 84	\$ 132	\$ 168
22	Transportation of things.....	\$ -	\$ -	\$ -
23.1	Rental payments to GSA.....	\$ -	\$ -	\$ -
23.3	Communications and utilities.....	\$ -	\$ -	\$ -
24	Printing and reproduction.....	\$ -	\$ -	\$ -
25.1	Advisory and assistance services.....	\$ 5,769	\$ 40,757	\$ 36,635
25.2	Other services.....	\$ 10	\$ -	\$ -
25.3	Goods & services from Gov't accounts.....	\$ 22,800	\$ 13,169	\$ 13,194
25.7	Operation and maintenance of equipment...	\$ -	\$ -	\$ -
26	Supplies and materials.....	\$ 0	\$ -	\$ -
31	Equipment.....	\$ -	\$ -	\$ -
32	Land and structures.....	\$ -	\$ -	\$ -
42	Insurance claims and indemnities.....	\$ -	\$ -	\$ -
43	Interest and Dividends.....	\$ -	\$ -	\$ -
99	Obligations, appropriated (no year).....	\$ 45,246	\$ 70,000	\$ 71,000
	<i>Subtotal, PC&B.....</i>	<i>\$ 16,583</i>	<i>\$ 15,942</i>	<i>\$ 21,003</i>
	<i>Subtotal, Non-labor.....</i>	<i>\$ 28,664</i>	<i>\$ 54,058</i>	<i>\$ 49,998</i>
99	Obligations, reimbursable.....	\$ 80,778	\$ 54,553	\$ 75,251
99	Obligations, available from prior years.....	\$ 16,757	\$ 20,000	\$ 20,000
99.9	Total obligations.....	\$ 142,781	\$ 144,553	\$ 166,251
	<i>Full-Time Equivalents (FTE)</i>	<i>95.07</i>	<i>69.50</i>	<i>92.50</i>

Note: In FY 2025, 95.07 FTE were funded from both the annual appropriation and carryover balance for the fund. The total PC&B cost was \$22.2 million of which \$5.6 million of PC&B was funded from carryover. In FY 2026 and FY 2027, the FTE shown are solely funded from that year's appropriation.

Federal Risk and Authorization Management Program (FedRAMP)

FedRAMP is a Government-wide program, formally established into law in 2022 by the FedRAMP Authorization Act and reinforced by Office of Management and Budget (OMB) Memorandum M-24-15, Modernizing the Federal Risk and Authorization Management Program in 2024, 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 businesses to meet requirements for multiple agencies (about 30 percent of authorized vendors are small businesses). FedRAMP enables agencies to avoid spending duplicative funds for security-related costs and to save valuable time by establishing an “authorize once, reuse many times” security program.

In FY 2025, GSA launched FedRAMP 20x, an initiative to partner with industry to build a cloud-native continuous security assessment. This initiative will reduce unnecessary paperwork and automate as much of the authorization process as possible to accelerate approvals in a cost-efficient manner resulting in faster, more secure cloud adoption and will allow for better collaboration between agencies and cloud solutions providers.

As of December 2025, 484 unique cloud offerings have gone through the FedRAMP process and have been reused over 12,175¹ times across the Federal Government. Instances of reuse of a FedRAMP-authorized cloud service represents cost avoidance on the part of the Government in that the body of evidence provided in the security artifacts can be leveraged by the agency to make its own risk-based decision.

The program continues to experience growth in demand from agencies for authorized commercial products, resulting in a significant increase in the number of security packages year over year. In FY 2025, FedRAMP surpassed the total number of new authorizations of the last three previous fiscal years combined and, as of December 2025, there were 80 unique new cloud service offerings in process since the previous year.

The FY 2027 request includes direct appropriations for FedRAMP to continue digitizing and automating critical business processes, to reduce the time and costs associated with the manual, labor-intensive security authorization processes that exist today.

¹ This is total, active reuse, and covers both direct reuse and indirect reliance. “Direct reuse” is when an agency authorizing official uses pre-existing FedRAMP authorization artifacts, rather than conducting its own independent assessment of FedRAMP’s baseline security controls. “Indirect reliance” is when an agency authorizing official uses a cloud product that itself relies on an underlying FedRAMP-authorized product. A common example of indirect reliance is when a FedRAMP-authorized software-as-a-service product is hosted on a cloud infrastructure provider that itself is FedRAMP authorized. Indirect reliance on the authorization of cloud service offerings with existing FedRAMP authorizations can increase the speed and lower the cost for the cloud service offering to attain a FedRAMP authorization.

API.data.gov

API.data.gov provides Application Programming Interface (API) management features to Federal agencies. APIs are a way for agencies to securely share data in machine readable formats, which empowers external application developers to leverage Government data and services especially now, for AI technology. API.data.gov's service provides tools that 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 180 API programs across 25 agencies.

The FY 2027 request includes direct appropriations to continue operating at the FY 2026 level.

Digital.gov

Digital.gov empowers Federal employees to deliver better digital services by providing centralized access to resources for creating digital services and complying with associated Federal web policy requirements; driving the amplification of digital best practices by collaborating with Federal partners; and organizing Government-wide communities of practice focused on capabilities that enable digital transformation.

In FY 2025, TTS streamlined and strengthened Digital.gov by consolidating two standalone web resources—Search.gov and PlainLanguage.gov—into Digital.gov as integrated guides. This consolidation places key guidance for site search and plain language in a single, well-governed location, reducing maintenance burdens, improving content consistency, and ensuring Federal web practitioners can more easily access the tools and policies required to deliver high-quality digital services. Both underlying resources—the Federal site-search application and the Government's plain language standards—remain fully operational; their informational content is now managed centrally within the Digital.gov platform.

The FY 2027 request includes direct appropriations to continue operating at the FY 2026 level.

U.S. Web Design System (USWDS)

USWDS provides agencies with 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 Integrated Digital Experience Act (IDEA) and Section 508 of the Rehabilitation Act of 1973. One hundred Federal agencies have used and continue to use USWDS to build and maintain 600 (and growing) accessible, mobile-friendly Government websites. Approximately 25 percent of Government page views are powered by USWDS.

The Federal Website Standards Program will continue to establish and maintain common standards for digital experiences. The “standards” continuously respond to the changing needs and expectations of digital customers to establish what “consistency” in appearance and

behavior mean in context for agencies. The standards program identifies and creates these standards in coordination with OMB, the Digital Experience Council, and relevant TTS products.

The FY 2027 request includes direct appropriations to continue operating at the FY 2026 level..

Section 508

The Government-wide IT Accessibility Program Management Office is responsible for improving the coordination and standardization of meeting Section 508 requirements for IT accessibility across Federal agencies. This Program Management Office works closely with OMB, the Chief Information Officers Council, and the U.S. Access Board to measure and report agency performance, establish standards, and promote best practices for ensuring agencies' IT is accessible to individuals with disabilities. This responsibility will be transferred to TTS from the Office of Government-wide Policy in FY 2027.

SearchGov

SearchGov provides a consistent search experience for the public across more than one-third of Federal domains. As a flexible, shared service, it reduces Government-wide costs and supports major websites, including War.gov, NASA.gov, SSA.gov, and VA.gov. Each year, the service powers more than 200 million searches, offering valuable insight into the public's information needs and how users navigate Federal websites.

In FY 2025, TTS sunset the standalone SearchGov website and redirected the domain to a consolidated search guide on Digital.gov. This approach centralizes resources for Federal web practitioners, streamlines content management under an existing flagship site, and continues to meet statutory requirements under the 21st Century IDEA and policy under OMB M-23-22. The underlying site-search application remains fully operational and continues to serve agencies as SearchGov.

In FY 2026, SearchGov will continue to reduce operating costs by transitioning from a commercial indexing and analytics service to an open-source solution. The program will prioritize its most essential and widely used capabilities to ensure long-term sustainability, performance, and cost-effectiveness.

The FY 2027 request includes direct appropriations to maintain operations at the FY 2026 level.

Digital Analytics Program (DAP)

DAP offers web analytics tools and support services to Federal agencies, as well as the analytics.usa.gov public reporting for Government-wide and agency-specific real-time and historical web metrics and data.

DAP is mandated by OMB's M-23-22 policy, which provides details for agency implementation of the 21st Century IDEA and is recognized as a best practice for agencies to implement.

Supporting nearly 4,400 registered Government users across more than 7,200 Federal public-facing websites and 55.5 billion page and screen views annually, DAP allows Federal agencies to assess the performance of digital products and determine opportunities for streamlining and improving the usability of Government websites. It also enables aggregation of data across Federal websites and agencies.

The FY 2027 request includes direct appropriations to continue operating at FY 2026 level.

Feedback Analytics

Feedback Analytics provides a lightweight, Paperwork Reduction Act-friendly, digital customer experience tool called Touchpoints that agencies can use to receive customer feedback on in-person and digital services, streamline performance reporting, and reduce the burden on the public—all of which help High Impact Service Providers fulfill the 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. Since program inception in 2020, more than 4,000 instances of Touchpoints forms have been deployed across 211 agencies supporting more than 4,500 agency-based users, collecting over 13 million responses from the public.

The FY 2027 request includes direct appropriations as well to continue operating at the FY 2026 level.

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 agencies access to data that describes characteristics of the Federal web presence, including adoption of DAP, USWDS, Search.gov, search engine optimization, third-party services, and more.

The FY 2027 request includes direct appropriations to continue operating at the FY 2026 level.

IT Dashboard

The IT Dashboard program provides a centralized, transparent view of Government IT spending, performance, trends, and risk across agencies and programs. It helps increase data accuracy and improve visibility into the lifecycle of IT investments across the Federal Government.

The FY 2027 request includes the resources needed to improve and transition responsibility for this initiative from OGP to TTS.

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, geospatial, climate and public safety to fulfill GSA requirements of the OPEN Government Data Act ([Pub.L. 115-435](#)) and support agency implementation and compliance. The Data.gov catalog currently features datasets from 57 Federal agencies and 40 non-Federal sources (e.g., States, cities, counties). The Data.gov team provides a metadata management tool called [inventory.data.gov](#), currently used by 45 Federal entities. As of August 2025, Data.gov averages about a million page views monthly. As a single public online interface of datasets for the Federal Government dedicated to sharing agency data assets with the public, Data.gov also handles about 1,500 requests and questions from the public on an annual basis.

The FY 2027 request includes direct appropriations to continue operating at the FY 2026 level.

Challenge.gov

Challenge.gov enables Federal agencies to crowdsource innovative solutions to important problems through prize competitions authorized under the America COMPETES Reauthorization Act ([Pub. L. 111-358](#)). To date, Challenge.gov has hosted more than 2,000 competitions sponsored by over 100 Federal agencies.

In FY 2026, Challenge.gov will transition from its standalone, self-service web application to a centralized presence under the USA.gov domain. This change reduces long-term operating costs, consolidates Federal challenge-related information into a single trusted location, and streamlines management of publicly accessible content.

Beginning in early 2026, while the Challenge.gov website and its agency self-service functionality will no longer exist, USA.gov will:

- Host the federally mandated, public-facing landing page for Federal challenge and prize programs;
- Coordinate with Federal challenge managers to maintain and update relevant content, including directing the public to agency-run challenges in lieu of Challenge.gov; and
- Meet statutory requirements under the American Innovation and Competitiveness Act of 2017 ([Pub. L. 114-329](#)) by serving as a Government-wide gateway for announcing and promoting prize competitions open to the public.

The FY 2027 request will be included as part of GSA's USA.gov budget request.

CitizenScience.gov

CitizenScience.gov cataloged federally supported projects that engage the American public in addressing societal needs and advancing science, technology, and innovation. In FY 2025, the standalone website was sunsetted and redirected to [USA.gov/citizen-science](#), a federally mandated, public-facing website that now serves as the primary catalog for Federal citizen

science programs. Under USA.gov, TTS will continue to meet statutory requirements set by the Crowdsourcing and Citizen Science Act of 2016 (15 U.S.C. § 3724) by facilitating the use of crowdsourcing and citizen science projects.

This transition:

- Uses a federally mandated, public-facing website as the central landing page for Federal citizen science programs;
- Consolidates a historically understaffed website under the operations of an existing, staffed platform; and
- Continues to meet statutory requirements under the Crowdsourcing and Citizen Science Act of 2016 (15 U.S.C. § 3724), providing a gateway for the American public to participate in citizen science initiatives.

The FY 2027 request will be included as part of GSA's USA.gov budget request.

USAGov

USAGov is the front door to Government information and services. 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 platform aggregates information from across the Government around different topics and answers the public's most pressing questions in both English and Spanish. The USAGov platform includes: 1) the official English and Spanish language websites for the U.S. Government: USA.gov and USAGov en Español, which got over 99 million visits in FY 2025; and 2) the National Contact Center at 1-844-USA-GOV1, averaging approximately 400,000 customer interactions per year across calls and chats.

The FY 2027 request includes direct appropriations to continue operating at the FY 2026 level while absorbing stand-alone challenge.gov and citizenscience.gov programs.

Regulatory Information Service Center (RISC)

ROCIS is the Federal Government's primary system for managing, tracking, and coordinating the regulatory review process, supporting agencies and OMB's Office of Information and Regulatory Affairs (OIRA) throughout the life cycle of regulatory actions. RegInfo.gov is the public-facing companion to ROCIS, providing transparency into the regulatory process by allowing the public to view the status, content, and history of regulatory actions under review.

In FY 2026, TTS will work with GSA's OGP on a transition plan to move the Regulatory Information Service Center (RISC) program into TTS. In FY 2027 this program will be fully funded and operated out of the FCSF. Modernizing the ROCIS and RegInfo products will enhance the efficiency, transparency, and reliability of the Federal regulatory review process. Updates will focus on replacing legacy systems with scalable, secure, cloud-based platforms; improving data quality and interoperability between ROCIS, RegInfo.gov, and downstream

systems; and streamlining workflows for agencies and OIRA. A modernized user experience—paired with robust APIs, real-time status tracking, and improved reporting and analytics—will reduce manual effort, shorten review timelines, and improve public visibility into regulatory actions. Together, these improvements will strengthen governance, support evidence-based decision-making, and ensure ROCIS and RegInfo can meet evolving policy, security, and accessibility requirements.

Accelerating innovation through the TTS Engineering Division

TTS will identify, test, and incubate new technologies to improve the delivery of Government services. Product development teams will validate solutions, design and iterate working prototypes, and mature products until they are ready to successfully transition out of the R&D pipeline.

In FY 2027, TTS will continue to advance several high-impact investments designed to strengthen Federal digital services and deliver measurable value to the public and agency partners. These investments include:

- A reusable, agency-agnostic data lakehouse framework that ingests, unifies, and analyzes complex Federal datasets to improve data integration, enhance insight generation, and reduce data silos,
- Artificial Intelligence (AI) and automation-enabled capabilities that increase the speed, accuracy, and accessibility of Federal digital services;
- A modern Federal web hosting platform that allows agencies to seamlessly create and manage secure, accessible, compliant, and scalable public websites by integrating TTS's suite of tools—including search, USWDS, DAP, and more; and
- Support for priority White House initiatives, such as the Permitting Innovation Center, which leverages technology to streamline environmental reviews and permitting processes and accelerate critical U.S. infrastructure projects.

The following programs will be offered under reimbursable models in FY 2027.

USAi.gov

USAi.gov enables agencies to securely adopt, evaluate, and use artificial intelligence without independently building, authorizing, and maintaining duplicative platforms. The platform provides centralized access to safe, compliant, multi-vendor AI capabilities within a secure, scalable environment aligned with Federal privacy, security, and responsible AI requirements. By standardizing core infrastructure, governance, and evaluation practices, USAi.gov accelerates mission delivery, increases trust in AI use, avoids vendor lock-in, and reduces the cost and complexity of AI adoption across the Federal enterprise.

Through USAi.gov, agencies can prototype, test, and operationalize AI-driven solutions for mission delivery, including improving customer experience, analyzing data, and automating

workflows, without requiring separate procurements or authorization processes. The platform is currently being piloted with external Federal agencies to validate capabilities, demonstrate real-world value, and refine the product and operating model based on usage. In FY 2027, USAi.gov is expected to transition to a cost-recoverable model, enabling scalable service delivery, continued product development, and sustainable operations while ensuring agencies pay for measurable value and reduced overall costs compared to standalone AI investments.

Government Experience Contact Center

The Contact Center reimbursable program helps agencies by offering contact center services to support their mission. The program provides agencies access to an established modern contact center. This model enables economies of scale, which results in cost savings for both customer agencies and GSA.

In FY 2027, the Government Experience Contact Center will continue its efforts to consolidate contact center contracts across Government—improving efficiency and reducing duplication. Consolidation offers key benefits, including streamlined procurement, cost savings through shared services, enhanced customer experience through centralized operations, and more consistent service delivery across Government programs.

The Government Experience Contact Center engaged with multiple Government agencies and their contact centers in FY 2025 to offer support in reducing operational costs and consolidating services into a more efficient, all-in-one contact center model. During this period, one new program was successfully onboarded: the Integrated Award Environment's Federal Service Desk. In FY 2026 and FY 2027, the Government Experience Contact Center will continue to offer these services to Federal agencies on a reimbursable basis.

Federal Audit Clearinghouse (FAC)

FAC provides approximately 86 grantmaking agencies access to a single portal to manage the Single Audit process for recipients of Federal financial assistance, also known as grants. Historically, OMB had designated the U.S. Census Bureau as the entity hosting the FAC; however, in FY 2022, OMB designated GSA as the new host for the FAC and directed GSA to build a new and modernized FAC. GSA relied on American Rescue Plan (ARP) Act and FCSF funds to develop the modernized FAC. In FY 2023, GSA completed the rebuild of a minimum viable product, enabling grantees to upload their 2023 audits.

In FY 2024, using a combination of ARP funding and reimbursable authority under the FCSF reimbursable authority, GSA completed the migration of historical data from the legacy Census FAC to the modernized GSA FAC and continued to improve the FAC to provide enhanced audit management services. Examples of such services include the ability to automatically flag audit submissions that are incomplete and automatically flag audit submissions that are likely to require detailed review.

As with the FY 2025 and FY 2026 budgets, the proposed FY 2027 budget will be fully supported by the FCSF's reimbursable authority.

Interagency Suspension and Debarment Committee and Lead Agency Coordination Request System

At the request of OMB, a system for the Interagency Suspension and Debarment Committee (ISDC) was developed in FY 2023 and stood up in the first quarter of FY 2025 to support the ability of Federal agencies to establish a secure and streamlined coordination process that mitigates cybersecurity risks tied to the ISDC's current collaboration process for identifying the lead agency for pending contract suspension or debarment investigations. This system was established with a combination of Cross-Agency Priority (CAP) and ARP funds. For FY 2026 and FY 2027, GSA will continue to collect funds from agencies to fully support the maintenance of the Lead Agency Coordination Request (LACR) system.

Since launch in February 2025, over 620 LACRs have been submitted. TTS continues to evaluate the system, and agencies responded very positively after the launch, noting that the system provides a centralized, one-stop platform that enables secure collaboration and efficient determination of lead agencies for suspension and debarment actions.

eRulemaking

In FY 2027, TTS will move agency collections for the eRulemaking Program from the WCF to FCSF Reimbursable Authority. This change will help simplify the TTS funding structure and streamline collections with our other FCSF Agency Collection programs. The Technology Modernization Fund (TMF) funded modernization funds will remain with the WCF.

The eRulemaking Program, part of TTS, is an E-Government program that fulfills the requirements under Section 553 of the Administrative Procedure Act of 1946, Section 206 of the E-Government Act of 2002, the Clinger-Cohen Act, and the Government Paperwork Elimination Act, in supporting 196 Federal agencies in the rulemaking process. The eRulemaking system comprises (1) the back-end Federal Docket Management System (FDMS), which supports agencies' management of the rulemaking process, and (2) Regulations.gov, the public-facing site that provides the public with the opportunity to not only comment on proposed regulations but also download rulemaking content.

In FY 2026 and FY 2027, the program will continue to support the operations and maintenance of the legacy FDMS as the program works to stand up a modernized regulatory system. GSA is working to provide updates to the modernized public-facing regulations.gov site (e.g., enhanced searchability, navigability), as well as improve some features to the legacy FDMS (e.g., permissions feature, reporting functionalities).

Presidential Innovation Fellows Program

The PIF program has had a transformative impact on driving innovation and technology advancements within the Federal Government. Since its inception over a decade ago, the PIF program has attracted some of the brightest minds from diverse backgrounds, including technology, design, and entrepreneurship to work on critical challenges facing the Government. With cohorts of Fellows working on projects for 12 to 24 months, the program has made significant strides in improving public services, enhancing data-driven decision-making, and implementing cutting-edge technologies, including artificial intelligence and machine learning. Over the years, the PIF program has tackled a wider range of issues such as healthcare, cybersecurity, public experience and open data initiatives. By leveraging the expertise and fresh perspectives of the Fellows, the program has led to the development of innovative solutions that have not only streamlined Government operations but have also improved citizen experiences. The success of PIF since 2012 serves as a testament to the power of collaboration between the public and private sector in driving positive change and fostering a culture of innovation in the Government. In FY 2025, 56 PIF fellows were providing support to 41 unique offices. PIFs were able to drive better technology across Government, including leading on permitting reform at CEQ, DOE, and USDA, supporting the launch of the Genesis Mission in DOE, and driving AI adoption at the U.S. Department of War (DOW), the U.S. Centers for Medicare & Medicaid Services (CMS), and the U.S. Department of Veterans Affairs (VA).

In FY2026 and 2027 PIF plans to continue bringing on new cohorts and working with agencies

U.S. Digital Corps (USDC)

The USDC recruits and develops skilled and mission-driven early-career technologists to work on high-impact projects on technology teams across the Federal Government. Fellows build human-centered solutions that accelerate technology modernization and innovation. USDC Fellows provide a range of information technology services with skill sets that include software engineering, data science (including AI), product management, design, and cybersecurity. The USDC model is a 2-year fellowship, during which time Fellows put their skills into practice delivering solutions for Federal technology teams while receiving professional development, mentorship, and other support from USDC to ensure they grow and strengthen their skills and abilities to meet the needs of the work they take on.

USDC was an early adopter of many elements of the Administration's Merit Hiring Plan, bulk early-career recruitment, and the use of technical assessments and subject matter experts. With USDC's current hiring approach, USDC Fellows are eligible for conversion to the competitive service as career employees. This allows partner agencies to offer Fellows permanent roles at their agencies to continue project delivery after fellowships conclude, enabling Fellows to continue their careers, strengthening the overall early-career and mid-level Federal technology workforce, which has been a long-standing workforce challenge. In FY 2025, 128 USDC fellows

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Federal Citizen Services Fund*

were providing support to 66 offices/sub-agencies. Following are some key achievements from FY25:

- In line with the Administration's AI Action Plan, which calls for "accelerat[ing] AI adoption in government," USDC Fellows have supported the development of large language model (LLM) chatbots for Federal employees, including USAi at GSA and StateChat at the State Department, as well as leading an AI-assisted software development pilot at the VA that is already saving 16,000 developer hours each week.
- USDC Fellows, along with TTS partners in PIF and Centers of Excellence, helped the State Department launch the first-ever, fully digital first-time passport application (~26 million Americans a year) and are laying the groundwork for digital visas, dramatically improving the customer experience of a key Government service.

In FY 2026, USDC will work to transition its existing Fellows to permanent headcount positions across the Federal Government and prepare to hire a new cohort to be onboarded and placed at agencies via reimbursable interagency agreements in early FY 2027.

U.S. General Services Administration
TECHNOLOGY MODERNIZATION FUND
Fiscal Year 2027 Congressional Justification

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Program Description

The American public expects their Government to keep up with the simple, seamless, and secure digital experiences they have in their everyday lives. The public's interactions with these kinds of on-demand services and information collection are easy, understandable, convenient, secure, and fast. The Technology Modernization Fund (TMF or the Fund) seeks to ensure that the public's interaction with Federal technology is equally convenient, safe, and frictionless.

The National Defense Authorization Act for Fiscal Year 2018 ([Pub. L. 115-91](#)), Subtitle G—Modernizing Government Technology (MGT) Act, Section 1078 established the TMF and TMF Board (Board). The TMF is administered by the Administrator of the General Services Administration (GSA), in accordance with guidance issued by the Office of Management and Budget (OMB) and recommendations made by the interagency TMF Board. The Board is chaired by the Federal Chief Information Officer and comprises six additional voting members, delineated in the MGT Act, possessing expertise in IT development, financial management, cybersecurity, privacy, and acquisition. Additionally, alternate Board members provide further expertise and can stand in for a voting Board member. The MGT Act authorizes the Administrator (of GSA) to transfer appropriations and collections in the TMF to other agencies, as recommended by the TMF Board. GSA and OMB are actively working with Congress to reauthorize the TMF beyond September 30th, 2026 to so that it can continue its critical work of driving digital transformation and IT modernization across the Federal Government.

TMF is an innovative investment program transforming the way agencies deliver secure and modern services to the American public. Cybersecurity, interoperability, and removing costly legacy systems are the program's top investment priorities, and the TMF Board is working to identify opportunities for shared tools and solutions. With the support of the TMF Program Management Office (PMO), the program's Federal agency investments are putting delivery at the center of everything Government does, rather than siloed funding streams or organizational structures. Transformative technology is not merely about updating software and hardware; it is about the Government's capacity to deliver services, adapt to changing needs, and ensure that the Government's systems are safe and secure. Most recently, a GSA analysis showed that TMF has yielded a 12x return on investment, in Federal labor hours saved alone. As an example, the U.S. Department of Homeland Security is saving \$30 million a year from their TMF funded effort to retire legacy systems, from a total TMF investment of \$15 million.

The TMF has become a critical driver of digital transformation across the Federal enterprise by addressing key challenges in IT modernization. The traditional agency budgeting process often prioritizes funding for system operations and maintenance (O&M) while struggling to prioritize funding for non-recurring, multi-year technology upgrades or urgent cybersecurity needs. The TMF offers an innovative solution by:

- Leveraging technical experts to review and oversee projects from inception to completion
- Investing incrementally based on delivered value
- Aligning funding with rapidly changing technological landscapes

- Utilizing a revolving fund model to ensure that cost savings are reinvested in new projects
- Encouraging development of shared Government services

Unlike traditional “rip and replace” approaches, the TMF’s agile funding process promotes iterative, outcome-driven modernization, recognizing technology’s constant evolution. It helps agencies reframe modernization as a continuous journey of improvement rather than a single, risky overhaul. The Fund’s agile methodology focuses on tangible results, gathering real-time project performance data to ensure effective technology deployment.

Rigorous governance is central to the TMF’s approach. The TMF PMO at GSA provides comprehensive support throughout the project life cycle, from initial proposal to completion. The TMF Board, in conjunction with OMB, carefully vets proposals to ensure:

- Technical soundness
- Executive support
- Potential for successful execution, to include generating critical cost-savings and repayment potential

Quarterly reviews and milestone-based funding create accountability and drive continuous improvement. By addressing legacy system vulnerabilities, the TMF helps agencies become more secure, efficient, and adapt to changing needs.

In 2025, the TMF increased its required repayment policy, making a strategic shift to prioritize full repayment for new investments, ensuring long-term sustainability and allowing continued investment in high-impact modernization projects across the Federal Government. Sustained investment in the TMF represents a critical strategy for transforming Government IT management, ultimately saving time, budget, and reducing cybersecurity risks.

Program Overview

In the last few years, the TMF has increased its annual investment rate more than tenfold. The Fund has invested more than \$1.07 billion in systems upgrades and modernization projects—totaling 70 investments across 34 Federal agencies—and has received and reviewed more than 290 proposals totaling about \$4.5 billion in funding demand. This represents a 24 percent acceptance rate—a program with stringent requirements. Without the additional transfer authority requested in the Government-wide General Provisions, the TMF will continue shepherding investments with available resources, but will not be able to tackle larger-scale investments needed to advance policy priorities, or meet the significant demand shown for the Fund.

The investments actively underway are areas of critical importance as required by Congress, including legacy IT modernization, artificial intelligence, and data integration. TMF investments are already delivering improved outcomes and enabling agencies to obtain meaningful results. Agencies and the public are seeing dramatic, measurable impact from TMF investments.

Examples include:

- Continuing to help agencies move from static, legacy tools to modern, scalable infrastructure.
 - TMF's investment in the Federal Trade Commission (FTC) for their infrastructure and advanced analytical tools will allow the FTC to process and analyze terabytes of data faster and accurately, reducing spending on costly external consultants, and improving their ability to collaborate with the U.S. Department of Justice.
 - TMF concluded our investment in the U.S. Customs and Border Protection, where they used a scalable cloud environment to improve customs enforcement, revenue collections, and trade protections, through better payment processing, saving \$30 million a year in operating costs from a \$15 million investment.
- Reducing fraud and increasing data protections:
 - Millions of Americans served by the public health information and programs overseen by the U.S. Department of Health and Human Services, Office of Inspector General. 274,000 fraudulent transactions were stopped, and 210 million transactions were blocked from even starting, thanks to the security work implemented.
 - Through their now-completed TMF investment, the U.S. Department of Veterans Affairs (VA) implemented new, higher security login tools for veterans, VA staff, and the people who support them, with no interruption in care.
- Enabling systems that promote workforce efficiency.
 - Investment in the State Department's StateChat (a generative AI chatbot), reducing the number of hours it takes for members of the Foreign Service to translate and parse large volumes of historical data. This investment was already planned for FY 2027—TMF's investment ensured they delivered value in FY 2025.
 - Investment in the Bureau of Land Management is digitizing land use records from paper, reducing the time it takes to publish land records by 80 percent.

The work of the TMF allows the Federal Government to address critical technology challenges by modernizing high-priority systems, addressing cybersecurity needs, improving public-facing digital services, and supporting cross-government collaboration and scalable services. This unique approach raises the bar for efficient investment in Federal IT modernization.

The mission of the TMF is simple: help make it easier and safer for Americans to get the services they need from the Federal Government. TMF investments are helping agencies implement statutory requirements and other priorities outlined in law, policy, and Executive orders. The TMF works in partnership with agencies on this mission, offering assistance in different ways—by accelerating work being done in their agencies or by being responsive to emerging and critical security, customer experience, and IT modernization issues. The TMF allows agencies to access capital to tackle IT modernization needed to keep up with the fast pace of changing technology. However, the TMF acts not only as a source of funding but also as a partner to agencies throughout the life of an investment. The TMF knows that while each

agency is unique, all agencies face similar challenges. So the TMF works to share effective patterns and approaches that it sees across the investment portfolio, to help agencies learn from each other and, when possible, reuse or adapt solutions.

Any reduction of available funds impacts the TMF's ability to help Federal agencies address these IT challenges. The TMF is uniquely positioned to help Federal agencies of all sizes deliver the solutions and services the American people deserve, and this vital work will require dedicated, continued funding.

Administration Proposal

The President's FY 2027 Budget Request, which assumes reauthorization, includes the below Government-wide general provision that would allow GSA, with the approval of OMB, to collect up to \$100 million in funding that would otherwise be unavailable for obligation from other agencies and bring that funding into the TMF. This provision is essential to providing the TMF with the necessary funds to help the Federal Government address critical technology challenges by modernizing high-priority systems, improving AI adoption, and supporting cross-Government collaboration and scalable services.

This provision is modeled after the Sec. 721 and Sec. 752 authority provided in the FY 2026 Consolidated Appropriations Act, ([Pub. L. 119-75](#)) with the exception that both currently available funding and unobligated balances of expired discretionary funds from other agencies could be transferred into the TMF, akin to the operating model of a Non-Recurring Expense Fund (NEF). This would allow agencies to transfer resources to the TMF using funds that are otherwise no longer available to them for obligation.

Sec. 740. (a) The amounts described in this subsection are, with respect to a transfer or reimbursement described in subsection (b)(1), unobligated balances of discretionary funds appropriated for this fiscal year or any succeeding fiscal year from the General Fund of the Treasury by this or any other Act, (provided, that the transfer or reimbursement occurs not later than the end of the fifth fiscal year after the last fiscal year for which the amount was appropriated or otherwise made available):

Provided, That the amounts described in this subsection:

- (1) may include amounts described in paragraph (1) from a rebate from a charge card or other contract;*
- (2) exclude amounts designated by the Congress as an emergency requirement pursuant to section 251(b)(2)(A)(i) of the Balanced Budget and Emergency Deficit Control Act of 1985, as amended (2 U.S.C. 901(b)(2)(A)(i)), or for Overseas Contingency Operations under section 251(b)(2)(A)(ii) of the Balanced Budget and Emergency Deficit Control Act of 1985 (2 U.S.C. 901(b)(2)(A)(i)), or made available for purposes specified in subparagraphs (B) through (G) of section 251(b)(2) of the Balanced Budget and Emergency Deficit Control Act of 1985 (2 U.S.C. 901(b)(2)); and*
- (3) excludes amounts described in paragraph (1) that an agency plans to transfer, in coordination with the Director of Office and Management and Budget, to a Non-Recurring Expense Fund or Working Capital Fund, if applicable.*

(b)(1) Notwithstanding section 1346 of title 31, United States Code, and section 707 of this Act, with the approval of the Director of the Office of Management and Budget, the head of each agency may transfer or reimburse amounts described in subsection (a) to the Technology Modernization Fund established under section 1078 of the National Defense Authorization Act for Fiscal Year 2018 (40 U.S.C. 11301 note), provided that the total cumulative amount of funds transferred or reimbursed each fiscal year may not exceed \$100,000,000.

(2) This subsection shall take effect on the date that is 15 days after the date of the submission of the plan under subsection (e).

(c) The Administrator of General Services (in this section referred to as the "Administrator") shall use amounts transferred or reimbursed under subsection (b)(1) and amounts otherwise available to the Administrator to carry out 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.

(d) Amounts transferred or reimbursed to the Technology Modernization Fund under subsection (b)(1)-

(1) shall remain available until expended; and

(2) shall be in addition to other amounts available for technology modernization projects approved by the Technology Modernization Board (as defined in section 1076 of the National Defense Authorization Act for Fiscal Year 2018 (40 U.S.C. 11301 note)).

(e) Not later than 90 days after the date of enactment of this Act, the Administrator, in consultation with the Director of the Office of Management and Budget, shall submit to the Committee on Appropriations of the Senate and the Committee on Appropriations of the House of Representatives a plan that details the amounts to be transferred or reimbursed by each agency to the Technology Modernization Fund under subsection (b)(1).

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 prioritizing full repayment. 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, as needed, fund solvency on an annual basis. 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.

The TMF is committed to long-term financial sustainability while meeting the growing demand from agencies tackling critical technology infrastructure investments. To ensure the Fund's continued viability, the program anticipates full repayment for future investments, with rare exceptions subject to approval by the GSA Administrator and the OMB Director.

To further strengthen the TMF's ability to help agencies kickstart or accelerate their urgent modernization efforts, GSA and OMB are committed to exploring alternative funding mechanisms. This includes the new Government-wide general provision proposed in the President's Budget to allow the TMF to accept unobligated balances of expired discretionary funds. By responsibly managing existing resources, the TMF is positioned to deliver lasting value to the American people and enhance the efficiency and effectiveness of Government services.

U.S. General Services Administration
Technology Modernization Fund

Amounts Available for Obligation

(Dollars in Thousands)

Annual Appropriations and Collections	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
Resources:			
Available from prior year	\$ 267,274	\$ 292,829	\$ 242,604
Appropriation	\$ -	\$ 5,000	\$ -
Return of Unused Funds	\$ 7,649	\$ 15,184	\$ -
Offsetting Collections	\$ 71,996	\$ 71,431	\$ 46,909
Total Resources Available	\$ 346,920	\$ 384,445	\$ 289,513
PMO Obligations	\$ (1,452)	\$ (5,256)	\$ (5,353)
PMO Obligations (Discovery Initiative)			\$ -
Transfer Out for Modernization Projects	\$ (52,638)	\$ (136,585)	\$ (164,618)
Fund Balance	\$ 292,829	\$ 242,604	\$ 119,541
American Rescue Plan Act 2021 - 2025	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
Resources:			
Available from prior year	\$ 166,271	\$ 0	\$ 0
Appropriation	\$ (13,000)	\$ -	\$ -
Return of Unused Funds	\$ 1,279	\$ -	\$ -
Total Resources Available	\$ 154,550	\$ 0	\$ 0
PMO Obligations	\$ (5,157)	\$ -	\$ -
PMO Obligations (Discovery Initiative)	\$ (654)	\$ -	\$ -
Transfer Out for Modernization Projects	\$ (148,738)	\$ -	\$ -
Fund Balance	\$ 0	\$ 0	\$ 0

Note: The Transfers Out for Modernization Projects include the Expenditure transfers noted in object class 94, Financial transfers.

Obligations by Object Classification

(Dollars in Thousands)

Appropriated Fund	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
11.1 Full-time, permanent	\$ 697	\$ 2,520	\$ 2,557
11.3 Other than full-time permanent	\$ 345	\$ -	\$ -
11.5 Other personnel compensation	\$ 17	\$ 55	\$ 56
11.8 Special personnel services payments	\$ -	\$ -	\$ -
12.1 Civilian personnel benefits	\$ 393	\$ 852	\$ 864
21.0 Travel and transportation of persons	\$ -	\$ 30	\$ 30
23.1 Rental payments to GSA	\$ -	\$ -	\$ -
23.3 Communications and utilities	\$ -	\$ -	\$ -
24.0 Printing and reproduction	\$ -	\$ -	\$ -
25.1 Advisory and assistance services	\$ -	\$ 185	\$ 185
25.2 Other services from non-Federal sources	\$ -	\$ -	\$ -
25.3 Other goods & services from Federal sources	\$ -	\$ 1,598	\$ 1,646
26.0 Supplies and materials	\$ -	\$ 15	\$ 15
31.0 Equipment	\$ -	\$ -	\$ -
94.0 Financial transfers	\$ 10,394	\$ 8,408	\$ -
99.0 Obligations, Appropriated	\$ 11,847	\$ 13,664	\$ 5,353
Subtotal, PC&B	\$ 1,452	\$ 3,428	\$ 3,478
Subtotal, Non-labor	\$ 10,394	\$ 10,236	\$ 1,876
<i>ARP Transfers</i>	\$ -	\$ -	\$ -
<i>Annual Appropriation Transfers</i>	\$ 52,638	\$ 136,585	\$ 164,618
<i>Net Outlays</i>	\$ (66,215)	\$ (66,175)	\$ 101,235

U.S. General Services Administration
Technology Modernization Fund

Obligations by Object Classification
(Dollars in Thousands)

American Rescue Plan Act Fund	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
11.1 Full-time, permanent	\$ 1,966	\$ -	\$ -
11.3 Other than full-time permanent	\$ 454	\$ -	\$ -
11.5 Other personnel compensation	\$ 51	\$ -	\$ -
11.8 Special personnel services payments	\$ -	\$ -	\$ -
12.1 Civilian personnel benefits	\$ 749	\$ -	\$ -
21.0 Travel and transportation of persons	\$ 25	\$ -	\$ -
23.1 Rental payments to GSA	\$ -	\$ -	\$ -
23.3 Communications and utilities	\$ -	\$ -	\$ -
24.0 Printing and reproduction	\$ -	\$ -	\$ -
25.1 Advisory and assistance services	\$ 654	\$ -	\$ -
25.2 Other services from non-Federal sources	\$ -	\$ -	\$ -
25.3 Other goods & services from Federal sources	\$ 1,882	\$ -	\$ -
26.0 Supplies and materials	\$ -	\$ -	\$ -
31.0 Equipment	\$ -	\$ -	\$ -
94.0 Financial transfers	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated	\$ 5,781	\$ -	\$ -
Subtotal, PC&B	\$ 3,221	\$ -	\$ -
Subtotal, Non-labor	\$ 2,560	\$ -	\$ -
<i>ARP Transfers</i>	\$ 147,460	\$ -	\$ -
<i>Annual Appropriation Transfers</i>	\$ 148,738	\$ -	\$ -
<i>Net Outlays</i>	\$ (66,215)	\$ -	\$ -

U.S. General Services Administration
ASSET PROCEEDS AND SPACE MANAGEMENT FUND
Fiscal Year 2027 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), **\$193,328,000**, to be derived from deposits in the Asset Proceeds and Space Management Fund and to remain available until expended.*

Appropriations Language Explanation

The appropriation requested by the U.S. General Services Administration (GSA) provides funding to the Asset Proceeds and Space Management Fund (APSMF) for the execution of the recommendations made by the Public Buildings Reform Board (PBRB) and approved by the Office of Management and Budget (OMB) consistent with the Federal Assets Sale and Transfer Act of 2016 (FASTA), [Pub. L. 114-287](#), 130 Stat. 1463; 40 U.S.C. § 1303 note.

Program Description

This activity provides for PBS to carry out actions pursuant to PBRB's recommendations and OMB's approval of those recommendations. In addition, amounts received from the sale of any civilian real property pursuant to OMB's approval of disposal recommendations made by PBRB are available as provided in appropriation 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.

Amounts Available for Obligation

(Dollars in Thousands)

Receipt Account	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Balance, start of year	\$ 193,404	\$ 326,958	\$ 526,958
Retention of Proceeds	\$ 133,554	\$ 200,000	\$ -
Appropriation to the Expenditure Fund	\$ -	\$ -	\$ 193,328
Balance, end of year	\$ 326,958	\$ 526,958	\$ 333,630

Expenditure Account	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Unobligated Balance, start of year	\$ 32,406	\$ 32,280	\$ 12,738
Appropriation from the Receipt Fund	\$ -	\$ -	\$ 193,328
Appropriation from the General Fund	\$ -	\$ 143,328	\$ -
Balance, Available for Obligation	\$ 32,406	\$ 175,608	\$ 206,066
Obligations	\$ 126	\$ 162,870	\$ 193,328
Unobligated Balance, end of year	\$ 32,280	\$ 12,738	\$ 12,738

Note: The FY 2026 retention of proceeds of \$200,000 is an estimate of the remaining high value round sale proceeds. The FY 2027 request assumes the appropriation draws from the proceeds available in the fund balance.

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

Explanation of Changes

(Dollars in Thousands)

	FTE	FY 2025 Actual	FTE	FY 2026 Enacted	FTE	FY 2027 Request
	-	\$ -	-	\$ 143,328	-	\$ 193,328
Program Increases:						
Sales and Disposals	-	\$ -	-	\$ -	-	\$ 50,000
Construction and Acquisition	-	\$ -	-	\$ -	-	\$ -
Redevelopment and Reconfiguration	-	\$ -	-	\$ -	-	\$ -
Subtotal, Program Increases	-	\$ -	-	\$ -	-	\$ 50,000
Total Adjustments		\$ -		\$ -		\$ 50,000

Summary of the Request

The FY 2027 request for the APSMF is \$193.328 million.

The APSMF funds the implementation of disposals recommended by PBRB, subject to the approval by OMB. PBRB has made two rounds of recommendations for real property disposal and consolidation actions with the goal of cost avoidance to the taxpayers by minimizing the Federal Government’s inventory of civilian real property.

The \$193 million appropriation reflects GSA’s request for access to current and anticipated net sales proceeds in the APSMF in FY 2026 from the final disposal of PBRB’s High Value Asset Round of disposals. GSA will use this funding to support the execution of the second round of disposals recommended by PBRB and approved by OMB in Mat 2025 in accordance with FASTA. The PBRB recommended actions to consolidate the Federal footprint and maximize the utilization rate of Federal buildings and facilities, reduce the Government’s reliance on leased space, sell or redevelop high-value assets that are underutilized to obtain the highest and best value for the taxpayers, 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 initially established with appropriations in FY 2018, and the Administration is seeking further appropriations in FY 2027. The proposed language provides that the additionally appropriated receipts, as with prior-year appropriations, will be available until expended to finance the real property projects.

To complete the execution of the approved projects, the disposing agency may fund the project directly, the APSMF may fund the project, or a combination thereof. For projects funded by the APSMF, the APSMF may enter into reimbursable agreements with GSA or occupant agencies for project execution and the procurement of necessary items and activities.

Obligations by Object Classification

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
23.3 Communications and utilities.....	\$ -	\$ -	\$ -
24.0 Printing and reproduction.....	\$ 2	\$ 3,771	\$ 5,086
25.1 Advisory and assistance services.....	\$ 123	\$ 159,099	\$ 188,242
25.2 Other services from non-Federal sources.....	\$ 1	\$ -	\$ -
94.0 Financial Transfers.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated.....	\$ 126	\$ 162,870	\$ 193,328

Note: FY 2025 and FY 2026 obligations include obligations against prior-year authority. The full \$193.3 million in requested appropriations is needed in FY 2027 to ensure GSA has sufficient funding to complete the disposal activities needed to support the next round of PBRB recommendations. The FY 2027 obligations reflect work that will be awarded in FY 2027 from prior-year authority and the requested FY 2027 appropriation.

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U.S. General Services Administration

ALLOWANCES AND OFFICE STAFF FOR FORMER PRESIDENTS

Fiscal Year 2027 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, \$5,402,000.

Program Description

This appropriation provides pensions, office staff, and related expenses for Former Presidents William Clinton, George W. Bush, Barack Obama, and Joseph Biden.

Summary of the Request

The FY 2027 Budget request provides a total of \$5.4 million for the annual pensions of the former presidents, compensation of their office staff, office space, and related expenses such as supplies, equipment, and printing services associated with the former presidents' office space. 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 2027 Explanation of Changes

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
	\$ 4,672	\$ 5,353	\$ 5,402
Program Increases:			
Increase for Former President Clinton			\$ 14
Increase for Former President Bush			\$ 12
Increase for Former President Obama			\$ 11
Increase for Former President Biden			\$ 13
Total Adjustments			\$ 49

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

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Discretionary authority:			
Annual appropriation	\$ 5,200	\$ 5,353	\$ 5,402
Unobligated balance, rescinded	\$ -	\$ -	\$ -
Unobligated balance, sequestered	\$ -	\$ -	\$ -
Expired Unobligated balance, end of year	\$ -	\$ -	\$ -
Total, obligations	\$ 4,672	\$ 5,353	\$ 5,402
<i>Net Outlays</i>	\$ 4,655	\$ 5,299	\$ 5,348

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

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
11.1 Full-time permanent.....	\$ -	\$ -	\$ -
11.3 Other than full-time permanent.....	\$ -	\$ -	\$ -
11.5 Other personnel compensation.....	\$ -	\$ -	\$ -
11.8 Special personnel services payments.....	\$ 333	\$ 438	\$ 438
12.1 Civilian personnel benefits.....	\$ 406	\$ 552	\$ 565
13.0 Benefits for former personnel.....	\$ 1,094	\$ 1,084	\$ 1,084
21.0 Travel and transportation of persons.....	\$ -	\$ -	\$ -
22.0 Transportation of things.....	\$ -	\$ -	\$ -
23.1 Rental payments to GSA.....	\$ 2,163	\$ 2,454	\$ 2,454
23.2 Rental payments to others.....	\$ 5	\$ -	\$ -
23.3 Communications and utilities.....	\$ 156	\$ 243	\$ 243
24.0 Printing and reproduction.....	\$ 6	\$ 35	\$ 35
25.1 Advisory and assistance services.....	\$ 65	\$ 76	\$ 86
25.2 Other services from non-Federal sources.....	\$ -	\$ -	\$ -
25.3 Other goods & services from Federal sources....	\$ 183	\$ 213	\$ 233
25.4 Operation and maintenance of facilities.....	\$ -	\$ 5	\$ 5
25.6 Medical care.....	\$ -	\$ -	\$ -
25.7 Operation and maintenance of equipment.....	\$ 112	\$ 104	\$ 104
26.0 Supplies and materials.....	\$ 84	\$ 47	\$ 47
31.0 Equipment.....	\$ 65	\$ 102	\$ 108
43.0 Interest and dividends.....	\$ -	\$ -	\$ -
44.0 Refunds.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ 4,672	\$ 5,353	\$ 5,402
Subtotal, PC&B	\$ 1,833	\$ 2,074	\$ 2,087
Subtotal, Non-labor	\$ 2,839	\$ 3,279	\$ 3,315

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

FY 2027 Budget Request by Former President

(Dollars in Thousands)

	CLINTON G W BUSH		OBAMA	BIDEN	TOTAL
Personnel Compensation	\$ 96	\$ 96	\$ 96	\$ 150	\$ 438
Personnel Benefits	\$ 129	\$ 136	\$ 102	\$ 198	\$ 565
Pensions for Former Presidents	\$ 271	\$ 271	\$ 271	\$ 271	\$ 1,084
Travel	\$ -	\$ -	\$ -	\$ -	\$ -
Rental Payments to GSA	\$ 640	\$ 542	\$ 545	\$ 727	\$ 2,454
Communications, Utilities, and Misc	\$ 14	\$ 124	\$ 30	\$ 75	\$ 243
Printing	\$ 12	\$ 5	\$ 10	\$ 8	\$ 35
Other Services	\$ 104	\$ 68	\$ 132	\$ 126	\$ 428
Supplies	\$ 7	\$ 20	\$ 10	\$ 10	\$ 47
Equipment	\$ 23	\$ 10	\$ 57	\$ 18	\$ 108
FY 2027	\$ 1,296	\$ 1,271	\$ 1,253	\$ 1,583	\$ 5,402

*Personnel Compensation and Benefits for former President Biden staff for FY 2027 are set at \$150,000 as the Former President's Act of 1958 as amended (3 U.S. Code 102 note) sets the rates of compensation for employees of the former President at \$150,000 per annum for the first 30-month period during which a former President is entitled to staff assistance.

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U.S. General Services Administration

CIVILIAN BOARD OF CONTRACT APPEALS

Fiscal Year 2027 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, \$10,346,000, of which \$2,000,000 shall remain available until expended.

Background

In fiscal year (FY) 2027, 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 2027 of \$10,346 thousand will fund primarily the CBCA's program costs, consisting almost entirely of salaries, benefits, and rent. The FY 2027 requested appropriation increases the CBCA's appropriation over the FY 2026 appropriation request by approximately 1%. If enacted, this amount would be the first increase in the CBCA's appropriation in four years. The increase is needed to accommodate salary increases and increases in other expenditures such as security services required for a public-facing entity.

The CBCA currently operates efficiently and effectively with a headcount of fewer than one staff member per judge. In FY 2027, the CBCA anticipates that it will have a full roster of judges (14), but fewer support personnel to handle our ever-increasing workload. The CBCA does not have any appreciable discretionary spending that could be cut to reduce expenditures. Because the CBCA operates effectively with a lean staff, cuts to the FY 2027 requested appropriation would exponentially harm the CBCA's ability to carry out its statutorily mandated missions.

The FY 2025 execution was lower than the FY 2025 appropriation primarily due to GSA's renegotiation of the CBCA's lease, which resulted in unanticipated rent credits of \$985K. The credits were all applied to FY25. Understaffing due to attrition and the hiring freeze, including senior legal counsel and numerous law clerks, accounted for the remainder of the under-execution in FY25. The CBCA is in the process of obtaining authorization to fill these critical staff positions.

1. Increased Workload

The CBCA continues 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 number of cases under this authority has continued to rise. Additionally, in the FY 2025 National Defense Authorization Act (NDAA), signed in December 2024, the CBCA was given new authority, also without reimbursement or additional funding, to hear civil fraud claims in which executive agencies seek to recoup up to \$1 million under the new Administrative False Claims Act (AFCA). The CBCA has promulgated new rules for this authority.

2. No-Year Funds

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 maintain its new electronic, public-facing case docketing system and to continue to upgrade its courtrooms to facilitate hybrid hearings to allow litigants and witnesses to appear before it virtually instead of traveling to Washington, D.C. In addition, the CBCA needs funds to maintain its security systems to ensure the protection of the judges, staff, visitors, and facility. These systems and upgrades are needed to better serve the CBCA 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 between federal executive agencies and individuals, federal contractors, and governments of states and localities that Congress has directly or indirectly tasked the CBCA with resolving. 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 judges efficiently resolve billions of dollars in contract claims and FEMA public grant disputes, employing their expertise in government contract law and the CBCA's streamlined procedures to ensure that the public fisc is protected from unnecessary expenditures to the maximum extent possible.

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;

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

binding arbitrations for civil penalty forfeiture proceedings between the Federal Motor Carrier Safety Administration and motor carriers; debt collection claims in which the General Services Administration seeks confirmation of a debt to proceed with wage garnishment or an administrative offset to recoup money owed by a debtor; 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), mandating (without additional funding) that the CBCA 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. Additionally, in December 2024, the CBCA was given new authority to hear civil fraud claims under the new AFCA.

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.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Discretionary authority			
Annual appropriation	\$ 10,248	\$ 10,248	\$ 10,346
Reimbursable authority:	\$ 50	\$ 50	\$ 50
New authority			
Change in uncollected payments			
Subtotal, reimbursable authority	\$ 50	\$ 50	\$ 50
Appropriation's authority, expiring		\$ -	\$ -
Unobligated balance, end of year		\$ -	\$ -
Total, obligations	\$ 8,981	\$ 10,298	\$ 10,396
Obligations, appropriated (annual)	\$ 8,931	\$ 10,248	\$ 10,346
Obligations, reimbursable	\$ 50	\$ 50	\$ 50
<i>Net Outlays</i>	\$ 8,841	\$ 10,146	\$ 10,243

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	FTE	FY 2025 Actual	FTE	FY 2026 Enacted	FTE	FY 2027 Request
	30	\$ 8,931	30	\$ 10,248	41	\$ 10,346
Program Increases & Decreases:						
Personnel Compensation and Benefits - Pay Increase						\$ 103
Travel and Transportation						\$ 25
Rent						\$ (9)
Advisory and assistance services						\$ 15
Operation and maintenance of facilities						\$ -
Communications and Utilities						\$ (8)
Subtotal, Program Increases						\$ 126
Program Decreases:						
Contractual Services						\$ 15
Supplies, Materials, and Equipment						\$ (43)
Subtotal, Program Decreases						\$ (28)
Total Adjustments						\$ 98

Summary of the Request

The FY 2027 budget provides \$10,346 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.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
11.1 Full-time, permanent.....	\$ 4,861	\$ 4,871	\$ 4,917
11.3 Other than full-time permanent.....	\$ 145	\$ 226	\$ 248
11.5 Other personnel compensation.....	\$ 67	\$ 133	\$ 129
11.8 Special personnel services payments.....	\$ -	\$ -	\$ -
12.1 Civilian personnel benefits.....	\$ 1,695	\$ 1,699	\$ 1,738
13.0 Benefits for former personnel.....	\$ -	\$ -	\$ -
21.0 Travel and transportation of persons.....	\$ 1	\$ 5	\$ 30
22.0 Transportation of things.....			
23.1 Rental payments to GSA.....	\$ 1,423	\$ 2,543	\$ 2,534
23.3 Communications and utilities.....	\$ 0	\$ 14	\$ 6
24.0 Printing and reproduction.....	\$ -	\$ -	\$ -
25.1 Advisory and assistance services.....	\$ 116	\$ 5	\$ 20
25.2 Other services from non-Federal sources.....	\$ 11	\$ 39	\$ 46
25.3 Other goods & services from Federal sources.....	\$ 458	\$ 462	\$ 470
25.4 Operation and maintenance of facilities.....	\$ 9	\$ 11	\$ 11
25.7 Operation and maintenance of equipment.....	\$ 17	\$ 5	\$ 5
26.0 Supplies and materials.....	\$ 59	\$ 138	\$ 126
31.0 Equipment.....	\$ 68	\$ 97	\$ 66
99.0 Obligations, Appropriated (Annual).....	\$ 8,931	\$ 10,248	\$ 10,346
<i>Subtotal, PC&B.....</i>	\$ 6,769	\$ 6,929	\$ 7,032
<i>Subtotal, Non-labor.....</i>	\$ 2,161	\$ 3,319	\$ 3,314
99.2 <i>Obligations, Reimbursable.....</i>	\$ 38	\$ 50	\$ 50
99.9 Total Obligations	\$ 8,969	\$ 10,298	\$ 10,396

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Fiscal Year 2027 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, \$66,453,000: *Provided*, 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 2023 Enacted	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request
Request to Congress:	\$74,583,000	\$74,583,000	\$77,130,000	\$73,837,000	\$66,453,000
Appropriated:					
Annual Funds	\$74,583,000	\$73,837,000	\$73,837,000	\$73,837,000	
Rescissions					
Sequestration					
No-Year Funds					
Rescissions					
Total.....	\$74,583,000	\$73,837,000	\$73,837,000	\$73,837,000	

U.S. General Services Administration
Office of Inspector General

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Unobligated balance, start of year ¹	\$3,300	\$2,686	\$0
<i>Discretionary authority:</i>			
Appropriation (annual).....	\$73,837	\$73,837	\$66,453
Appropriation (no-year).....			
<i>Reimbursable authority:</i>			
Offsetting collections.....	\$600	\$600	\$600
Subtotal amount available for obligation	\$77,737	\$77,123	\$67,053
<i>Discretionary authority:</i>			
Unobligated balance, expiring.....	(\$1,595)	\$0	\$0
Unobligated balance, end of year.....	(\$2,686)	\$0	\$0
<i>Reimbursable authority:</i>			
Unobligated balance, expiring.....	(\$251)	\$0	\$0
Total obligations	\$73,205	\$77,123	\$67,053
Obligations, appropriated (annual).....	\$72,242	\$73,837	\$66,453
Obligations, appropriated (no-year).....	\$614	\$2,686	\$0
Obligations, reimbursable.....	\$349	\$600	\$600
Net outlays, appropriated.....	\$72,782	\$76,199	\$67,185

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

U.S. General Services Administration
Office of Inspector General

Explanation of Changes, Appropriated Dollars, and FTE

(Dollars in Thousands)

	FTE	Budget Authority
2026 Request	250	\$ 73,837
2027 Request	<u>225</u>	<u>\$ 66,453</u>
Net Change.....	(25)	\$ (7,384)

U.S. General Services Administration
Office of Inspector General

	<u>FTE</u>	<u>Budget Authority</u>
Maintaining Current Levels:		
Personnel Compensations & Benefits Adjustments: 2027 FERS Contribution Rate <i>Decrease</i> , Q2-Q4 FY 2027		\$ (184)
Subtotal, Maintaining Current Levels		\$ (184)
Program Increases:		
Operation and Maintenance of Equipment		\$ 30
Purchases of Goods & Services from Govt Accts		\$ 28
Rental Payments to GSA		\$ 24
Subtotal, Program Increases	0	\$ 82
Program Decreases:		
Personnel Compensation & Benefits	(25)	\$ (5,693)
Equipment		\$ (1,343)
Advisory and Assistance Services		\$ (246)
Subtotal, Program Decreases	(25)	\$ (7,282)
Net Change.....	(25)	\$ (7,384)
<hr/>		
Reimbursable Resources	3	\$ 600

U.S. General Services Administration
Office of Inspector General

Summary of Request

The FY 2027 budget requests a total of **\$66,453 thousand** for the Office of Inspector General. This represents a net *decrease* from the FY 2026 request and includes the following adjustments:

- -\$184 thousand for 2027 FERS contribution rate *decrease*, Q2-Q4 FY 2027
- \$30 thousand for operation and maintenance of equipment *increase*
- \$28 thousand for purchases of goods and services from Government accounts *increase*
- \$24 thousand for rental payments to GSA *increase*
- -\$5,693 thousand for personnel compensation & benefits *decrease*
- -\$1,343 thousand for equipment *decrease*
- -\$246 thousand for advisory and assistance services *decrease*

Reimbursable Programs: The FY 2027 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 2027 Annual CIGIE Assessment (0.40% of \$66,453,000)	\$265,812
FY 2027 Annual Training Request: Certified by the Inspector General, (includes training travel)	\$650,000

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Obligations by Object Classification

(Dollars in Thousands)

	FY 2025	FY 2026	FY 2027
	Actual	Enacted	Request
11.1 Full-time permanent	\$38,535	\$37,585	\$34,033
11.3 Other than full-time permanent	\$61	\$100	\$100
11.5 Other personnel compensation	\$2,905	\$3,047	\$2,551
11.8 Special personal services payments	\$0	\$0	\$0
11.9 Total personnel compensation	\$41,501	\$40,732	\$36,684
12.1 Civilian personnel benefits	\$17,048	\$16,663	\$14,834
21.0 Travel and transportation of persons	\$838	\$1,000	\$1,000
22.0 Transportation of things	\$0	\$0	\$0
23.1 Rental payments to GSA	\$3,790	\$5,520	\$5,544
23.2 Rental payments to others	\$0	\$0	\$0
23.3 Communications, utilities, and miscellaneous charges	\$241	\$230	\$230
24.0 Printing and reproduction	\$2	\$5	\$5
25.1 Advisory and assistance services	\$2,170	\$2,283	\$2,037
25.2 Other services	\$12	\$15	\$15
25.3 Purchases of goods and services from government accounts	\$3,726	\$2,862	\$2,890
25.4 Operation and maintenance of facilities	\$0	\$5	\$5
25.7 Operation and maintenance of equipment	\$917	\$970	\$1,000
26.0 Supplies and materials	\$48	\$60	\$60
31.0 Equipment	\$1,946	\$3,477	\$2,134
42.0 Insurance Claims and Indemnities	\$0	\$0	\$0
91.0 Unvouchered	\$3	\$15	\$15
99.0 Subtotal	\$72,242	\$73,837	\$66,453
99.0 Reimbursable obligations	\$349	\$600	\$600
99.9 Total Obligations	\$72,591	\$74,437	\$67,053

FY 2027 Request

For FY 2027, the General Services Administration (GSA) Office of Inspector General (OIG) requests \$66,453 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.

During Fiscal Year 2025, our audit and investigative work identified more than \$556 million in potential cost savings and recovered more than \$75 million for the government and other victims. The OIG's success in carrying out its mission is directly tied to having expert auditors, special agents, inspectors, lawyers, analysts, and support personnel. Accordingly, our staff represents the OIG's largest investment and consistently achieves significant savings for the United States, which is mentioned throughout this request.

The requested funding will support our work as we continue to deliver for the American people. 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, our investigation of Booz Allen Hamilton Corporation led to a settlement of \$15.875 million, resolving allegations that the company submitted false claims to GSA related to a task order. Based on another procurement fraud investigation, Hill ASC, Inc., agreed to pay \$14.75 million to resolve allegations that the company billed federal agencies for unqualified information technology personnel and submitted claims for cybersecurity services without passing the required technical evaluations.

Our investigators uncovered a major government purchase card scheme resulting in a former Department of Defense employee's conviction and imprisonment. Zalene Charles placed approximately 185 fraudulent charges for items that were never purchased or received by the government, causing a total loss of \$624,250.

Additionally, our investigation of contract steering allegations resulted in two GSA subcontractors pleading guilty to paying a GSA contracting officer's representative over \$100,000 in bribes in exchange for work on GSA construction projects.

Our audit oversight has focused on GSA's Multiple Award Schedule program (MAS program). In FY 2025, federal agencies purchased over \$50.6 billion of commercial products and services through the MAS program. Under the MAS program, FAS establishes long-term, government-wide contracts. Through these contracts, millions of commercial products and services are made available to government agencies. The intent of the MAS program is to leverage the government's buying power to obtain competitive, commercial prices for customer agencies. The program is funded through an industrial funding fee that is paid by federal customers and then remitted to GSA by contractors.

Under our oversight of the MAS program, the Office of Audits performs contract audits that assist contracting officials in awarding and administering MAS contracts. To support GSA contracting officials, we perform two primary types of contract audits including preaward audits, that provide GSA contracting officials with information to use when negotiating fair and reasonable GSA contract prices, and postaward audits that examine the contractor's adherence to contract terms and conditions. In FY 2025, our audits identified over \$556 million in cost avoidances and recoveries. The audits found that contractors overcharged GSA customers; overstated their proposed labor rates; submitted proposals that were not accurate, current, or complete; assigned employees who were unqualified for their work on MAS task orders; and did not calculate and submit their Industrial Funding Fee payments correctly.

In addition to our contract audit findings, our audit oversight identified documents on GSA's Google Drive that contained sensitive information, including, but not limited to, safety environmental management surveys, a feasibility study for a U.S. courthouse, controlled unclassified information, and vendor financial information. These documents were accessible by all GSA Google Drive users, including contractors, exposing the sensitive information to users who do not have a legitimate business need to know.

The volume of sensitive information identified during our limited testing indicates that additional sensitive information may be exposed on GSA's Google Drive. Therefore, we notified GSA of the critical need to ensure the proper management and maintenance of sensitive information stored on its Google Drive. We also noted that GSA should take appropriate measures to identify and notify individuals affected by the exposed information in accordance with GSA's information breach policy.

In FY 2026, the Office of Inspections issued a report on our inspection of Public Buildings Services' oversight of maintenance on indoor firing ranges in GSA-owned buildings. We found that PBS did not provide effective oversight of the operations and maintenance of these ranges. During our site visits to five indoor firing ranges, we identified instances of noncompliance with the *GSA PBS Indoor Firing Range Design and Operations Criteria*, such as a lack of supporting documentation showing that inspections and cleanings were being performed by qualified personnel experienced in range design and operations. At one indoor firing range at Oroville Land Port of Entry, we found that the range was being operated in an unsafe manner. Specifically, the target retrieval system was broken. The broken target retrieval system affected the range's safety and operational efficiency, and PBS has failed to address the unsafe conditions.

We also identified inconsistencies with the interpretation of the range program requirements and confusion as to who, PBS or the tenant agency, has the ultimate responsibility to carry out the required biennial range inspections. In one instance at the William Jefferson Clinton Federal Building, this confusion caused the building operations personnel to claim that GSA delegated the range operations and maintenance to the

tenant agency; however, the building's personnel were unable to provide any documentary evidence to support that claim. As a result, GSA was not ensuring the maintenance occurred at that building.

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

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 have often found that 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 FY 2025, our audits of these contracts recommended over \$556 million in cost avoidances and recoveries, which included over \$10.3 million from our construction contract audits.

In addition to our contract audits and the alert memorandum on sensitive information exposed in GSA's Google Drive highlighted above, the five impactful audit products described below provide additional examples of the Office of Audits' significant results in FY 2025. Collectively, these audits demonstrate our office's ability to provide effective oversight across the diverse range of GSA's programs, operations, and acquisitions.

First, in June 2025, we issued a memorandum to alert GSA of the Federal Acquisition Service's (FAS's) expansion of the Transactional Data Reporting (TDR) Rule across the entire Multiple Award Schedule (MAS) program despite the significant flaws described below.

- **Persistent Data Quality Issues** – FAS's TDR pilot has been plagued by persistently poor data quality. Although GSA has recently made modest improvements to the quality of the TDR data, 73 percent of FY 2025 sales reported as of June 2, 2025, remain unusable. For example, more than \$4.9 billion of sales for services have been reported under TDR; however, 98 percent of these sales cannot be matched to services on MAS contracts. Likewise, more than \$3 billion of sales for combinations of products and services have been reported under TDR; however, 77 percent of these reported sales do not match products and services on MAS contracts. These products and services account for more than 80 percent—or \$21 billion—of total MAS sales to date in FY 2025. With the expansion of TDR to all MAS contracts, FAS will have an even larger amount of unusable sales data.
- **Lack of Data Usage for Pricing Decisions** – Data from GSA's TDR pilot has only limited usage in pricing decisions. In May 2023, we reported that all 23 MAS contracting officers we interviewed never used TDR pilot data for price evaluations or negotiations. Further, GSA officials acknowledged that not all FAS contracting personnel have access to the TDR data and that having access to the data does not mean that they are using it. FAS has since incorporated TDR data into its automated pricing tool for products; however, the product sales only make up less than 20 percent of MAS contract sales.

Moreover, the quality of the services sales data is so poor that it cannot be used for contract pricing decisions. As stated previously, 98 percent of reported services sales data is unusable.

- **Lack of Price Competition** – Under the MAS program, there are two levels of pricing—the contract level and the order level. At the contract level for TDR contract pricing, there is not adequate price competition or a methodology that seeks its equivalent. FAS’s primary method for price analysis under TDR is to use its automated pricing tools. However, FAS’s price analysis using these tools is limited to assessing whether proposed pricing is relatively competitive to other government contracts. Further, under the Federal Acquisition Regulation (FAR), there is no additional price evaluation requirement beyond the GSA price for orders below the simplified acquisition threshold of \$250,000.

The lack of adequate price competition or an equivalent methodology on MAS TDR contracts and orders under \$250,000 does not comply with the CICA and places government agencies at risk of overpaying for products and services. After 9 years of the TDR pilot, FAS has yet to develop a pricing methodology using TDR data that will ensure that customer agencies meet the CICA requirement for orders placed through MAS contracts.

- **Failure to Support GSA’s OneGov Strategy** – Under GSA’s new OneGov strategy, FAS plans to approach the market as a shared enterprise and single customer instead of as a series of isolated purchases. By using this approach, FAS hopes the government will be able to obtain enterprise-level pricing that establishes pricing based on the entire government rather than pricing on an agency-by-agency or transactional basis. However, FAS’s TDR pricing methodology does not support this strategy. FAS’s primary method for price analysis under TDR, as discussed above, is to use its automated pricing tools. This price analysis does not attempt to leverage the government’s buying power and only assesses whether proposed pricing is relatively competitive to other government contracts.

In sum, GSA’s expansion of TDR for all of its MAS contracts could place government agencies at risk of overpaying for products and services when ordering from FAS’s MAS contracts. Ultimately, the TDR pilot has been in effect within the MAS program for 9 years and has yet to accomplish its intended purpose.

Second, in March 2025, we issued an alert memorandum concerning PBS’s use of a drone from a prohibited source to photograph construction at a land port of entry (LPOE) in San Luis, Arizona. As part of our ongoing oversight of PBS’s projects funded by the Infrastructure Investment and Jobs Act, our office began an audit of the San Luis I LPOE expansion and modernization project. During a January 2025 site visit, we learned that the project’s construction contractor has frequently taken aerial photographs to document construction progress. In doing so, the construction contractor used a drone manufactured

by a company that the U.S. Department of Defense has identified as a “Chinese military company” and potential threat to national security. Our office had previously identified a similar finding in a September 2024 report on paving projects at LPOEs along the northern border of New York State.

Taking aerial photographs of U.S. LPOEs using drones manufactured by prohibited sources increases safety and security risks. Accordingly, we notified GSA that it should instruct its San Luis I LPOE construction contractor to immediately discontinue use of the drone. We also notified PBS that it should take steps to ensure that contractors for all active and future PBS construction projects comply with applicable security requirements covering the use of drones.

Third, in March 2025, we issued an audit report on GSA’s ineffective management of its internal space to reflect occupancy changes. We performed this audit to determine if GSA evaluated, managed, and monitored its internal space to reflect occupancy changes in accordance with applicable laws, regulations, policies, and guidance.

We found that GSA is not effectively managing its internal space to reflect occupancy changes. Specifically, we found that GSA’s ability to manage its internal space is impaired because it lacks the accurate and reliable data necessary to determine and monitor its occupancy. Further, although GSA established a space utilization target, it has not developed a comprehensive plan to manage its space and meet the target. Finally, we found that GSA did not comply with its own internal space management procedures for releasing space it no longer occupies.

Based on our audit findings, we made four recommendations to the Acting GSA Administrator:

1. Develop and implement a consistent methodology to collect daily occupancy data and implement appropriate controls to ensure that the data produced is consistent, reliable, and accurate.
2. Develop and implement a centralized approach for managing GSA’s internal space and to meet its space utilization target.
3. Improve the management of GSA’s occupancy agreements. Specifically, GSA should:
 - a. Conduct a comprehensive review of the Occupancy Agreement Space Inventory System (OASIS) and verify and validate that there are no discrepancies in the occupancy agreement space reporting for GSA-occupied space.
 - b. Develop a process to periodically review and verify that occupancy agreements are properly canceled in OASIS and ensure that all notifications

and supporting documents are properly tracked in OASIS in accordance with the space release process.

- c. Correct the \$520,155.69 of imputed rent for the PBS space in the U.S. Department of the Interior headquarters building that GSA no longer occupies.
4. Update PBS's *Standard Operating Procedure, Release of Space Actions* to reflect the current operating environment.

Fourth, after our office received a hotline complaint alleging unduly restricted competition in the award of a task order, we conducted an audit to determine if GSA's Office of Administrative Services (OAS), Office of Internal Acquisition (OIA), awarded the task order in accordance with the FAR, GSAM, blanket purchase agreement (BPA) requirements, and other applicable internal policies.

We found that OIA awarded an invalid task order for IT research licenses and consulting services that did not comply with the FAR, the GSAM, BPA requirements, and other applicable internal policies. Specifically, OIA made an improper sole-source award by issuing an invalid task order against a DOD BPA that GSA was not authorized to use. In addition, GSA supported the sole-source award using a flawed limited-source justification that was not approved prior to the award and was not posted publicly. Further, the technical evaluation and price analysis for the awarded task order were flawed. Finally, reviews of the task order were either deficient or were not performed.

Based on our findings, we made four recommendations to the GSA Chief Administrative Services Officer:

1. Ensure that justifications for other than full and open competition are completed prior to award and publicly posted.
2. Enforce accountability with OAS personnel who did not comply with the FAR, the GSAM, and OIA internal policies in the award of the audited task order.
3. Revise OIA's *Internal Quality Assurance Review* policy to reduce delays and employ a risk-based sampling methodology when selecting contracts for review.
4. Establish an OAS policy to supplement GSA Order ADM 5000.4B, *Office of General Counsel Legal Review*, to reduce the monetary threshold for legal review commensurate with the monetary values of OIA contracts.

Finally, in July 2025, we issued an audit report on PBS's oversight of the energy savings performance contract (ESPC) in Texas and Louisiana. Federal agencies use ESPCs to procure energy savings and facility improvements with no upfront capital costs or special appropriations from Congress. Under an ESPC, the energy service company (ESCO)

finances the project and the energy cost savings generated by the improvements are used to pay back the investment over time. ESPCs are multi-year contracts, with terms not to exceed 25 years. Therefore, it is imperative that PBS properly awards and administers these contracts to protect taxpayer dollars.

However, we found deficiencies in PBS's award and administration of the ESPC task order supporting 10 buildings across Texas and Louisiana. Specifically, PBS violated contract requirements and its own policy and guidance by: (1) not witnessing and verifying the ESCO's energy baseline measurements and (2) allowing operations and maintenance (O&M) contractor employees to serve as government witnesses and sign the baseline witnessing forms. As a result, PBS improperly relied on the ESCO's data to negotiate the contract's guaranteed energy savings and annual savings performance goals.

We also found that PBS did not issue contract modifications that were needed to authorize and implement scope-of-work changes. In one instance, PBS incurred \$71,920.47 in unnecessary costs because it did not issue a contract modification to prevent the installation of window inserts that were no longer needed at The Centre Phase 5 building in Farmers Branch, Texas. In another instance, a PBS employee improperly authorized a change to the scope of the ESPC task order for a high-efficiency transformer without obtaining the required corresponding contract modification from the contracting officer.

Based on our audit findings, we made three recommendations to the PBS Commissioner to ensure that:

1. PBS personnel responsible for measurement and verification activities:
 - a. Are adequately trained to understand how to perform their oversight responsibilities in accordance with the U.S. Department of Energy's Federal Energy Management Program guidance;
 - b. Independently witness, verify, and document the ESCO's baseline measurements; and
 - c. Adhere to PBS's policy to ensure O&M contractor employees do not serve as government witnesses for ESPCs.
2. The project team establishes communication protocols by developing an effective communication plan that is consistent with the *PBS Project Management Practice Guide V.2* to prevent the government from incurring unnecessary costs.
3. Contracting officers authorize contract changes and implement them through contract modifications, in accordance with the FAR.

Office of Investigations

Program Description

The Office of Investigations is comprised of special agents, investigative analysts, and data analytics specialists who investigate various forms of major procurement fraud involving GSA contracts, including false claims, Buy American and Trade Agreements Act violations, set aside contract fraud, and defective pricing. They also investigate fraud schemes involving government purchase cards and Fleet cards; thefts of government property; bribery and kickbacks; significant employee misconduct; and cybercrimes involving GSA information technology systems. The Office of Investigations receives allegations through our Hotline, GSA, and partner agencies, and we also employ proactive data analytics to identify fraud. Additionally, we engage in outreach to raise awareness of fraud prevention and reporting. Our special agents possess full statutory law enforcement authority: they make arrests, execute search warrants, serve subpoenas, and carry firearms.

One recent procurement fraud investigation resulted in Booz Allen Hamilton Holding Corporation agreeing to pay the United States \$15.875 million to resolve allegations that Booz Allen Hamilton Engineering Services LLC (BES), its wholly owned subsidiary, knowingly submitted fraudulent claims in connection with a GSA task order to supply computer military training simulators and systems to the DoD. The settlement resolved allegations that BES, through two of its former program managers, engaged in a fraudulent course of conduct with a former Air Force contracting official and a BES subcontractor. The former contracting official allegedly divulged a BES competitor's confidential bid information and source selection information to the BES program managers, who used the illicit information to influence GSA to award the task order to BES. After the GSA award, the BES program managers, the contracting official, and the subcontractor used confidential government budget information to formulate and submit price quotes to GSA for the individual modules that BES awarded to the subcontractor on a sole-source basis. The investigation previously resulted in six criminal convictions, over 34 years of combined incarceration, and \$88 million in criminal restitution, fines, and forfeitures.

Our joint investigation of Octane Forklifts, Inc. (et al.), has thus far resulted in indictments charging two companies and three executives with falsely representing that imported Chinese forklifts were made in the United States in order to sell them to federal agencies. Furthermore, the defendants allegedly undervalued the cost of the imported forklifts to evade over \$1 million in tariffs.

Our investigation of Hill ASC, Inc., resulted in a settlement of \$14.75 million to resolve allegations that Hill billed federal agencies for information technology personnel who did not have the experience or education required under their GSA contract. Additionally, Hill allegedly submitted claims for cybersecurity services despite not having passed the

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required technical evaluations, as well as other services that were outside the scope of their contract. This investigation stemmed from a referral from our Office of Audits. In another cybersecurity fraud investigation related to GSA contracts, MORSECORP, Inc., agreed to pay \$4.6 million to settle allegations that they violated the False Claims Act by failing to meet cybersecurity requirements in federal contracts.

In a complex government purchase card fraud investigation, we found that Zelene Charles, a former civilian employee of the Defense Language Institute, defrauded the U.S. government by creating fake purchase requests and invoices for items that were never purchased or received by the government. Charles placed approximately 185 fraudulent GSA SmartPay purchase card charges, causing a total loss to the government of \$624,250. To conceal that she was the recipient of the stolen funds, Charles frequently renamed the businesses associated with intermediary accounts, using a total of at least 78 different account names. Charles was sentenced to ten months in prison, three years of supervised release, and was ordered to pay restitution.

Based on an anonymous complaint to the GSA OIG Hotline, we initiated an investigation that uncovered bribery and kickbacks on GSA construction projects. We found that Christopher Brackins and James Tillman, who owned separate construction companies, provided a total of over \$100,000 in bribes to a former GSA contracting officer's representative in exchange for work on GSA projects. Brackins pleaded guilty to conspiracy to commit bribery, wire fraud, and possession of a machine gun with an obliterated serial number which was discovered when special agents executed a search warrant. Tillman pleaded guilty to conspiracy to commit bribery and bribery of a public official. The investigation is ongoing, and both individuals await sentencing.

Our special agents continue serving as the primary investigators of theft and fraud against GSA's governmentwide Fleet program, including complex credit card skimming operations, Fleet card misuse by federal employees, and theft by external actors. For example, our investigation of suspicious GSA Fleet card transactions led to three subjects pleading guilty to various offenses, including wire fraud, access device fraud, aggravated identity theft, and conspiracy. The co-conspirators allegedly installed skimmers on gas pumps in Alabama, Louisiana, and Florida, cloned the skimmed credit cards, and used them to purchase large amounts of diesel fuel. The suspects allegedly drove vehicles equipped with large fuel bladder systems and transported the fuel to a fuel yard to be sold. Two additional subjects await trial. We also conducted several successful investigations of Fleet card fraud and misuse by individuals affiliated with various government entities, including the New Jersey Army National Guard, Oregon Air National Guard, Amtrak, Department of Veterans Affairs, U.S. Marine Corps, and U.S. Navy.

Looking to the future, our Office of Investigations will continue prioritizing investigations that yield the greatest impact. We will focus our proactive efforts, including the use of our robust Data Analytics Division, to identify fraud and other criminal activities that undermine

the federal procurement process and mission readiness, degrade the public's trust, and threaten national security. We will:

- Identify entities that supply non-TAA compliant items, such as Chinese-made IT products, to federal agencies through GSA contracts;
- Continue our investigations into employees who intentionally misstated their geographic locations to collect higher-than-authorized locality pay;
- Engage in fraud prevention and detection associated with GSA construction contracts, including land port of entry modernization projects along the northern and southern borders; and
- Engage with GSA and our law enforcement partners to thwart cybercrimes involving GSA IT systems such as the System for Award Management and Login.gov, including bad actors who commit fraud against the government and private citizens.

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.

In FY 2026, the Office of Inspections issued an inspection report. Our inspection reviewed GSA Public Buildings Service's (PBS) oversight of maintenance for indoor firing ranges in GSA-owned buildings. We found that PBS did not provide effective oversight of the operations and maintenance of these ranges. Specifically, at the five indoor firing ranges inspected, we identified instances of noncompliance with the *GSA PBS Indoor Firing Range Design and Operations Criteria*, such as a lack of supporting documentation showing that qualified personnel experienced in range design and operations performed the inspections and cleanings. Whereas, at the Oroville Land Port of Entry firing range we discovered a broken target retrieval system. As a result, personnel using the range would have to cross the firing line to shoot at different distances, rather than have the target moved by the retrieval system to the needed distance. The broken target retrieval system affects the range's safety and operational efficiency, and PBS has so far failed to address the unsafe conditions.

We also identified inconsistencies with the interpretation of the range program requirements and confusion as to who has the ultimate responsibility to carry out the required biennial range inspections. Specifically, at the William Jefferson Clinton Federal Building personnel claimed that GSA delegated the range operations and maintenance to the tenant agency; however, the building's personnel were unable to provide any documentary evidence to support that claim. As a result, PBS was not providing oversight at this building.

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

1. Coordinate with the tenant agency at the Oroville LPOE range to assess the target retrieval system operation and determine a corrective action plan to address any issues identified.
2. Develop and issue a comprehensive policy that, at a minimum, establishes roles and responsibilities for the operation and maintenance of the indoor firing ranges; document retention requirements; and comprehensive inspection and cleaning procedures.

In FY 2025, the Office of Inspections issued a report on GSA's site selection process for the relocation of the FBI's headquarters. This evaluation was initiated in response to requests from members of Congress and concerns raised by the FBI.

The evaluation reviewed the GSA's site selection process for the relocation of the FBI's headquarters, that was reinitiated in March 2022, through the Fiscal Year 2022 Consolidated Appropriations Act (Act). The Act directed GSA to select a location for the new FBI headquarters from three sites - Greenbelt, Maryland; Landover, Maryland; and Springfield, Virginia. In order to evaluate the three sites, GSA developed a Site Selection Plan that included five weighted criteria. In December 2022, the Fiscal Year 2023 Consolidated Appropriations Act directed GSA to hold consultation meetings with the Maryland and Virginia delegations to obtain feedback on the Site Selection Plan. In March 2023, GSA held the consultations with the states. As a result of the consultations GSA made changes to the Site Selection Plan evaluation criteria and most of the criteria weightings.

Our evaluation found that GSA's rationale for increasing the weighting of the Cost Criterion was not justified because certain risks that GSA factored into the change were minimal or non-existent. Additionally, we found that GSA did not provide (1) accurate data for the costs associated with the Springfield, Virginia site, and (2) site-specific equity and sustainable siting data in order to differentiate between the three sites to the Site Selection Panel and Site Selection Authority. Our evaluation also found that GSA officials failed to properly maintain cell phone text messages related to the relocation of the FBI headquarters project.

Finally, we reviewed the Site Selection Authority's previous employment as the Vice President of Real Estate and Parking at WMATA. We did not find any evidence that the Site Selection Authority violated any federal ethics regulations related to her previous employment with WMATA.

Based on our findings, we recommended that GSA leadership should:

1. Establishes policies on developing, changing, and approving site selection plans;
2. Establishes policies and processes to ensure data used in site selections is relevant, accurate, complete, and current; and
3. Requires personnel involved with the FBI headquarters project, and future projects, to review and preserve records created via text messages or chats.

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, records management, executive resources, 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 2027 Strategic 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, while focusing resources on high-risk and high-impact areas.

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. The OIG will focus its resources on issues with potentially significant impacts 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 Objectives:

- *Identify potential savings and efficiencies in GSA contracts and programs.*
- *Provide audit, inspection, investigation, and other reports and memoranda that enable agency management to make improvements in agency operations.*
- *Perform audits of GSA contracts, programs, and systems that present the most significant management challenges, high-risk areas, cybersecurity vulnerabilities, and opportunities for improvement.*
- *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 and security of agency programs and operations.*

Performance Measures:

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

- *Percent of audit resources focused on high-priority areas, including management challenges and support of False Claims Act 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.*

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

The OIG uses information from its audits, investigations, and inspections to suggest ways GSA can mitigate problems that could allow fraud, waste and or abuse to occur. The OIG educates GSA and other stakeholders on fraud indicators and responds expeditiously to allegations of fraud. 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 Objectives:

- *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.*
- *Provide GSA and other stakeholders integrity awareness briefings that cover the OIG's mission, potential indicators of fraud, and how to report allegations of fraud, waste, and abuse to the OIG.*

Performance Measures:

- *Number of criminal referrals, acceptances, and convictions.*
- *Number of civil referrals, acceptances, and resolutions.*
- *Number of suspension and debarment referrals and actions taken.*
- *Number of individuals reached through Integrity Awareness Briefings and other outreach efforts.*

Strategic Goal No. 3: Encourage excellence and innovation by investing in and developing employees, processes, and technologies.

The OIG is committed to building an innovative, agile, continuous-learning organization that can respond quickly to changing oversight needs. Because the OIG evaluates how well agency programs and operations function, it has a particular responsibility to ensure that it operates as effectively and efficiently as possible. The OIG strives to promote a workplace culture that appreciates and supports employees.

Performance Objectives:

- *Cultivate a people-focused culture that encourages excellence through innovation, professional development, collaboration, and recognition.*
- *Implement cutting-edge technology to enhance oversight capabilities.*
- *Continually improve internal processes to maximize efficiency and economy of operations, provide excellent customer services, and enhance internal and external communications.*

Performance Measures:

- *IT systems, facilities, and acquisitions are responsive to the needs of an ever-changing oversight mission.*
- *Appropriated funds are used to maximize taxpayer value.*
- *Employee training and development results in increased productivity and performance.*

External Factors:

Three major factors impact the OIG's environment and ability to carry out its strategic plan.

Change. Technology, security, government mandates, and global trends will affect how GSA does its business. GSA will respond to increasingly complex and evolving government requirements for the procurement of services, products, IT systems, and facilities, which will affect the OIG's workload and resource requirements.

Funding levels. The OIG's funding level affects its ability to provide dynamic oversight to GSA's operations and contribute to the OIG and law enforcement communities, particularly when GSA's mission expands.

High-quality professionals. With the potential retirement of significant numbers of experienced staff and the increasing complexity and volume of OIG work, attracting, training, and retaining high-quality professionals are important priorities.

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U.S. General Services Administration

ACQUISITION SERVICES FUND

Fiscal Year 2027 Congressional Justification

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Program Financing

The Acquisition Services Fund (ASF) is a full-cost-recovery revolving fund financing the majority of the Federal Acquisition Service's (FAS) operations. FAS also includes organizations that are funded out of the Operating Expenses appropriation 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 goods or 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

FAS stands at the heart of the Government's ability to operate effectively. Whether through its work in procurement, fleet management, IT services, or Government contractor-issued charge card programs, FAS is the enabler of Government efficiency.

The FAS vision 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 currently realizes this vision by providing solutions to partner agencies through its business portfolios, helping agencies buy smarter and achieve administrative cost savings throughout the Government.

FAS tailors its current offerings to help partner agencies increase efficiency, improve transparency, boost competition, and reduce duplication to minimize administrative costs so that agencies can focus on mission-critical activities. In addition, FAS is identifying ways to provide consolidated services and platforms for agency partners.

In pursuit of this vision, FAS will serve its stakeholders by:

- Leveraging the Government's buying power to secure the best prices for the taxpayer.
- Streamlining and consolidating Government-wide procurement, reducing duplication, and enabling agencies to focus on their core missions.
- Gaining insights into overall spending, improving forecasting, and effectively managing the budget.

FAS Business Portfolios:

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

Office of General Supplies and Services Categories (GS&S) - provides partner agencies with general products such as furniture, office supplies, and hardware products. Additionally, this portfolio provides personal property disposal services to partner agencies, which are partially funded by the Operating Expenses appropriation.

Information Technology Category (ITC) - provides access to a wide range of commercial and custom IT products, hardware, software, telecommunications, and security services and solutions to Federal, State, and local agencies.

Office of Centralized Acquisition Services (OCAS) - provides moderate acquisition support, consisting of GSA-provided contracting, in conjunction with agency project management and contracting officer representative functions, offering a streamlined, faster, solution for agencies to choose to fulfill their common goods and services needs.

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

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

TTS is responsible for management of the Integrated Award Environment (IAE). IAE implements Federal regulations and policies, providing centralized technology to support a cohesive Federal award environment. The program provides a Government-wide service by delivering 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 to navigating the Federal acquisition life cycle.

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

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The organization's future structure will shift from an industry-based approach to a product-based one, better enabling it to enhance the efficiency and effectiveness of Government services. Following this reorganization, FAS's existing portfolios, with the exception of TTS, will be consolidated into similar functional groups, which will include:

1. Create - establishes and oversees a team that sets up and runs contracts, and interfaces with suppliers and manages systems,
2. Assist - a team that executes other agencies' specialized or unique acquisitions,
3. Deliver - creates and provides shared services for other agencies to use, and
4. Centralize - manages other agencies' common product and service acquisitions.
5. Optimize - streamlines business processes by developing a unified strategy and improving collaboration across FAS on enterprise-wide initiatives.

FAS Integrators: These offices support the business portfolios by providing strategic, organizational, and policy guidance to the business units. In the future structure, portions of these offices are planned to be combined into the Office of Business Optimization while the remaining functions will be realigned into the other functional groups listed above.

Executive Direction - provides leadership and overall executive and program direction through the Office of the Commissioner to ensure the mission and responsibilities of FAS are effectively carried out.

Office of Customer and Stakeholder Engagement (CASE) - enhances efficiency and accountability within FAS by aligning with the Administration's priorities and the needs of Government partners. CASE drives targeted outreach, leverages data analysis, and employs strategic account management to ensure coordinated engagement with Federal agencies.

Office of Policy and Compliance (OPC) - ensures operating practices are consistent and that FAS activities comply with Federal laws, regulations, and policies.

Office of Strategy and Innovation (OSI) - sets the strategic vision for all of FAS, consistent with the agency's overall strategic vision, and advances FAS enterprise strategy and systems modernization to enable a seamless acquisition experience.

FAS Supporting Administration Priorities

The Administration has communicated an ambitious set of priorities to move America forward. While some of these projects require a coordinated, whole-of-Government approach, 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:

- Executive Order 14240, “Eliminating Waste and Saving Taxpayer Dollars By Consolidating Procurement”:
 - Centralization of the Procurement for Common Goods and Services Across the Federal Government,
 - Increased Agency Use of Centralized Contracts Managed by GSA
- Executive Order 14275, “Restoring Common Sense to Federal Procurement”:
 - Implementation of the Revolutionary FAR Overhaul and Adaptation of FAS Systems and Processes,
 - Consolidation and Rationalization of Interagency Direct Acquisition Vehicle: Including the Rightsizing of the Multiple Award Schedule (MAS)
- Restructure and Reorganization of FAS into a Product Lens: Create, Assist, Deliver, Centralize, and Optimize
- Development of an End-to-end, Procurement Automation Ecosystem
- Leading a new Quality Service Management Office, known as the Acquisition Shared Services and Solutions Quality Services Management Office, that will focus on civilian acquisition to streamline services and prevent duplication in Federal procurement and acquisitions systems.

FAS will use its refocused resources to leverage its buying power, partnerships, and unique position across the Government to solidify FAS’s position as the backbone of the Federal Government’s shared services operations—optimizing resources, enhancing efficiency, and driving cost-savings.

Summary of Request

The FY 2027 Budget Estimate for the ASF provides a total of \$28.8 billion and 3,512 full-time equivalents (FTE). This is an increase of \$2.1 billion in obligations and an increase of 27 FTE from the FY 2026 Plan. The FY 2026 Plan and FY 2027 Estimate reflect FAS’s concentrated effort to maximize savings Government-wide by increasing the utilization of current offerings and achieving internal operational efficiencies.

The FY 2027 Estimate includes an increase of \$2.1 billion from the FY 2026 Plan:

- \$1.8 billion increase in business volume through FAS offerings
- \$524 million for inflation on goods and services sold
- \$32.5 million increase in operational contractual services and miscellaneous spending
- \$26.8 million increase in FTE and personnel costs and benefits (PC&B) (excluding the Deferred Resignation Program decrease referenced below)
- \$18.4 million for increase in the Working Capital Fund (WCF) contribution

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- \$17.8 million increase in costs for operation and maintenance of equipment
- -\$0.3 million decrease in capital outlays for the Fleet Leasing program
- -\$7 million decrease in Reserve Investment Spending
- -\$37.3 million decrease in Login.gov obligations funded through Technology Modernization Fund, American Rescue Plan Award
- -\$44.2 million decrease in FTE and PC&B for Deferred Resignation Program participants
- -\$187.5 million decrease in ITC Cost of Goods Sold due to Telecom Transition

Explanation of Changes
(Dollars in Thousands)

	FTE	Obligations
2026 Plan.....	3,485	\$ 26,724,183
2027 Plan.....	3,512	\$ 28,835,106
Net Change.....	27	\$ 2,110,924

	FTE	Obligations
Maintaining Current Levels:		
FY 2027 Pay Increase.....		\$ -
Inflation on Goods and Services Sold.....		\$ 524,060
Subtotal, Maintaining Current Levels.....	-	\$ 524,060

	FTE	Obligations
Program Changes		
Increase in Business Volume through FAS Offerings.....		\$ 1,767,884
Increase in Operational Contractual Services & Other Misc. Spending.....		\$ 32,537
Increase in FTE and PC&B (excluding the Deferred Resignation Program).....	165	\$ 26,794
Increase in WCF Contribution.....		\$ 18,376
Increase in Costs for Operation and Maintenance of Equipment.....		\$ 17,770
Decrease in Capital Outlays for the Fleet Leasing Program.....		\$ (340)
Increase in Reserve Investment Spending.....		\$ (6,994)
Decrease in Login.gov Obligations funded through TMF ARP Award.....		\$ (37,283)
Decrease in FTE and PC&B (including lump sum leave payouts) for Deferred Resignation Program participants offboarding.....	(138)	\$ (44,420)
Decrease in ITC Cost of Goods Sold due to Telecom Transition ¹		\$ (187,461)
Subtotal, Program Changes.....	27	\$ 1,586,863
Net Change.....	27	\$ 2,110,924

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

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Obligations by Object Classification
(Dollars in Thousands)

	2025 Actual	2026 Plan	2027 Request
11.1 Full-time permanent.....	\$ 560,864	\$ 479,037	\$ 459,772
11.3 Other than permanent.....	\$ 20,583	\$ 173	\$ 183
11.5 Other personnel compensation.....	\$ 13,821	\$ 9,856	\$ 10,406
11.8 Special personnel services payments.....	\$ (129)	\$ -	\$ -
11.9 Total personnel compensation.....	\$ 595,139	\$ 489,067	\$ 470,361
12.1 Civilian personnel benefits.....	\$ 213,517	\$ 176,210	\$ 175,161
13.0 Benefits for Former Personnel.....	\$ 2,115	\$ -	\$ -
21.0 Travel and transportation of persons.....	\$ 5,096	\$ 9,144	\$ 9,495
22.0 Transportation of things.....	\$ 243,494	\$ 11,630	\$ 12,137
23.1 Rental payments to GSA.....	\$ 16,124	\$ 1,654	\$ 1,719
23.2 Rental payments to others.....	\$ -	\$ -	\$ -
23.3 Communications, utilities, and miscellaneous charges.....	\$ 193,840	\$ 207,025	\$ 70,638
24.0 Printing and reproduction.....	\$ 552	\$ 266	\$ 31
25.1 Advisory and Assistant Service.....	\$ 20,843,895	\$ 18,742,985	\$ 20,989,312
25.2 Other good and services from non-Federal sources.....	\$ 27,556	\$ 4,735	\$ 5,059
25.3 Other purchases of goods and services from Federal sources.....	\$ 430,682	\$ 318,538	\$ 333,717
25.4 Operation and maintenance of facilities.....	\$ 1	\$ -	\$ -
25.7 Operations and maintenance of equipment.....	\$ 318,434	\$ 230,712	\$ 248,482
26.0 Supplies and materials.....	\$ 2,116,325	\$ 1,883,249	\$ 1,952,041
31.0 Equipment.....	\$ 3,236,339	\$ 4,610,302	\$ 4,533,617
32.0 Land and structures.....	\$ 152	\$ 1,385	\$ 517
42.0 Insurance claims and indemnities.....	\$ 9,072	\$ -	\$ -
43.0 Interest and Dividends.....	\$ -	\$ -	\$ -
Total new obligations.....	\$ 28,252,333	\$ 26,686,900	\$ 28,802,288
Subtotal, PC&B.....	\$ 810,771	\$ 665,277	\$ 645,522
Subtotal, Non-labor.....	\$ 27,441,562	\$ 26,021,624	\$ 28,156,766
99.0 Obligations, appropriated (no-year)	\$ 7,577	\$ 37,283	\$ 32,818
99.0 Obligations, appropriated (multi-year)	\$ 28,788	\$ -	\$ -
99.9 Total obligations	\$ 28,288,699	\$ 26,724,183	\$ 28,835,106
Civilian full-time equivalent employment.....	4,253	3,485	3,512
Net Outlays.....	(44,681)	(287,329)	(538,901)

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 U.S. Department of 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 2026 and FY 2027, total ASF Revenue is projected to be \$25 billion and \$27.3 billion, respectively. The ASF revenue is generated across all of FAS's business portfolios and initiatives. Revenue is projected to increase from FY 2026 to FY 2027 for all portfolios, except for ITC, due to increased utilization of current offerings, as well as the introduction of several new offerings; ITC's revenue is projected to decrease due to the ongoing telecom transition where volume is moving to a contract vehicle with a lower rate than the currently used contracts.

Below is the portfolio-by-portfolio summary that totals the ASF's \$2.3 billion increase in anticipated revenue from FY 2026 to FY 2027:

- \$1.8 billion increase in OCAS due to onboarding more customer agencies
- \$331.3 million increase in AAS due to continued growth in customer orders
- \$143.7 million increase in TTL due to increased miles driven, increased rates to cover increased costs related to growth in maintenance and repair prices, vehicle acquisition costs, and other fleet-related expenses
- \$80.9 million increase in TTS through continued growth of the Login.gov program
- \$66.7 million increase in GS&S associated with the expansion of store operations and increased volumes through the Global Supply[®] program
- \$26.6 million increase in PSHC due to continued growth across all business lines, as well as increased volumes through the new One Acquisition Solution for Integrated Services Plus (OASIS+) offering
- \$1.6 million increase in IAE to cover increased program costs due to inflation
- -\$151.6 million decrease in ITC as agencies transition from ITC's Networkx contract to the lower rates on the Enterprise Infrastructure Solutions (EIS) contract

In FY 2026 and FY 2027, reserve expenses include funding the development of standardized contract writing and procurement services that can be consumed by and/or integrated with internal applications and Government-wide reporting tools; the modernization of business systems and offerings (Contract Acquisition Lifecycle Management, Catalog Management, GO.gov initiative, legacy IAE systems), contract transition for the multiple award Blanket Purchase Agreement (BPA) that supports FAS IT's system development and operations (COMET), continued contract transition for the Network Services Program, and support of FAS's Enterprise Data Architecture initiative.

The efficiency 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 WCF.

FAS achieved an operating efficiency of 37.1 percent in FY 2025 compared to the target of 39.5 percent. FAS was more efficient than the target in FY 2025 due to lower expenses driven primarily by below-plan FTE levels. For FY 2026 and FY 2027, FAS is targeting 30 percent and 26.4 percent, respectively. The efficiency metric is projected to improve (the percentage will decrease) in FY 2026 as FAS plans to maintain its gross margin with reduced staffing levels, while also continuing to invest in support of Administration priorities. FAS's overall efficiency is projected to continue to improve in FY 2027 with continued growth in gross margin that exceeds the projected growth in operating costs. 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.

FAS 2.0 Reorganization

The following Results of Operations by Program exhibit, reflects FAS's planned FY 2026 reorganization in order to better support administration priorities. Key objectives of this "FAS 2.0" reorganization include:

- Centralizing and streamlining buying to deliver greater value and speed in Federal procurement
- Aligning talent and operations around the core phases of the acquisition and life cycle to improve efficiency and responsiveness.
- Strengthening FAS's Government-wide role by enhancing systems and processes to support mission-critical priorities like national security, economic resilience, and public protection.
- Enhancing agility, enabling FAS to better sense, act, and innovate in response to agency

needs

FAS 2.0 will include six portfolios:

- ASSIST - Office of Assisted Acquisition Services
- CENTRALIZE - Office of Centralized Acquisition Services
- CREATE - Office of Acquisition Solutions Development
- DELIVER - Office of Shared Services Delivery
- OPTIMIZE - Office of Business Optimization
- Technology Transformation Service (TTS)

These portfolios are described below along with their functions and offerings.

ASSIST (Office of Assisted Acquisition Services)

This portfolio largely consists of the legacy AAS portfolio with the addition of some assisted acquisition functions previously provided by the PSHC and GS&S portfolios. This portfolio will continue to offer customized acquisition, project management, and financial management services for large and complex projects at best value to the Government. The ASSIST portfolio'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. ASSIST provides best value in acquisition, so that partner agencies can focus on their mission-critical activities.

CENTRALIZE (Office of Centralized Acquisition Services)

The Office of Centralized Acquisition Services (OCAS) was created in September of FY 2025 to support the consolidation of contracting activities performed by GSA and other agencies and will remain relatively unchanged in the FAS 2.0 reorganization.

CREATE (Office of Acquisition Solutions Development)

The CREATE portfolio will bring the MAS program and other Government-wide contract vehicles into a single, unified portfolio to help drive efficiencies and provide cost savings to customer agencies. Offerings from the legacy ITC, PSHC, and GS&S portfolios will be realigned into this portfolio. In addition, the CREATE portfolio will include staff and functions from the legacy OSI that directly support the systems, data, and catalog management for these Government-wide acquisition solutions.

DELIVER (Office of Shared Services Delivery)

This portfolio includes high-value shared services previously provided by the legacy GS&S, TTL, PSHC, and ITC portfolios. These shared services include:

- Office of Supply Management
 - GSA Global Supply® (GGS)

- Customer Supply Centers (retail stores)
- Personal Property Management
- Commercial Platforms
- Office of Fleet Management
 - Leasing, Purchasing, Short-Term Rental, Telematics
- Office of Shared Program Operations
 - Travel & Transportation - GO.gov, E-Gov Travel Service 2 (ETS2), the GSA City Pair Program (CPP), FedRooms[®], Emergency Lodging Service, Long Term Lodging, Rideshare, and other assisted transportation management services for multimodal freight and warehousing.
 - Charge Card Management - GSA SmartPay[®]
 - USAccess HSPD-12 Managed Service

OPTIMIZE (Office of Business Optimization)

This office combines the functions previously supported by the Office of Policy and Compliance (OPC), Office of Strategy and Innovation (OSI) and the Office of Customer and Stakeholder Engagement (CASE) into one lean portfolio focused on optimizing business processes across FAS. In addition to developing a unified FAS strategy and driving enterprise-wide initiatives, OPTIMIZE will focus on increasing collaboration, delivering cost savings, and streamlining business processes. The portfolio will look to improve customer partnerships, help guide customer agencies to the right solutions to optimize their spending, and enable data-driven decision-making throughout FAS. In addition, this office will focus on retooling the workforce, addressing talent gaps and preparing for future needs by managing the Acquisition Talent Development (ATD) program.

TECHNOLOGY TRANSFORMATION SERVICES (TTS)

This portfolio was largely unchanged by the reorganization and continues to use technology to help agencies deliver better Government experiences by making their services more accessible, efficient, and effective. TTS helps agencies save time and money with technology shared services, and modern application platforms, processes, and software solutions.

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Results of Operations by Program

(Dollars in Thousands)

Income and Expense Statement	FY 2025 Actual	FY 2026 Plan	FY 2027 Request
1. Assisted Acquisition Services (Assist)			
Revenue	\$ 19,684,474	\$ 16,565,861	\$ 16,897,179
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 19,114,374	\$ 16,151,640	\$ 16,474,440
Gross Margin	\$ 570,100	\$ 414,221	\$ 422,739
<i>Cost of Operations</i>			
Program Expenses	\$ 308,936	\$ 246,462	\$ 241,069
Corporate Overhead	\$ 108,405	\$ 86,175	\$ 88,407
Other Cost of Operations	\$ (320)	\$ 4,636	\$ 2,251
Total Cost of Operations	\$ 417,021	\$ 337,273	\$ 331,726
Net Operating Results	\$ 153,079	\$ 76,948	\$ 91,012
Reserve Expenses	\$ 572	\$ 17,544	\$ 17,746
Net Financial Impact	\$ 152,507	\$ 59,404	\$ 73,266
2. Office of Acquisition Solutions Development (Create)			
Revenue	\$ 885,895	\$ 666,033	\$ 541,167
Acquisition Training Fund	\$ (23,020)	\$ (21,981)	\$ (23,618)
Cost of Goods Sold	\$ 320,547	\$ 147,320	\$ 1,345
Gross Margin	\$ 542,328	\$ 496,732	\$ 516,204
<i>Cost of Operations</i>			
Program Expenses	\$ 390,013	\$ 309,514	\$ 281,332
Corporate Overhead	\$ 118,883	\$ 84,403	\$ 81,025
Other Cost of Operations	\$ 1,115	\$ 6,767	\$ 1,830
Total Cost of Operations	\$ 510,011	\$ 400,684	\$ 364,187
Net Operating Results	\$ 32,317	\$ 96,048	\$ 152,017
Reserve Expenses	\$ 25,446	\$ 38,864	\$ 33,597
Net Financial Impact	\$ 6,871	\$ 57,184	\$ 118,420
3. Office of Shared Services Delivery (Deliver)^1			
Revenue	\$ 6,214,772	\$ 6,774,304	\$ 6,985,880
Acquisition Training Fund	\$ (2,359)	\$ (1,388)	\$ (2,918)
Cost of Goods Sold	\$ 4,042,883	\$ 4,436,569	\$ 4,414,335
Gross Margin	\$ 2,169,530	\$ 2,336,347	\$ 2,568,628
<i>Cost of Operations</i>			
Program Expenses	\$ 697,581	\$ 711,409	\$ 770,403
Corporate Overhead	\$ 108,762	\$ 92,004	\$ 94,492
Replacement Cost Pricing^2	\$ 585,035	\$ 612,960	\$ 709,089
Other Cost of Operations	\$ 738,528	\$ 811,474	\$ 854,241
Total Cost of Operations	\$ 2,129,906	\$ 2,227,847	\$ 2,428,225
Net Operating Results	\$ 39,624	\$ 108,500	\$ 140,403
Reserve Expenses	\$ 53,497	\$ 97,228	\$ 31,354
Net Financial Impact	\$ (13,873)	\$ 11,272	\$ 109,049

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Acquisition Services Fund

Income and Expense Statement	FY 2025 Actual	FY 2026 Plan	FY 2027 Request
4. Integrated Award Environment (IAE)			
Revenue	\$ 70,949	\$ 76,349	\$ 77,952
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 83,964	\$ 74,657	\$ 73,878
Gross Margin	\$ (13,015)	\$ 1,692	\$ 4,074
<i>Cost of Operations</i>			
Program Expenses	\$ 11,556	\$ 9,074	\$ 8,267
Corporate Overhead	\$ 7,040	\$ 5,074	\$ 5,066
Other Cost of Operations	\$ 109	\$ 365	\$ 135
Total Cost of Operations	\$ 18,705	\$ 14,513	\$ 13,467
Net Operating Results	\$ (31,720)	\$ (12,821)	\$ (9,393)
Reserve Expenses	\$ 8,628	\$ 2,970	\$ 5,469
Net Financial Impact	\$ (40,348)	\$ (15,791)	\$ (14,862)
5. Technology Transformation Services (TTS)			
Revenue	\$ 104,098	\$ 116,513	\$ 197,430
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 68,074	\$ 49,834	\$ 101,310
Gross Margin	\$ 36,024	\$ 66,679	\$ 96,120
<i>Cost of Operations</i>			
Program Expenses	\$ 81,081	\$ 53,881	\$ 71,864
Corporate Overhead	\$ 31,081	\$ 16,746	\$ 21,105
Other Cost of Operations	\$ (437)	\$ 562	\$ 275
Total Cost of Operations	\$ 111,725	\$ 71,189	\$ 93,244
Net Operating Results	\$ (75,701)	\$ (4,510)	\$ 2,876
Reserve Expenses	\$ -	\$ 8,373	\$ 8,617
Net Financial Impact	\$ (75,701)	\$ (12,883)	\$ (5,741)
6. Office of Centralized Acquisition Services (OCAS)			
Revenue	\$ 45,376	\$ 824,119	\$ 2,636,910
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 40,708	\$ 787,393	\$ 2,553,538
Gross Margin	\$ 4,668	\$ 36,726	\$ 83,373
<i>Cost of Operations</i>			
Program Expenses	\$ 9,179	\$ 68,770	\$ 88,514
Corporate Overhead	\$ -	\$ 28,806	\$ 38,333
Other Cost of Operations	\$ 3,167	\$ -	\$ -
Total Cost of Operations	\$ 12,346	\$ 97,576	\$ 126,847
Net Operating Results	\$ (7,678)	\$ (60,850)	\$ (43,474)
Reserve Expenses	\$ -	\$ 3,702	\$ 4,633
Net Financial Impact	\$ (7,678)	\$ (64,552)	\$ (48,107)

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Income and Expense Statement	FY 2025 Actual	FY 2026 Plan	FY 2027 Request
7. Total Acquisition Services Fund (ASF)			
Revenue ¹	\$ 27,005,564	\$ 25,023,179	\$ 27,336,518
Acquisition Training Fund	\$ (25,379)	\$ (23,369)	\$ (26,536)
Cost of Goods Sold	\$ 23,670,550	\$ 21,647,413	\$ 23,618,846
Gross Margin	\$ 3,309,635	\$ 3,352,397	\$ 3,691,136
<i>Cost of Operations</i>			
Program Expenses	\$ 1,498,346	\$ 1,399,110	\$ 1,461,448
Corporate Overhead	\$ 374,171	\$ 313,208	\$ 328,427
Other Cost of Operations	\$ 742,162	\$ 823,804	\$ 858,731
Replacement Cost Pricing ²	\$ 585,035	\$ 612,960	\$ 709,089
Total Cost of Operations	\$ 3,199,714	\$ 3,149,082	\$ 3,357,696
Net Operating Results	\$ 109,921	\$ 203,315	\$ 333,441
Reserve Expenses	\$ 88,143	\$ 168,681	\$ 101,416
Net Financial Impact	\$ 21,778	\$ 34,634	\$ 232,025

1 - Program Revenue and Cost of Goods Sold include \$1,684.71 million, \$1,704.50 million, and \$1,704.16 million in intra-GSA sales of vehicles that GSA Fleet plans to purchase from GSA Automotive in FY 2025, FY 2026, and FY 2027, for its leasing program for Federal

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

3 - Total FY 2027 ASF Revenue is \$1,498.6 million less than the total obligation request of \$28,835.1 million for FY 2027. The total obligation request includes anticipated increases in flow-thru obligations that will not be recognized as Revenue until subsequent fiscal

FTE by Portfolio, Initiative, and Integrator Office

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
Portfolios & Initiatives	3,981	3,212	3,247
Assisted Acquisition Services (Assist)	1,147	880	856
Office of Acquisition Solutions Development (Create)	1,182	907	882
Office of Shared Services Delivery (Deliver)	1,244	954	928
Integrated Award Environment	25	25	25
Technology Transformation Services	303	157	172
Office of Centralized Acquisition Services (Centralize)	80	289	384
Integrators	355	273	265
Executive Direction	31	24	23
Office of Business Optimization (Optimize)	324	249	242
Total ASF FTE	4,336	3,485	3,512

Note: FY 2026 amount does not include 681 Deferred Resignation Program (DRP) FTE.

FAS Portfolio and Integrator Initiatives

The following Portfolio and Integrator descriptions reflect FAS's pre-FAS 2.0 organizational structure as of January 2026. These Portfolio and Integrator offices and their respective initiatives will shift to the new FAS 2.0 organizational structure as described on pages ASF-9 through ASF-12.

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.

In FY 2025, AAS's business was consistent with the prior year business volume finishing the year over \$19 billion. To support quality in AAS, the portfolio continues focusing on knowledge sharing across the enterprise, as well as providing enterprise-wide guidance, templates, and training to improve contracting and create a consistent experience for customers and industry.

AAS has transitioned to client-aligned Business Units in lieu of regionally focused Client Support Centers (CSCs). AAS reorganized from 12 CSCs to four Business Units that are organized by client—one each for Army, Air Force/Navy/Space Force, Civilian, and War.

AAS awards and administers Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) work consistent with the U.S. Small Business Administration's SBIR/STTR policy directives, with the permanent authority (through GSA's Senior Procurement Executive [SPE] Acquisition Letter MV-21-01) to provide assisted acquisition services for SBIR and STTR Phase I, II, and III work. Both SBIR and STTR programs are competitive and encourage 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. The STTR program aims to partner ideas and technologies between innovative small businesses and non-profit Research Institutions.

AAS has been instrumental in enabling U.S. Africa Command (USAFRICOM) to build and expand the Warfighter Recovery Network (WRN)—a transformative capability for Personnel Recovery (PR) and Casualty Evacuation (CASEVAC) across the African continent.

What began with a small, East Africa-focused task order—supporting just two rotary-wing and one fixed-wing aircraft at Camp Simba, Kenya—quickly evolved. After recognizing the technical improvements and cost efficiencies AAS provided, USAFRICOM expanded the mission through the Personal Recovery Enterprise Services and Solutions (PRESS) task order. PRESS now operates 11 aircraft (seven rotary, four fixed wing) and two Damage Control Surgery teams across eight sites in six countries.

Since the award of the PR/CASEVAC task order in 2021, the contractor has flown 11,076 sorties, transporting 28,710 personnel and 2,658,612 pounds of cargo. This includes 249 PR/CASEVAC sorties, which have resulted in 1,361 recorded saves. The PR/CASEVAC and PRESS Task Orders, providing the contractor component of the WRN is a proven model of multinational coordination, medical support, and agile contracting—driven by the acquisition expertise of AAS.

Now ranked among the 12 largest U.S. operations in Africa, the WRN is a proven model of multinational coordination, medical support, and agile contracting—driven by the acquisition expertise of AAS.

In FY 2026 and FY 2027, AAS will continue to promote transparent, sustainable, and superior quality acquisitions across the Government. 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) simplifies the buying process to meet customer agency needs in the areas of office supplies, computer products, tools, security, furniture, and more. GS&S delivers these services through varied customer-facing Business Lines: GSA Global Supply® (GGS), Customer Supply Centers (retail stores), Assisted Solutions, MAS, Personal Property Management, and Commercial Platform. These Business Lines are overseen by the Office of Program Operations, which has the day-to-day business responsibility, and are supported by the Office of Contract Operations, which has the acquisition support role for each of the Business Lines.

Supply Chain Management (SCM) Operations serves as 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 (NSN). 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.

- SCM will look to improve the speed and quality of order deliveries, both domestically and abroad, for the NSNs and part-numbered items available through the program.

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- SCM's modernization of NSN Management (Cataloging) will lead to faster/more timely NSN updates and improved customer service via movement to cloud technology. This migration to the cloud is planned to occur by March 2026.
- SCM has established IT part number BPAs for GSA Global Supply® for customers to requisition IT hardware products.

Customer Supply Center (CSC) plans, directs, and coordinates the development and execution of strategic supply chain operations for the U.S. Department of War (DOW), the U.S. Department of Homeland Security (DHS), the Executive Office of the President (EOP), and other civilian agencies. The intent of the program is to make the entire commercial product supply chain more efficient, allowing customers (hosts of retail CSCs (stores)) to free up people, dollars, and other resources formerly devoted to maintaining internal supply systems. CSC offers a wide array of products from industry leading commercial vendors as well as seamless integration with customers' financial systems, so that customers can focus on their critical missions instead of routine logistics. CSC is supported by 2018 vendor partners with 131 customer worldwide locations that had sales.

- CSC continued the expansion of the Naval Facilities Engineering Systems Command (NAVFAC) Enterprise by adding five Public Works Department locations to the 4PL Program, including the first two locations outside of the continental U.S. with NAVFAC Far East in Japan and NAVFAC EURAFCENT in Italy.
- CSC is planning to re-compete a number of existing contracts with a renewed emphasis on maintaining core customers and leveraging GSA's contracting and acquisition experience and the commercial product fulfillment expertise of industry leaders to expand into other DOW and Federal market spaces.

Assisted Solutions is a business line that is the Special Order component of the GGS and MAS Business Lines, and this increasingly popular program continues to expand.

Category Management and Multiple Award Schedule (MAS) offers millions of non-IT products and services to Federal customers worldwide. GS&S negotiates prices and terms with thousands of suppliers and displays these online at GSA Advantage!®. Vendors ship to buyers and typically bill a customer's Government purchase card. GS&S was also selected to be the lead for three of OMB's Category Management Government-wide initiatives, providing a Category Manager and Program Manager for each category: Facilities & Construction (\$128.6 billion in Government-wide obligations in FY 2024), Industrial Products (\$15.2 billion), and Office Management (\$2.6 billion).

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, forfeited, and non-excess personal property with a continuing need under the exchange/sale authority.

- The PPM Sales program will focus on new exchange/sale opportunities and expanding opportunities with DOW customers.
- The PPM Sales program aims to implement AI-powered tools, building upon the success of the Personal Property Management System (PPMS), which launched in FY 2023.

Commercial Platforms Program (CPP) is a purchasing channel available to Government purchase cardholders at participating agencies across the Federal and Defense purchasing landscape. GSA implemented this Government-wide program in late FY 2020 at Congress's direction as a managed channel for online purchases of routine items, through competitively awarded contracts with multiple commercial platforms.

- CPP is actively working to expand this Government-wide channel across all interested Federal agencies, to include expanding adoption within its existing 40+ participating agencies.

Contract Operations provides Federal agencies with direct access to vendor goods and services through MAS contracts and assisted acquisitions. This program awards and administers contracts and Blanket Purchase Agreements (BPAs) to support GSA Global Supply[®], MAS, Assisted Solutions, CSC, PPM, and the Commercial Platforms program.

- This program plans to award multiple military branch-specific 4PL NextGen II BPAs in FY 2026 to support the continued growth of CSC stores across the globe.
- The Special and Assisted Contracting Division's future acquisition strategy is to establish acquisition vehicles for the most commonly purchased categories by engaging with customers to forecast their needs over the next 5 years. This proactive planning aims to anticipate future requirements and ensure the majority of those needs are already under contract, enabling faster delivery and improved responsiveness.

Information Technology Category

The Office of Information Technology Category (ITC) helps Government agencies get the tools and technology they need by working with trusted industry partners. Through the Government's buying power, ITC saves money—about \$1.6 billion a year—while providing over \$43.4 billion in IT solutions. These solutions include contract vehicles like Government-wide acquisition contracts (GWACs), IT MAS, and BPAs.

ITC provides IT products and services under four subcategories: Enterprise Technology Solutions (ETS), IT Services, IT Products (Hardware/Software), and IT Security. This structure allows ITC to provide targeted support and subject matter expertise to customers across the full spectrum of Federal IT requirements.

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Across all these areas and solutions, ITC ensures that technology purchases are safe and reliable through supply-chain risk management initiatives, while helping agencies access the newest technologies like artificial intelligence and cloud computing.

ITC also serves as the Government-wide IT Category Manager, overseeing 13 Best-in-Class acquisition vehicles housed in GSA, the U.S. Department of Health and Human Services, the National Aeronautics and Space Administration, and DOW Army. The IT Vendor Management Office leads this cross-Government category management work, helping Federal agencies make smarter IT purchases through market insights and negotiation with IT vendors.

Enterprise Technology Solutions (ETS) assists Federal agencies in acquiring network and telecommunications services, including network infrastructure, satellite communications, wireless, security, and cloud services through solutions such as EIS, Complex Commercial SATCOM Solutions (CS3), and MAS.

Through EIS, ETS is currently supporting 221 agencies as they transition from legacy services to modernized IT telecommunications and cybersecurity infrastructures by providing comprehensive planning, acquisition, and migration support.

ETS is currently conducting market research, and engaging customers and vendors in preliminary discussions that will shape the EIS follow-on solution.

IT Services develops and manages GWACs to help Federal agencies meet a wide range of IT needs. Its BIC GWAC portfolio, which includes 8(a) STARS III, VETS 2, and Alliant 2, conducted over \$13 billion in business volume in (FY 2025). Furthermore, IT Services handles program support for five IT Service-focused MAS Special Item Numbers (SINs), which accounted for over \$15 billion in business volume in FY 2025. In FY 2026, to comply with OMB's directive designating GSA as the executive agent for all existing information technology GWACs, GSA is collaborating with NASA to potentially migrate the Solutions for Enterprise-Wide Procurement contract vehicle into IT Services GWAC's portfolio. GSA is also currently working with OMB and NIH regarding steps for their potential transition. This effort to streamline Federal IT procurement vehicles will enhance acquisition efficiency across Government agencies.

GSA is also developing two new BIC GWACs:

- **Polaris:** The GWAC comprises four pools for different types of small businesses. The HUBZone and Service-Disabled Veteran Owned Business pools were awarded in FY 2026 and are open for orders. The Small Business pool was awarded in FY 2025 but is currently the subject of a protest before the U.S. Court of Federal Claims. The final pool, Woman Owned Small Business, is scheduled for award in FY 2026.
- **Alliant 3:** This is the unrestricted IT Services GWAC and serves as the successor to the \$82.5 billion Alliant 2 GWAC. Alliant 3, planned for award in FY 2026, will have a 10-year

term with no ceiling and is designed to offer flexible, innovative IT solutions, including emerging technologies.

IT Products enables Government offices to buy IT hardware, software, and cloud services efficiently by creating fair contracts, negotiating better deals, and improving the customer-buying experience. In FY 2026 and FY 2027, ITC is developing a consolidated IT software acquisition initiative, referred to as OneGov IT Strategy, in support of the Executive Order 14240, Eliminating Waste and Saving Taxpayer Dollars by Consolidating Procurement. ITC is working with key IT software original equipment manufacturers to develop direct contractual relationships with optimized terms and conditions, pricing that acknowledges the scale of Government acting as an enterprise, and increased benefits, including cost savings, to all agencies.

IT Security strengthens agencies' abilities to stay secure and respond to cyber risks by protecting information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction. This is accomplished through solutions like:

- Highly Adaptive Cybersecurity Services: offers services in cybersecurity checks, penetration testing, incident response, and risk and vulnerability assessments.
- Supply Chain Risk Illumination Professional Tools and Services BPAs: helps Government agencies vet vendors to ensure they are trustworthy and secure. It also allows agencies to share information about potential risks across the Government, helping to prevent cyber threats.
- USAccess Homeland Security Presidential Directive (HSPD)-12 Managed Service Office: issues secure identity cards to over 1 million Federal employees and contractors, with uses to include entry to Federal buildings and access to Federal IT. ITC continues to partner with the U.S. Postal Service to increase the availability of shared credentialing sites and make it easier for employees to obtain their identity card. Currently 28 sites are fully operational.
- Federal Public Key Infrastructure (FPKI) Management Authority: Identity, Credential, and Access Management is a shared service managed under the FPKI authority that enables secure information sharing across Federal agencies and partners. It manages digital certificate policies and standards and offers services like identity proofing, authentication, and credentialing for public-facing Federal services through a newly created Credential Service Provider (CSP) SIN.

Office of Centralized Acquisition Services

The Office of Centralized Acquisition Services (OCAS) was created in September of FY 2025 to support the consolidation of contracting activities performed by other agencies and select parts of GSA, starting with the OPM, the U.S. Small Business Administration (SBA), and the U.S.

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Department of Housing and Urban Development (HUD), as a pilot of this business model, which is the second Workstream being employed as part of GSA's Implementation of Executive Order 14240, Eliminating Waste and Saving Taxpayer Dollars by Consolidating Procurement.

The work to be performed is a form of assisted acquisition, with the primary differentiator from the GSA Assisted Acquisition Services (AAS) being that the customer is generally responsible for most pre-award activities, such as market research and project scoping. Over time, efficiencies in processes and pricing at scale are intended to result in Government-wide savings. By the start of FY 2026, OCAS completed onboarding for OPM, SBA, HUD and a couple of smaller commissions. As of the first quarter of FY 2026, OCAS was managing approximately 1,000 contracts, valued at over \$1 billion across 11 different interagency agreements.

Professional Services and Human Capital Categories

Professional Services and Human Capital Categories (PSHC) is the preferred provider and recognized leader in delivering professional services, human capital, and charge card management services to the Federal Government. The portfolio manages Government-wide non-IT professional services and human capital services contract programs, as well as the GSA SmartPay® 3 commercial payment solutions program. Annually, the programs collectively support \$60 billion of customer agency spend. They are designed to deliver Government-wide contracting solutions that meet agency needs, drive efficiency, and enable savings.

PSHC leads the Federal Government's Professional Services Category, the second largest Government-wide category of spend with \$105 billion of annual obligations. Over 75 percent of annual spend is considered spend under management (SUM) based on the Office of Federal Procurement Policy's maturity model. The category is in a good position to expand efficiency and cost-savings objectives across Government with its new contract program, OASIS+, which has a broad scope for non-IT services and reduces supplier duplication at the agency level. Most importantly, the program meets agencies' specialized and mission-critical needs, enabling agencies to focus on their core missions, delivering the best possible services for the American people.

In FY 2026, PSHC will bolster its role in supporting agencies across Government through consolidating the procurement of common professional services, as well as planning for a multi-phase cutting-edge technology through a reimagined shared service for payment solutions.

Consolidating Professional Services Government-wide Contract Programs

The portfolio is working to consolidate from four contract programs (Human Capital and Training Solutions (HCaTS), OASIS, MAS, OASIS+) to two primary solutions (OASIS+, MAS). The future state will focus on maximizing the benefits of MAS for commercial services and offering solutions for complex integrated services through OASIS+. With extensive scope coverage and

the right supplier base on both solutions, private sector best practices will result in the right competition, leading to the best quality, cost-effective solutions.

MAS has undergone its own consolidation over the last several years. Now the future focus can shift to optimizing the program through its major categories. The PSHC category areas of the program will take a phased retirement approach to reduce unused portions of the program. This will reduce the costs to administer the program and allow resources to focus on commercial services most needed to enable agency missions. Historically, there have been more suppliers on the contract than needed for efficient operations, and thus suppliers that have not successfully won agency task orders or have not performed in compliance with the contract terms will be removed from the contract.

OASIS+ will enable the consolidation of Federal Procurement Activities by combining GSA's internal portfolio contracts, OASIS, its predecessor, and the Human Capital and Training Solutions, as well as many external agency-level contracts. The program has a flexible scope that covers a broad range of non-IT services and also has the unique ability to add scope based on emerging market needs. Based on the flexible structure, a future state of supplier onboarding is also available to use as needed. The next phase of planned scope enhancements includes an expanded human capital domain, the remaining scope areas from OASIS (e.g., financial services domain), and the smaller sub-categories within professional services (e.g., social services domain). The plan to onboard additional suppliers will become more clear with each duplicative agency contract program that is integrated. Working closely with the buying agencies will ensure that the program continues to get the right competition for the best quality, cost-effective solutions.

Enabling New Payment Solutions

GSA SmartPay[®] is the world's largest Government charge card and related payment services program, supporting more than 250 Federal agencies, organizations, and Native American tribal governments. The program provides customer agencies with a portfolio of commercial purchase, travel, fleet, and integrated payment solutions with no up-front 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[®] has generated more than \$7.1 billion in agency refunds since its inception in 1998. In FY 2025, the program supported \$39.4 billion in spending, a 0.7 percent decrease from FY 2024, resulting in \$471.1 million in agency refunds, a decrease of nearly 7 percent from FY 2024.

The Center for Charge Card Management is conducting market research for the next generation of the program, focusing on commercially available and innovative card and payment platforms. The goal is to leverage new technology to strengthen approval and financial controls and provide enhanced data and reporting capabilities that improve transparency of Government card spending.

To support this effort, GSA is initiating a competitive procurement to award multiple contracts that will test the feasibility and scalability of these solutions within GSA for a subset of accounts. This pilot will also inform broader market research for the future Government charge card program.

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 the ASF as well as through FCSF appropriations and reimbursable work. 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—all with an emphasis on transparency and user-centered design. In FY 2026 and FY 2027, 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 ASF-funded offices and programs described below.

Centers of Excellence (CoE) established in 2017 and codified in 2020 through collaboration with the White House Office of American Innovation, the CoE is a team of highly experienced technology specialists with acquisition backgrounds focused on whole agency modernization initiatives. By strategically consolidating expertise across critical technology domains, the initiative aims to drive comprehensive digital transformation within the Federal Government.

The CoE's unique model of partnering feds and contractors on reimbursable projects creates a dynamic platform for technological advancement across Federal agencies. By leveraging expertise and cutting-edge technologies, the initiative seeks to address complex technological challenges that traditional Government IT approaches have struggled to resolve. This approach enables agencies to benefit from concentrated, specialized knowledge and innovative solutions that can significantly improve operational efficiency and service delivery.

In FY 2026 and 2027, the CoE will continue its mission by prioritizing supporting shared services development and ensuring maximum value in assisted acquisitions. By maintaining a strategic focus on technological innovation and operational efficiency, the CoE aims to drive meaningful transformation in Government digital services, ultimately enhancing the Federal Government's ability to serve citizens more effectively and efficiently.

Login.gov is an authentication and identity verification system available for use by Government partners. Login.gov enables members of the public to create a single digital account that provides access to their benefits and services at over 50 Federal and State agencies. This "one

account for government” saves users time, saves taxpayers money, reduces complexity for agencies, and ensures consistent security and anti-fraud practices across Government.

In FY 2025, Login.gov focused on accelerating growth by investing in additional fraud protection, exploring new types of identity evidence, and launching new partner tools. To strengthen fraud detection, Login.gov added new controls and collaborative signal sharing techniques, while also providing more information and guidance for agency partners and users to be vigilant about where and how fraud may occur. Login.gov expanded the document collection process in order to accept and validate U.S. passports and collaborated with the National Institute of Standards and Technology and States via the National Cybersecurity Center of Excellence initiative to chart a path toward accepting mobile driver’s licenses.

For partner agencies, Login.gov hardened its business intelligence infrastructure and tools, and launched a self-service partner portal to make it easier for partners to explore data and manage permissions. These initiatives helped Login.gov increase security, efficiency, and accessibility to help it scale and provide greater value to agencies and the public.

Looking ahead to FY 2026 and FY 2027, the Login.gov program will grow to serve over 100 million annual active users. Its focus areas include supporting new use cases (e.g., international users), a trusted referee program for hard-to-verify populations, AI-powered live chat, and continued user experience improvements across the user journey. The roadmap published at www.login.gov/partners/roadmap provides more visibility into the program’s future plans.

Cloud.gov and Cloud.gov Pages are shared services designed to expedite cloud adoption Government-wide. Both products accelerate procurement, Authority-to-Operate, security compliance processes, and U.S. Web Design System (USWDS)-based design templates, allowing teams to focus on delivering the highest value to their users while meeting user-experience regulations.

Cloud.gov is a secure, modern, cloud-based hosting platform-as-a-service for websites, digital services, application programming interfaces, and other applications tailored for the needs of the Federal Government that helps Federal agencies deliver the services the public deserves in a faster, more efficient way. Cloud.gov maintains a FedRAMP Moderate-level authorization and provides a strong security and compliance foundation for new digital services. In FY 2025, Cloud.gov operated in 24 Federal agencies, with 5,307 users, 411 “.gov” public-agency websites and domains served, 1,550 managed cloud services, and 1,598 hosted applications. Cloud.gov has a renewal rate of 95 percent and maintains a growing and dedicated user base. In FY 2025, Cloud.gov integrated developer tools such as source code repositories and deployment tools to enable the full software development life cycle on the platform and to set up Cloud.gov for growth in FY 2026, when the program anticipates increased agency demand for cloud services from agencies looking to do more with fewer staff,

fewer contractors, and smaller budgets. Cloud.gov is well positioned to expand to new offices and agencies.

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 USWDS, allowing agencies to be accessible and mobile friendly, as required by law. In FY 2024, Cloud.gov Pages launched new integrated tools to check accessibility and security for every Pages website, making it even easier for website managers to comply with Federal regulations for digital properties. In FY 2025, Cloud.gov Pages built an improved editing experience based on the commercial Payload Content Management System to enable a flexible website hosting capability for the life cycle of a Federal website that reduces technical overhead and enables cost efficiencies in website hosting across Government. In FY 2025, Cloud.gov also launched a website design and build service called Cloud.gov Pages Studio to assist agencies in building or migrating their websites onto Cloud.gov Pages, and this service now has several ongoing customer contracts resulting in 8 new or migrated/updated websites with 15 more in the works. At the start of FY 2026, Cloud.gov Pages hosted over 180 production and demo websites with 11 agencies serving over 70 million visitors per week, or an average of 17 million requests per weekday. These include Councils.gov, USAi.gov, and FedRAMP.gov. Cloud.gov has seen increased demand for Cloud.gov Pages services due to OMB Memorandum 23-22, Delivering a Digital-First Public Experience guidelines for Federal websites and anticipates this increased demand to continue into FY 2026 and FY 2027.

Office of Integrated Award Environment (IAE) is the Federal Government's largest E-Government initiative, providing the centralized technology and processes that connect the Federal award life cycle. IAE has decommissioned eSRS.gov, operates SAM.gov, FPDS.gov, and CPARS.gov., and is modernizing its legacy systems into a single, secure, and efficient platform that reduces costs, improves transparency, and streamlines the user experience for agencies, awardees, and the public.

In FY 2025, IAE completed or initiated four of the six remaining system modernizations ahead of schedule, cutting planned program costs by over \$110 million (54 percent) and decreasing the program's dependence on vendors by successfully migrating vendor-owned applications to federally owned and managed applications. Key milestones included consolidating subaward reporting from FSRS.gov into SAM.gov in March—simplifying data entry for prime awardees and migrating the Federal Service Desk (FSD.gov) help ticket management into the Federal environment—lowering operational expenses by 35 percent. Additionally, the program released a Beta of contract awards data search in SAM, which is a major step toward retiring the legacy Federal Procurement Data System (FPDS) ezSearch, and migrated 10 groups of entity registration modules into the modernized SAM, which is key to enabling the effort to overhaul the Federal Acquisition Regulation.

In FY 2026, IAE will continue migrating remaining legacy applications into SAM.gov, including FPDS search and display functions, the final legacy SAM entity registration modules, and eSRS.gov. Modernization will also begin for CPARS.gov (contractor performance evaluations). Additionally, IAE will implement legislative and regulatory changes agreed upon with OMB, such as modernizing Financial Assistance Listings in SAM.gov.

In FY 2027, IAE plans to complete the migration of CPARS.gov and FPDS.gov data entry and contract data submissions, fully consolidating all legacy applications into the modern SAM.gov environment. As in prior years, IAE will continue to deliver legislative and regulatory updates in coordination with OMB to further strengthen transparency, efficiency, and user experience across the Federal award environment.

Travel, Transportation and Logistics Categories

The 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.

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, managed services for agency-owned vehicles, and short-term rental shared service programs across the Federal Government and is composed of the Fleet Purchasing and Fleet Leasing business lines.

In FY 2025, GSA Fleet continued to build upon the progress made in FY 2024 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 migration to cloud-based architecture was finalized with the decommissioning of the legacy mainframe systems in March of 2025. The system's modernization brings efficiencies to the program by using IT to reduce duplication, automate manual tasks, collect and analyze data, and improve the user experience. This investment improves the customer and supplier experience when using GSA Fleet systems to buy, lease, and rent vehicles and equipment. Improvements made in GSAFleet.gov support a stronger self-service model for both vendors and customers; additional automation features are planned in FY 2026 and beyond.

Fleet Purchasing serves as the mandatory source for DOW 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 up to 40,000 vehicles through GSA Fleet's Purchasing program. The program also offers standardized equipment

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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.

The Fleet Purchasing program has to operate in alignment with the Statutory Price Limitation (SPL) (31 U.S. Code 1343), which establishes the maximum price the Government can pay for passenger motor vehicles, including the systems and equipment that are customarily standard on vehicles. The cap for the SPL is set annually in fiscal year appropriations through a Government-wide general provision included in that year's appropriations act.

The SPL is outdated given modern automotive industry practices. Manufacturing processes have changed, and industry no longer manufactures vehicles in a way that is consistent with how the SPL asks industry to price vehicles. Therefore, GSA recommends eliminating the SPL.

However, if the SPL is not eliminated, GSA is requesting to amend the SPL provision for FY 2027 through the below Government-wide general provision that would tie the SPL to average transaction prices included in the President's Budget Request:

SEC. 702. Unless otherwise specifically provided, the maximum amount allowable during the current fiscal year in accordance with section 1343(c) of title 31, United States Code, for the purchase of any passenger motor vehicle (exclusive of buses, ambulances, vans, law enforcement vehicles, protective vehicles, undercover surveillance vehicles, and police-type vehicles), is hereby fixed annually at amounts to reflect average transaction prices paid for passenger motor vehicles by vehicle type, as determined by the Administrator of General Services by analyzing multiple published automotive industry prices paid indices, averaging the data, and adjusting for inflation.

The proposed language ensures that the SPL remains aligned with market adjustments. This alignment enables an uninterrupted supply of vehicles necessary to meet mission-critical needs.

Fleet Leasing provides full-service leases for more than 230,000 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

Fleet Leasing is committed to improving operational efficiency across the leased fleet; each year, GSA replaces eligible vehicles in the GSA-leased fleet with new, more reliable, and

efficient vehicles. 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. Since 2017, GSA Fleet has successfully transitioned 16,297 agency-owned vehicles into GSA's leased fleet and ordered more than 27,000 additional vehicles to support expanded mission requirements, replace commercial leases, or replace agency-owned vehicles. While overall reductions to the Federal fleet started to be seen in FY 2025 and are expected to continue into FY 2026 in alignment with the Administration's priority to reduce the size of Government, GSA will continue to work with agencies to consolidate more agency-owned vehicles to the GSA Fleet Leasing Program. While the overall GSA leased fleet might grow as a result, the Government-wide fleet would be reduced from these efforts.

In FY 2025, GSA Fleet continued rolling out its telematics program, installing devices on leased vehicles. Installations of telematics devices will continue in FY 2026, leading to improved data collection and better fleet management both by GSA and its customers. The program continues to face increases in maintenance and repair costs as the result of inflation, more expensive repairs as vehicle technology becomes more complex, potential tariff impacts, and an aging fleet that is more costly to maintain. Meanwhile, vehicle sales proceeds are normalizing as the new vehicle market stabilizes and manufacturing outputs of new vehicles meet consumer demand. Fuel outlooks are vulnerable to large, unforeseen increases or decreases following geopolitical and environmental events. Fuel price per gallon paid on GSA Leased vehicles in FY 2025 was the lowest it has been, on average, since FY 2020.

Travel, Employee Relocation, and Transportation manages three program 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 2026 and FY 2027, all programs will look to identify opportunities to centralize procurement of common goods and services at GSA.

Travel Management Division manages GO.gov, E-Gov Travel Service 2 (ETS2), the GSA City Pair Program (CPP), FedRooms®, Emergency Lodging Service, Long Term Lodging, Rideshare, and the Travel Category Schedule.

GO.gov (formerly ETSNext) manages the GO.gov initiative, which continues to be a high priority for the agency and will deliver a single, shared travel and expense technology-managed service to support missions of Federal agencies. Go.gov is required for civilian agencies to use and provides mission-critical travel services.

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In FY 2025, the program awarded a travel and expense services contract to a managed service provider. In FY 2026 and FY 2027, the program will lead Government-wide implementation and will transition civilian agencies to GO.gov through a phased approach.

ETS2 is the current, and soon to be predecessor, web-based travel management service to the [Go.gov program](#). *ETS2* is required for civilian agencies to use and provides mission-critical travel and expense services. In FY 2026 and FY 2027, *ETS2* will execute a ramp-down transition plan for agencies as they offboard *ETS2* onto GO.gov (formerly *ETSNext*).

The GSA CPP is a mandatory-use, Government-wide program, designated as a Best-In-Class procurement by OMB, delivering best value airfares and ensuring Federal agencies effectively and efficiently meet their mission. It leverages the Government's buying power and negotiates discounted airfares with 14 CFR Part 121 certified U.S. flag commercial airlines for scheduled airline passenger transportation services.

FedRooms[®] a program that provides Federal Travel Regulation (FTR)-compliant hotel accommodations at or below per diem with standardized amenities for Federal Government travelers while on official temporary duty travel (1–29 nights). *FedRooms*[®] is available to all Government & military travelers globally and should be given first consideration, per the FTR.

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.

Long Term Lodging (LTL) - The LTL contract solution is designed for lodging needs of 30 nights or more. Properties include apartments and condominiums that are furnished with the amenities and comforts of home.

The Rideshare Program is part of GSA's OneGov strategy and offers discounted pricing to the Federal Government on rideshare and ride-hail passenger services and helps further modernize Government travel, improve efficiencies, and support U.S. Federal Government operations globally.

The Travel Category Schedule provides a full suite of lodging negotiation and management services for travel management services, emergency lodging, extended stay, and corporate housing needs. It also provides services for travel management centers and travel consulting.

Employee Relocation Resource Center is a Government-wide center for employee relocation services in support of two primary offerings for executive agencies: household goods shipping services and comprehensive employee relocation services.

The Transportation Management Division provides two categories of services, self-service and assisted service, that enable agencies to execute efficient transportation and supply-chain

management. The Division also offers assisted transportation management services for multimodal freight, warehousing, and various other transportation services.

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 through the Office of the Commissioner to ensure the mission and responsibilities of FAS are effectively carried out.

Office of Customer and Stakeholder Engagement (CASE) identifies and addresses customer needs using outreach, research and analysis, data analytics, and customer feedback. CASE manages the FAS opportunity pipeline and employs strategic account management principles to ensure FAS is coordinated with customers and industry partners. CASE engages with Federal agencies through communications, training, events, and the FAS corporate content on the GSA.gov and buy.gsa.gov channels.

In FY 2026 and FY 2027, CASE will continue to improve services for suppliers and customers by coordinating with FAS Portfolios and FAS Integrators as well as partner with Federal agencies to support administration priorities such as cost savings and procurement streamlining. In FY 2024, CASE enhanced its customer 360 platform for FAS data analysts. This platform consolidates information from various sources, providing data analysts and specialists with a comprehensive view of all customer engagements and purchase history. It helps identify key factors that influence customer buying decisions, enabling the development of highly customized acquisition and retention strategies. CASE continues to work with the portfolios to capture all relevant customer relationship data in a single repository for use across FAS. Additionally, CASE is expanding use of transactional survey efforts across FAS and will also enhance GSA-sponsored training events to share lessons learned and acquisition techniques in key market segments.

Office of Strategy and Innovation (OSI) provides enterprise support in process improvement, systems development, systems modernization, data governance, user research, category management, strategic planning, business plan execution and talent recruitment/retention efforts. In addition, OSI provides support for Government-wide systems and initiatives.

OSI FAS Enterprise Support Activities:

- MAS Strategy – OSI will continue to support the MAS Program Management Office (PMO), which has the unique responsibility for executing the strategic vision and

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governance for MAS—a \$52 billion, Tier 2 Federal procurement vehicle. Through the MAS PMO, OSI drives enterprise-level collaboration and consistency for program functions, processes, and transformational projects (e.g., Transactional Data Reporting and FAS Catalog Platform).

- Systems and Data – OSI will continue to serve as the program and product management resource for FAS, working with FAS business lines and integrator functions to reengineer existing FAS business processes, enhance systems, integrate new IT solutions, with supporting data. OSI will work to streamline and modernize FAS acquisition systems in support of a more efficient back-end process to drive efficiency and transparency for both the acquisition workforce and users.
- Strategic Planning – OSI will continue to work with all FAS portfolios and integrators to develop strategic plans, initiatives, investments and performance measures that support the GSA strategic plan. During execution, OSI will continue to provide insight and analysis across FAS’s strategic initiatives and investments to ensure transparency and delivery of defined success criteria.

OSI will continue to partner with OMB to iterate on Government-wide activities such as the:

- Hi-Def Initiative – As defined in OMB Circular A-137, OSI will continue to work with OMB in establishing and supporting its Hi-Def Initiative efforts, to help ensure that agency acquisition data is more readily accessible for all Federal users in a centralized environment. Working with OMB, OSI launched a Procurement Co-Pilot in FY 2024, a tool that provides acquisition professionals access to Government-wide prices-paid contract data to improve the efficiency and quality of market research.
- Measured Expansion – Establish the Hi-Def Federal Procurement Data Fabric in partnership with TTS. This GSA priority initiative provides agencies with transparent, secure access to self-service acquisition functions and data insights. This investment builds on existing Enterprise Data Architecture (EDA/EDS) infrastructure, expands capacity rather than duplicating systems, and leverages GSA IT’s Databricks platform to strengthen data management, governance, and AI-enabled analytics. The Hi-Def foundation will directly support execution of procurement consolidation efforts and targeted FAR modernization activities.
- Category Management (CM) program – has led to more than \$100 billion in cost avoidance Government-wide, 78 percent SUM, 12.5 percent of spend through BIC solutions, and over 190,000 acquisition professionals trained. In addition to these quantitative metrics, the CM program is providing critical support for GSA’s efforts to consolidate procurement as well as informing contracting opportunities and decisions.

- Made in America (MiA) website – OSI hosts MadeinAmerica.gov to ensure agency compliance with the laws and policies related to MiA, including Executive Order 14005, Ensuring the Future is Made in All of America by All of America’s Workers, and the Infrastructure Investment and Jobs Act of 2021 ([Pub. L. 117-58](#)). The website and waiver submission mechanism ensure that waivers from MiA laws are applied consistently and transparently across agencies, which enables the Made in America Office (MIAO) to support U.S. manufacturing and a more resilient supply chain. OSI will continue to partner with OMB’s MIAO to operate and maintain the existing website while also assessing opportunities to improve the website and the technical platform for better customer experiences and operational workflows in FY 2026 and FY 2027.

Office of Policy and Compliance (OPC) establishes guidance and procedures that support the FAS acquisition workforce, monitors compliance to enhance contract integrity, and facilitates a consistently positive agency partner experience to improve acquisition outcomes. OPC ensures that operating practices are consistent across business lines and that 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 FAS supply chain risk management (SCRM) strategy and implementation 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 solutions to support SCRM through the blending of data and process automation for the removal of prohibited products.

OPC leads FAS SCRM initiatives and continues to utilize third-party risk management assessment tools to identify and assess third-party risk. These efforts have bolstered FAS’s Vendor Risk Assessment Program by monitoring contractors on risk factors during the acquisition cycle, providing FAS with cyber supply chain risk management (C-SCRM) visibility into GSA’s critical upstream suppliers, equipping FAS to deliver footprint analysis and vendor risk assessment requests from both the FASC and the Committee on Foreign Investment in the United States, and allowing FAS to identify open-source data to substantiate findings from partners in the intelligence community.

OPC leads the development of strategic policy objectives and implementation to ensure FAS has a healthy supply chain. Additionally, OPC leads efforts to meet customer needs and fulfill important public-policy objectives, such as small business, domestic sourcing, and cyber objectives. In FY 2026 and beyond, this organization will focus on achieving GSA-wide goals, and regulations focused on easing the acquisition process and gaining efficiencies so FAS can deliver on its mission. Additionally, OPC will monitor statutory/regulatory changes to execute policy actions in support of Administration priorities.

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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. GSA IT manages FAS's business systems in partnership with OSI 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 2025, FAS Cloud Service (FCS) increased the number of developers by 53 percent, increased the number of tenants by nearly 20 percent, and supported the transfer of 178 TB per month. FAS IT will continue to expand the services available in the FCS ecosystem to provide developers with an enhanced and frictionless experience and the tools to increase efficiencies.

Between FY 2024 and FY 2025, FAS IT decommissioned 37 systems by optimizing systems and making considerable progress in migrating mainframe dependent systems to the cloud, which is on track to be decommissioned in FY 2026. In FY 2026 and FY 2027, FAS IT will work with FAS ITC and NASA to migrate the NASA Solutions for Enterprise-Wide Procurement systems out of the NASA Goddard Space Flight Center as part of the GWACs potentially being consolidated into GSA. In FY 2026 and FY 2027, FAS IT will continue to partner with OSI and the FAS portfolios to plan, architect, develop, and deploy optimized enterprise systems (focusing on the acquisition domain) that leverage cloud-native and AI tools and technologies as well as open source software that incorporate commercial off-the-shelf products when it is advantageous to the Government.

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WORKING CAPITAL FUND

Fiscal Year 2027 Congressional Justification

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Working Capital Fund Overview

The FY 2027 requested funding level for the Working Capital Fund (WCF) is \$683 million, including funding from all sources. 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 2027 WCF budget estimate for internal operations is \$649 million, which will include:

- Improving GSA's shared service offerings including information technology (IT) infrastructure and software;
- Supporting Artificial Intelligence (AI) and automation; and
- Supporting other developing Administration priorities.

The FY 2027 WCF budget request outlines a substantial restructuring, marked by a significant reduction in both full-time equivalent (FTE) positions and contractual agreements when compared to the FY 2025 baseline. Specifically, the internal WCF FTE count is projected to decrease from 2,632 to 1,500, resulting in cost savings of \$175.3 million from the initial FY 2025 WCF plan. The FY 2027 budget reflects the first full fiscal year where the WCF will realize the full savings from GSA's FY 2025 workforce restructuring efforts that were designed to achieve greater efficiency within the WCF. Moreover, this strategic realignment is consistent with similar significant reductions experienced by the business lines the WCF supports, indicating a coordinated effort to optimize resources and streamline operations across the organization.

Contractual agreements will see a significant reduction of \$75 million from the initial FY 2025 WCF plan, further contributing to cost savings. This comprehensive approach to workforce and contractual reduction is designed to achieve greater efficiency within the WCF by eliminating low-priority activities.

The WCF continues to make strategic, enterprise-wide, high-priority investments to improve the day-to-day support operations, while balancing the need for significant investments and Administration priorities. One of GSA's main WCF investments will be continued work on an enterprise data solution that brings together all of GSA's data and enables the modernization of the data architecture to fully harness the capabilities of AI.

GSA continues to evaluate functions that are most effectively delivered through the WCF and partner with OMB to ensure that GSA's shared services provide efficient governmentwide support. 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. GSA will use the WCF's FY 2027 funding to reinforce the

customer-supplier relationship by aligning service delivery to demand, ultimately enabling WCF customers to execute their missions more effectively.

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 GSA meets or exceeds statutory small and socio-economic business goals. WCF offices also provide external administrative services such as financial and 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 and workers' compensation.

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 the U.S. Office of Personnel Management (OPM). GSA provides human resource services, IT and telecommunications services, as well as financial management and payroll support to these customers. GSA is reimbursed for the cost of providing these services through interagency agreements (IAAs). 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. Annually since FY 2023 Congress has enacted Section 602 of Division E, Title VI, which allows GSA to transfer expired balances

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to this account within the WCF in alignment with 40 U.S.C. § 3173(d). The FY 2027 President's Budget requests that similar authority be authorized in FY 2027.

Direct Appropriations: GSA had previously received appropriations to support the costs necessary for the modernization of critical rulemaking management systems. The FY 2027 WCF budget request does not include a request for further appropriations to support this activity.

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Amounts Available for Obligation

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
Unobligated Balances:			
Carry forward.....	\$ 196,479	\$ 303,608	\$ 276,417
Recoveries from prior year balances.....	\$ 10,599	\$ 20,000	\$ 20,000
Transfers In (Lapsed Balances).....	\$ -	\$ -	\$ -
Transfers In (Technology Modernization Fund (TMF)).....	\$ 9,503	\$ 5,040	\$ 4,556
Transfers Out (TMF).....	\$ -	\$ -	\$ -
Direct Appropriations.....	\$ 4,000	\$ -	\$ -
Revenue.....	\$ 886,653	\$ 686,644	\$ 673,864
Obligations.....	\$ (803,626)	\$ (738,875)	\$ (682,714)
Major Equipment Acquisition and Development.....	[70,963]	[69,963]	[68,963]
Total, Unobligated Balances.....	\$ 303,608	\$ 276,417	\$ 292,123
Revenue:			
Operating Programs:			
Internal Services.....	\$ 854,845	\$ 645,768	\$ 645,975
External Services.....	\$ 31,808	\$ 40,876	\$ 27,889
Total, Revenue.....	\$ 886,653	\$ 686,644	\$ 673,864
Obligations:			
Operating Programs:			
Internal Services.....	\$ 766,787	\$ 687,058	\$ 649,269
External Services.....	\$ 30,794	\$ 40,876	\$ 27,889
Major Equipment Acquisition and Development.....	\$ -	\$ 1,000	\$ 1,000
TMF Projects.....	\$ 5,430	\$ 5,040	\$ 4,556
Direct Appropriations.....	\$ 614	\$ 4,901	\$ -
Total, Obligations.....	\$ 803,626	\$ 738,875	\$ 682,714
Net Outlays.....	\$ 8,979	\$ (52,231)	\$ (8,850)
Total Employment (FTE).....	2,447	1,529	1,532

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Explanation of Changes
(Dollars in Thousands)

	Internal		External		Major Equipment		Technology Modernization		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
FY 2025 Plan	2,632	\$791,562	52	\$50,785	0	\$0	0	\$9,502	0	\$4,000	2,684	\$855,849
FY 2026 Plan	1,496	\$687,058	33	\$40,876	0	\$1,000	0	\$5,040	0	\$4,901	1,529	\$738,875
Net Change	(1,136)	-\$104,504	(19)	-\$9,909	0	\$1,000	0	-\$4,462	0	\$901	(1,155)	-\$116,974
Transfers												
OAS - Consolidation of Rent	0	\$32,780										\$32,780
Subtotal, Transfers	0	\$32,780										\$32,780
Increases												
IT - Enterprise Data Solution	0	\$6,143									0	\$6,143
IT - Service Desk	0	\$187									0	\$187
IT - Software & Hardware	0	\$4,155									0	\$4,155
OAS - ETSNext & Travel Support	0	\$327									0	\$327
OAS - Reasonable Acc. & Supplies	0	\$470									0	\$470
OAS - Regional Support Contracts	0	\$667									0	\$667
OCFO - OCAS Support	20	\$3,856									20	\$3,856
OCFO - Pegasys Upgrade	0	\$4,000									0	\$4,000
OCFO - Standard Acquisition Interface	0	\$2,030									0	\$2,030
OCFO - Major Acq.					0	\$1,000						\$1,000
OCR - Staffing Increase	3	\$614									3	\$614
OCR - Consolidated Mediation Services	0	\$250									0	\$250
OGC - Staffing Increase	9	\$2,018									9	\$2,018
OHRM - OLU Training	0	\$518									0	\$518
OHRM - Transit Subsidy	0	\$3,050									0	\$3,050
OHRM - Health Rooms	0	\$1,849									0	\$1,849
OSDBU - OCAS Support	3	\$595									3	\$595
TTS - eRulemaking modernization									0	\$901	0	\$901
WCF FY 2026 DRP Costs (3 months)	0	\$39,259									0	\$39,259
Subtotal, Increases	35	\$69,988	0	\$0	0	\$1,000	0	\$0	0	\$901	35	\$71,889
Decreases												
OAS - Rent Savings	0	-\$2,525									0	-\$2,525
OMA - Background Inv.	0	-\$4,138									0	-\$4,138
WCF - PC&B Savings	(1,171)	-\$131,983									(1,171)	-\$131,983
WCF - Contractual Savings	0	-\$68,626									0	-\$68,626
WCF - Decrease: TMF							0	-\$4,462			0	-\$4,462
WCF - Decrease: External Services			(19)	-\$9,909							(19)	-\$9,909
Subtotal, Decreases - Base	(1,171)	-\$207,272	(19)	-\$9,909	0	\$0	0	-\$4,462	0	\$0	(1,190)	-\$221,643
Net Change	(1,136)	-\$104,504	(19)	-\$9,909	0	\$1,000	0	-\$4,462	0	\$901	(1,155)	-\$116,974
FY 2026 Plan	1,496	\$687,058	33	\$40,876	0	\$1,000	0	\$5,040	0	\$4,901	1,529	\$738,875

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Explanation of Changes
(Dollars in Thousands)

	Internal		External		Major Equipment		Technology Modernization		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
FY 2026 Plan	1,496	\$687,058	33	\$40,878	0	\$1,000	0	\$5,040	0	\$4,901	1,529	\$738,875
FY 2027 Plan	1,500	\$649,269	32	\$27,889	0	\$1,000	0	\$4,556	0	\$0	1,532	\$682,714
Net Change	4	-\$37,789	(1)	-\$12,987	0	\$0	0	-\$484	0	-\$4,901	3	-\$56,161
Transfers												
OAS - Consolidation of Rent	0	\$213									0	\$213
OGP - Transfer in from OGP Appropriation	2	\$465	4	\$930							6	\$1,395
TTS - eRulemaking transfer to FCSF			(5)	-\$13,477							(5)	-\$13,477
Subtotal, Transfers	2	\$678	(1)	-\$12,547							1	-\$11,869
Increases												
IT - Enterprise Data Solution	0	\$1,976									0	\$1,976
IT - Collaboration Tool (Slack)	0	\$87									0	\$87
OAS - ETSNext & Travel Support	0	\$390									0	\$390
OAS - P Card/Supplies	0	\$22									0	\$22
OAS - Regional Support Contracts	0	\$157									0	\$157
OGC - Staffing Increase	2	\$448									2	\$448
WCF - Increase: TMF							0	\$141			0	\$141
OCIA - Congressional Furniture			0	\$490							0	\$490
OHRM - OLU Training	0	\$30									0	\$30
OHRM - OPM HRIT	0	\$1,995									0	\$1,995
WCF - WIGI Adjustment	0	\$3,535									0	\$3,535
Subtotal, Increases	2	\$8,640	0	\$490	0	\$0	0	\$141	0	\$0	2	\$9,271
Decreases												
OAS - Rent Savings	0	-\$1,343									0	-\$1,343
OAS - Reasonable Acc. Non-Recur	0	-\$10									0	-\$10
OGP - Contract Reductions	0	-\$465	0	-\$930							0	-\$1,395
OCFO - Pegasys Upgrade Non-Recur	0	-\$4,000									0	-\$4,000
OCFO - SAI Non-Recur	0	-\$2,030									0	-\$2,030
WCF - DRP Costs Non - Recur	0	-\$39,259									0	-\$39,259
WCF - Direct Appropriation Decrease									0	-\$4,901	0	-\$4,901
Subtotal, Decreases - Base	0	-\$47,107	0	-\$930	0	\$0	0	\$0	0	-\$4,901	0	-\$52,938
Net Change	4	-\$37,789	(1)	-\$12,987	0	\$0	0	\$141	0	-\$4,901	3	-\$55,536
FY 2027 Plan	1,500	\$649,269	32	\$27,889	0	\$1,000	0	\$5,181	0	\$0	1,532	\$683,339

U.S. General Services Administration
Working Capital Fund

Working Capital Fund by Staff Office
(Dollars in Thousands)

	FY 2025		FY 2026		FY 2027	
	FTE	Actual	FTE	Plan	FTE	Plan
Office of GSA Information Technology	499	\$ 308,651	320	\$ 263,917	320	\$ 266,726
Office of Chief Financial Officer	773	\$ 182,818	511	\$ 141,544	511	\$ 136,552
Office of Human Resources Management	470	\$ 95,314	219	\$ 66,573	219	\$ 69,038
Office of Administrative Services	126	\$ 44,648	66	\$ 66,691	66	\$ 66,302
Office of Mission Assurance	111	\$ 39,355	76	\$ 34,117	76	\$ 34,278
Office of General Counsel	183	\$ 41,255	130	\$ 30,613	132	\$ 31,381
Office of Government-wide Policy	79	\$ 22,106	65	\$ 20,275	67	\$ 20,706
Office of Strategic Communication	103	\$ 20,991	58	\$ 13,045	58	\$ 13,159
Office of Civil Rights	19	\$ 3,957	17	\$ 4,035	17	\$ 4,071
Office of Small Business Utilization	39	\$ 7,690	34	\$ 6,988	34	\$ 7,056
WCF Deferred Resignation Program Costs	0	\$ -	0	\$ 39,260	0	\$ -
Subtotal, Staff Office Internal Authority	2,401	\$ 766,787	1,496	\$ 687,058	1,500	\$ 649,269
Office of GSA Information Technology		\$ 1,291	0	\$ 3,416	0	\$ 3,416
Office of Chief Financial Officer	28	\$ 7,124	18	\$ 6,751	18	\$ 6,595
Office of Administrative Services	6	\$ 1,491	2	\$ 817	2	\$ 815
Office of Mission Assurance	0	\$ 765	0	\$ 3,000	0	\$ 3,000
Office of Government-wide Policy	6	\$ 8,935	8	\$ 12,300	12	\$ 12,303
TTS eRulemaking Program	7	\$ 9,661	5	\$ 13,322	0	\$ -
Office of Congressional & Intergovernmental Affairs	0	\$ 1,527	0	\$ 1,210	0	\$ 1,700
Office of Civil Rights	0	\$ -	0	\$ 60	0	\$ 60
Subtotal, Staff Office External Authority	46	\$ 30,794	33	\$ 40,876	32	\$ 27,889
TMF - Zero Trust	0	\$ 3,498	0	\$ 625	0	\$ -
TMF - Modernizing Regulatory Services	0	\$ 1,932	0	\$ 4,415	0	\$ 4,556
Subtotal, Technology Modernization Funds	0	\$ 5,430	0	\$ 5,040	0	\$ 4,556
CARES ACT - COVID-19	0	\$ 12	0	\$ -	0	\$ -
TTS Rulemaking Systems Modernization	0	\$ 602	0	\$ 4,901	0	\$ -
Subtotal, Direct Appropriations	0	\$ 614	0	\$ 4,901	0	\$ -
OCFO Act, Major Acquisition and Development	0	\$ -	0	\$ 1,000	0	\$ 1,000
Subtotal, Major Acquisition and Development	0	\$ -	0	\$ 1,000	0	\$ 1,000
Total, Working Capital Fund	2,447	\$ 803,626	1,529	\$ 738,875	1,532	\$ 682,714

Working Capital Fund Obligations by Object Class - Reimbursable Funds
 (Dollars in Thousands)

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
11.1 Full-time, permanent.....	\$ 329,755	\$ 260,634	\$ 242,829
11.3 Other than full-time permanent.....	\$ 1,682	\$ 1,399	\$ 1,439
11.5 Other personnel compensation.....	\$ 7,281	\$ 7,540	\$ 7,769
11.8 Special personnel services payments.....	\$ -	\$ -	\$ -
12.1 Civilian personnel benefits.....	\$ 129,774	\$ 86,132	\$ 70,482
13.0 Benefits for former personnel.....	\$ 1,176	\$ 2,385	\$ 300
21.0 Travel and transportation of persons.....	\$ 4,322	\$ 4,456	\$ 4,487
22.0 Transportation of things.....	\$ 1,441	\$ 21	\$ 21
23.1 Rental payments to GSA.....	\$ 6,194	\$ 39,934	\$ 38,947
23.2 Rental payments to others.....	\$ 59	\$ -	\$ -
23.3 Communications and utilities.....	\$ 16,916	\$ 20,824	\$ 21,811
24.0 Printing and reproduction.....	\$ 39	\$ 79	\$ 79
25.1 Advisory and assistance services.....	\$ 199,433	\$ 230,914	\$ 215,371
25.2 Other services from non-Federal sources.....	\$ 2,948	\$ 4,683	\$ 4,683
25.3 Other goods & services from Federal sources.....	\$ 52,091	\$ 42,313	\$ 41,716
25.4 Operation and maintenance of facilities.....	\$ 1	\$ 6	\$ 6
25.6 Medical care.....	\$ -	\$ -	\$ -
25.7 Operation and maintenance of equipment.....	\$ 25,203	\$ 4,800	\$ 4,800
26.0 Supplies and materials.....	\$ 962	\$ 419	\$ 419
31.0 Equipment.....	\$ 17,686	\$ 21,894	\$ 22,500
32.0 Land and structures.....	\$ -	\$ -	\$ -
33.0 Investments and loans.....	\$ -	\$ -	\$ -
41.0 Grants, subsidies, and contributions.....	\$ -	\$ -	\$ -
42.0 Insurance claims and indemnities.....	\$ 618	\$ 500	\$ 500
43.0 Interest and dividends.....	\$ -	\$ -	\$ -
94.0 Financial transfers.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ 797,581	\$ 728,934	\$ 678,158
<i>Subtotal, PC&B.....</i>	<i>\$ 469,668</i>	<i>\$ 358,091</i>	<i>\$ 322,818</i>
<i>Subtotal, Non-labor.....</i>	<i>\$ 327,913</i>	<i>\$ 370,843</i>	<i>\$ 355,340</i>

**Multi Year FY 2025 - FY 2027 American Rescue Plan (ARP) Funds – Awarded GSA
 Technology Modernization Fund (TMF) Projects**

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
25.1 Advisory and assistance services.....	\$ 5,430	\$ 5,040	\$4,556
31.0 Equipment.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ 5,430	\$ 5,040	\$4,556
<i>Subtotal, PC&B.....</i>	\$ -	\$ -	\$ -
<i>Subtotal, Non-labor.....</i>	\$ 5,430	\$ 5,040	\$4,556

Appropriated Funds

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
25.1 Advisory and assistance services.....	\$ 614	\$ 4,901	\$ -
31.0 Equipment.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ 614	\$ 4,901	\$ -
<i>Subtotal, PC&B.....</i>	\$ -	\$ -	\$ -
<i>Subtotal, Non-labor.....</i>	\$ 614	\$ 4,901	\$ -

Description of Working Capital Fund Services by Office

Office of GSA Information Technology (GSA IT): FY 2027 Estimate - \$270.1 million

Internal Services: FY 2027 Budget Estimate - \$266.7 million

Providing IT support to all GSA offices, GSA IT provides innovative IT solutions that align with GSA's objectives to enhance the Government's use of IT, strengthen cybersecurity, capture high-quality data to support decision-making, and improve customer experience. In its execution of services, GSA IT leverages its business knowledge and technological expertise to identify the best solution available for its customers.

GSA IT also 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, system-access controls, system-user training, IT security and integrity, local support, help-desk functions, circuits, wireless services, teleconferencing, and telephony. In FY 2027, GSA IT will continue to support its cybersecurity capabilities to implement the mandates laid out in Executive Order 14028, "Improving the Nation's Cybersecurity." GSA IT is supporting Pillar One of the National Cybersecurity Strategy by continuing to mature its Zero Trust Architecture, implementing initiatives related to identity, data, applications, devices, and networks to defend critical infrastructure and reduce risk.

GSA IT continues to invest in GSA's AI capabilities, empowering the workforce to utilize AI to produce measurable business outcomes. In FY 2027, GSA IT will also continue work on the enterprise data solution in order to fully harness the capabilities of AI and to meet the requirements of the Office of Management and Budget's (OMB) Memorandum M-25-21, Accelerating Federal Use of AI through Innovation, Governance, and Public Trust.

External Services: FY 2027 Budget Estimate - \$3.4 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. GSA IT 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 2027 Estimate - \$144.2 million

Internal Services: FY 2027 Estimate - \$136.6 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 will continue to serve as a partner and financial advisor supporting value-generation for GSA and the Federal Government by delivering high-value services including 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 the development, submission, and execution of the annual GSA budget, and development and submission of the Agency Financial Report. OCFO also leads GSA's efforts to improve internal controls and produce the GSA Strategic Plan and the Annual Performance Plan.

In FY 2027, OCFO will continue to implement the President's priorities included in Executive Order 14249, "Protecting America's Bank Account Against Fraud, Waste, and Abuse," by utilizing GSA's financial management systems, which are certified by the Financial Management Quality Shared Management Office and use pre-certification verification to identify potential improper payments.

OCFO will continue to support the operations and maintenance of a new, modernized payroll system that integrates human resource and payroll functions. GSA Payroll is a mission-essential Line of Business, with responsibility for multiple agencies, commissions, and boards. OCFO also drives business transformation through innovative technology solutions, strategic data initiatives, and intelligent automation that collectively serve to enhance operational efficiency and decision-making across GSA's financial operations. OCFO is an expert in business process re-engineering and robotics process automation and leads the agency's Eliminate, Optimize, Automate (EOA) program that has delivered over 200 use-cases since 2018.

External Services: FY 2027 Estimate - \$6.6 million

OCFO provides financial management and payroll services to a variety of independent agencies, boards, and commissions. GSA enters into IAAs with these smaller agencies and recoups costs for arranging delivery of financial or administrative services on a reimbursable basis.

OCFO is also leveraging GSA's experience in process automation and transformation to solve 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 proven in the EOA program.

Major Equipment Acquisition & Development: FY 2027 Estimate – \$1 million

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 CFO Act, 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).

Office of Human Resources Management: FY 2027 Estimate - \$69 million

Internal Services: FY 2027 Estimate - \$69 million

The Office of Human Resources Management (OHRM) ensures that human resources projects, policies, and practices precisely align with agency leadership's priorities and directives. Led by the Chief Human Capital Officer, OHRM drives and executes the agency's most urgent and critical human capital management priorities. Along with delivering a full suite of Federal HR services, OHRM leads comprehensive, large-scale human resources improvement initiatives to achieve efficiencies, ensure continuous improvement, and align organizational resources with broader Administration priorities. OHRM also provides human capital services to external commissions and boards that are funded through the Office of Administrative Services' Commissions and Boards Program.

OHRM is committed to systematically eliminating ineffective technologies and processes while also leveraging automation to drive efficiency. This approach ensures that OHRM is always working to maximize organizational systems and resources. OHRM meets the evolving needs of internal and external stakeholders by ensuring that systems and processes are continuously evaluated for modernization, efficiency, and alignment with shifting needs and priorities. OHRM is applying industry systems and best practices to improve the customer experience and optimize organizational efficiency.

OHRM enables leadership to make informed business decisions by providing reliable and meaningful human capital data, analysis, and consultation. OHRM is leading multiple programs to support the agency's current effort to reshape the workforce and maximize the return to in-

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person work. In addition, OHRM provides critical agency-wide support for merit-based workforce planning to ensure an environment of accountability and high performance.

To that end, OHRM is focused on establishing hiring plans and practices that align with OPM's Merit Hiring guidelines to drive merit-based talent acquisition. In addition, OHRM is dedicated to promoting a workforce culture of merit-based rewards and recognition. The performance management and awards team is focused on adopting rewards programs and incentives to celebrate high performance, efficiency, and the streamlining and achievement of established goals across GSA.

The FY 2027 President's Budget includes \$2 million to support the transition to OPM's consolidated Core Human Capital Management (Core HCM) system, which will consolidate outdated and inefficient human resources systems into a single, modern Core HCM platform. This single, modern platform will encompass personnel action processing, employee system of record, position management, and workforce analytics, among other human resource functions. This amount includes estimated licensing fees for the new system, data migration, and warehousing of legacy data.

OHRM will continue to focus on providing quality services in support of the overall agency mission and priority initiatives. Resource optimization, system modernization, and operational efficiency is key to supporting GSA's future. OHRM proactively supports initiatives that drive organizational performance and operational efficiency. With a newly structured organization aligned to meet the agency's key priorities, OHRM will continue to meet critical needs by enhancing existing resources and systems. In addition, OHRM is making impactful investments in HR systems to enhance the efficacy and efficiency of its services. These targeted investments support mission-critical HR systems and drive continuous cost optimization across key operational areas.

Office of Administrative Services: FY 2027 Estimate - \$67.1 million

Internal Services: FY 2027 Estimate - \$66.3 million

The Office of Administrative Services (OAS) is responsible for administrative and management services for GSA. OAS serves as the tenant representative for the agency, providing workspace planning, facility design, facilities management, and workplace services tenant support on a national scale. Other responsibilities include but are not limited to: executive correspondence, forms, directives, and travel and purchase card oversight. OAS staffs 11 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 oversees rent and security expenditures across the WCF and GSA appropriated accounts for GSA-occupied space, including GSA's Washington, DC, headquarters facility at 1800 F

Street, NW. In FY 2026, OAS centralized all the rent that GSA pays for shared office space (space where any GSA employee might occupy) into the WCF. In order to meet the President's January 2025 Return to In-Person Work Memorandum, OAS anticipates it will need to acquire approximately 22,000 additional usable square feet to accommodate all personnel and concurrently is working to expand the GSA portfolio to align the Federal Acquisition Service (FAS) with its new Strategic Customer Bases. However, GSA expects to reduce its portfolio by approximately 100,000 usable square feet in FY 2027 in certain locations, as the agency continues to look for opportunities to optimize space. Ultimately, the goal of consolidating all of GSA's rent for shared office space into the WCF is to improve efficiency. This consolidation will enable GSA employees to dedicate less time to managing Occupancy Agreements and will facilitate better alignment with reporting guidelines included in OMB Memorandum M-25-25, Implementation of the Utilizing Space Efficiently and Improving Technologies Act.

Due to the revocation of Executive Order 14057, "Catalyzing American Clean Energy Industries and Jobs through Federal Sustainability," which required the Federal Government to reach 100 percent zero-emission vehicle (ZEV) acquisition by 2035, OAS is returning all Electric Vehicles, Plug-in Hybrid Electric Vehicles and decommissioning charging stations at non-critical locations. To date, GSA has 20 ZEVs remaining, and OAS will continue to work with its GSA customers to return all ZEVs. In addition, GSA continues to reduce the Internal Fleet by 28 percent. Through utilization analysis in FY 2025, 148 vehicles have been returned to FAS for disposal or reuse at another agency. This vehicle optimization plan will realize annual savings based on lease/parking/incremental costs. OAS also launched a program called Rideshare for Local Travel, which leverages an existing blanket purchase agreement with Uber through FAS. It provides an alternative method of local transportation for trips less than 50 miles or within the designated local travel radius, where a Government-owned Vehicle (GOV) may have otherwise been utilized. Replacing local GOV mileage with rideshare miles at the same cost or less allows GSA to avoid costs on vehicle leases, parking, and maintenance costs with zero interruption to the mission.

OAS's Office of Travel and Charge Card Services is leading the migration from the current ETS2 travel system (ConcurGov) to the ETSNext (now branded as GO.gov) travel system. As part of the shared service model, this office procured a new travel management center (TMC) for GSA as all agencies will be required to procure their own TMC services when GO.gov is implemented. OAS serves as the subject matter experts, which includes developing requirements, reviewing and evaluating proposals, selecting a vendor, and ensuring the implementation of services is rolled out with the GO.gov system.

OAS's Executive Secretariat Program manages GSA's executive correspondence, internal directives, and standard forms. It ensures efficient and timely processing of correspondence, including letters, decision papers, congressional responses, and real estate prospectuses, coordinating with various Government entities and the public. The program oversees the

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creation and revision of 600 GSA forms in the Forms Library, aiding data collection for GSA and Federal agencies. Additionally, it manages the review, routing, and approval of over 300 GSA internal policies housed in the Directives Library, which govern GSA's internal operations. The Executive Secretariat's teams have several initiatives planned to embrace technology enhancements for FY 2026 and FY 2027, which include enhancing digitization and process automation of GSA's forms and directives programs. The program is also exploring options to enhance the correspondence management system with more streamlined executive correspondence routing, reviewing, and approval process, to increase transparency and visibility of correspondence tracking throughout the clearance and concurrence life cycle, and to enhance reporting.

External Services: FY 2027 Estimate - \$815 thousand

OAS's 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 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. The CABs Account Management team has multiple initiatives in partnership with other GSA service providers to enhance and streamline service for CABs customers. Projects include: (1) Partnering with GSA IT to incorporate GSA Auth as secure multi-factor access (MFA) log-in to Concur and HR Links for CABs Access, (2) OCFO development of the Client Management Shared Service Platform for all GSA service providers, (3) Expansion of personnel security and IT services pilot, and (4) IAA consolidation across GSA CABs service providers.

Office of Mission Assurance: FY 2027 Estimate - \$37.3 million

Internal Services: FY 2027 Estimate - \$34.3 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, GSA's Insider Threat program, industrial security, operational security, disaster response, and contingency and continuity of operations planning.

In FY 2027, OMA will increase situational awareness as co-lead for the Government Services and Facilities Sector by informing risk and adapting security and resilience postures to better protect critical infrastructure. OMA will partner with the National Security Council and participate in Inter-agency Policy Committees to identify national security policy gaps, to represent GSA's equities, and to anticipate changes to GSA policy. OMA will leverage best practices used by the U.S. Intelligence Community and other Government agencies that operate counterintelligence

programs and implement them where possible across GSA to counter adversarial risks. OMA will identify gaps and develop a plan to address GSA's evolving need for distributed secure capabilities to mitigate the risk of classified communication disruptions and will develop and enhance products tailored to the needs of internal and external mission partners to increase awareness of threats that could impact operations.

OMA will continue to build on GSA's Federal Mission Resilience portfolio by focusing on further operationalizing the distributed nature of GSA's workforce and mission capabilities, working with GSA's distributed offices help ensure positive redundancy and capabilities for quick devolution or distribution of functions and mission support, advancing special areas such as operational and supply-chain security. OMA will continue leading GSA's efforts to increase day-to-day readiness and resilience for fulfilling its roles and responsibilities with the National Response Framework (NRF), its National Essential Functions (NEF) as well as those supporting the National Response Coordination Center, Emergency Support Functions (ESFs) and the Recovery Support Functions (RSFs). 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 and GSA enterprise architecture resources in developing innovative technology and automation-based IT solutions to optimize business processes, refine best practices, and, to the greatest extent possible, identify savings needed to offset cost increases due to mission priorities.

External Services: FY 2027 Estimate - \$3 million

OMA is responsible for coordinating GSA's response to national emergencies and major disasters, as outlined in the NRF–ESF #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 2027 Budget Estimate - \$31.4 million

Internal Services: FY 2027 Estimate - \$31.4 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.

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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 (GAO); and assists the U.S. Department of Justice with claims filed in Federal court. OGC defends the agency against tort, 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 (FAR), 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 2027 Estimate - \$33.0 million

Internal Services: FY 2027 Estimate - \$20.7 million

The Office of Acquisition Policy (OAP) governs GSA's procurement authority under the Office of Government-wide Policy (OGP). Led by the Senior Procurement Executive (SPE), the office provides oversight of approximately \$126 billion in annual contract spending through data-driven acquisition analytics, procurement management reviews, and targeted assessments of high-risk procurements.

OAP manages the certification and training of GSA's acquisition workforce, including oversight of the contracting officer warrant program and implementation of Federal Acquisition Certification standards. The office issues agency acquisition policy and provides implementation guidance for major initiatives, including the modernization of the FAR and the General Services Acquisition Regulation (GSAR), and the integration of cybersecurity risk management practices into procurement operations.

This office plays a critical role in advancing numerous GSA and Administration priorities, including the Revolutionary FAR Overhaul, Government-wide procurement consolidation initiatives, and other strategic acquisition reforms aimed at improving efficiency and effectiveness across the Federal enterprise.

OAP also ensures procurement integrity through its Suspension and Debarment Program, adjudicating cases of contractor non-responsibility to safeguard Federal funds and promotes accountability. Additionally, the GSA Procurement Ombudsman within OAP provides a neutral

channel to address vendor concerns, promote transparency, and resolve procurement disputes informally, reinforcing trust in GSA's acquisition processes.

The Office of Asset and Transportation Management provides support for GSA's Committee Management Program in compliance with the Federal Advisory Committee Act. The program, located in the Committee Management Secretariat, includes two internal functions: the Committee Management Officer (CMO) and the Committee Management Coordinator (CMC). The CMO function is responsible for implementing and exercising control and supervision over policies and procedures for the management of GSA Federal advisory committees. The CMC function is responsible for the coordination and tracking of GSA intergovernmental and intragovernmental committees, as well as GSA employee membership on extra-governmental committees.

The Office of Evidence and Evaluation (OEE) provides services for data quality, agency evaluations, and customer surveys and methodologies. OEE's Evidence and Analysis division houses the GSA Statistical Official and is the agency champion for data quality and data confidentiality protection across GSA. This division will support the Statistical Official in establishing statistical policy and implementing guidance to enable GSA to produce and disseminate relevant and timely statistical information and provide important validation of the GSA evaluations and evidence building capacity.

OEE's Evaluation Sciences division houses the GSA Evaluation Officer and leads the implementation of GSA's Learning Agenda, Annual Evaluation Plans, and Capacity Assessment. This division implements the Evidence-Based Policymaking Act of 2018 (The Evidence Act), which improves how GSA builds and uses evidence to better align performance, budget, strategic planning, policymaking, data, and evidence building activities. OEE is requesting an increase of two FTE to support anticipated increases in GSA evaluation efforts.

OEE's Voice of the Customer (VoC) division designs and executes Government-wide customer related surveys, leads customer research practice and governance, and works with GSA teams to generate insights about customer sentiment. VoC supports GSA teams with learning about their customers through selecting and conducting appropriate customer research methodologies, analyzing the data collected to produce valuable insights, and making program improvements. The VoC team also collects and shares high-level insights about GSA's customers to aid cross-functional teams and executive decision-makers. The VoC team funds and administers GSA's enterprise customer experience management platform and oversees survey governance. This will support centralized management of customer sentiment data to enhance GSA's customer insight development capabilities and improve the availability of the insights.

External Services: FY 2027 Estimate - \$12.3 million

External programs are supported through collections from participating agencies, which enter into interagency agreements to reimburse GSA. External WCF funds provide some flexibility—often referred to as a “float”—allowing limited coverage of operational expenses before agreements are finalized and funds are collected. Operational controls remain managed at the budget level to ensure fiscal discipline.

OGP manages GSA IT's Folio Federal Shared Service program. Folio is the U.S. Government's premier web-based, Software-as-a-Service solution for Federal IT portfolio management. Managed by GSA's Capital Planning and Investment Control (CPIC) Program Management Office, Folio enables Federal agencies to meet IT budgeting, management, tracking, and reporting requirements under 40 U.S.C. § 11312 and 44 U.S.C. § 3506(a)–(h). It provides advanced tools supporting internal IT governance, portfolio management, and reporting to OMB. Folio operates on a fully cost recoverable, fee-for-service, subscription-based funding model.

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, to measure organizational effectiveness, and to support Government-wide performance management efforts, including Performance.gov.

The OEE's Evaluation Sciences Division works across Government to provide end-to-end support in the design of evidence-based program changes and rigorous evaluations to measure impact, promote savings, improve mission performance, and drive effectiveness and efficiency in multiple program areas. The Division has a large and varied portfolio of work focused on understanding what works to improve Government services and service delivery to the American people. The Evaluation Sciences Division operates under a cost-effective, reimbursable model, meeting agency demand for evaluation services and assisting agencies with fulfilling the evaluation requirements of the Evidence Act. OGP is transferring four FTEs from appropriations in FY 2027 to support this Government-wide evaluation effort.

Technology Transformation Services: FY 2027 Estimate - \$4.6 million

External Services: FY 2027 Estimate - \$0

In FY 2027, TTS will move the Rulemaking Program from WCF to FCSF Reimbursable Authority. This change will help simplify the TTS funding structure and streamline collections with GSA's other FCSF Agency Collection programs.

The eRulemaking Program, part of TTS, is an E-Government program that fulfills the requirements under Section 553 of the Administrative Procedure Act of 1946, Section 206 of

the E-Government Act of 2002, the Clinger-Cohen Act, and the Government Paperwork Elimination Act, in supporting 196 Federal agencies in the rulemaking process. The eRulemaking system comprises (1) the back-end Federal Docket Management System (FDMS), which supports agencies' management of the rulemaking process, and (2) Regulations.gov, the public-facing site that provides the public with the opportunity to not only comment on proposed regulations but also download rulemaking content.

Technology Modernization Funding: FY 2027 Estimate - \$4.6 million

In January 2024, the Technology Management Fund announced the investment of \$19.7 million as part of a multiyear modernization effort of the Government's rulemaking systems. In FY 2027, this investment of \$4.6 million will allow GSA to implement cost-effective and improved regulatory services that benefit public and Federal Government users, while eliminating the risk of system failure; address near-term security vulnerabilities and risks in the current rulemaking system; and begin a multiyear effort to transition to a modernized architecture that will better meet the needs of public and Federal Government users.

Office of Strategic Communication: FY 2027 Estimate - \$13.2 million

Internal Services: FY 2027 Estimate - \$13.2 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. OSC will continue to promote and enhance the performance and reputation of GSA by providing critical, integrated communication support for the agency.

OSC helps Federal agencies, the media, the public, and all of GSA's stakeholders understand the important work performed by GSA in buildings, acquisitions, and technology. OSC's media affairs professionals are the official point of contact for national and local media outlets. OSC maintains editorial control over GSA's social media presence and approves all requests for outside speaking engagements. OSC also oversees the statutorily required plain language program for the agency and leads important stakeholder engagement activities around key issues.

OSC manages content on the agency's public-facing 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. OSC maintains the agency's brand and produces quality-assurance oversight on all of GSA's visual and broadcast products, including videos, graphics, podcasts, and photos.

*U.S. General Services Administration
Working Capital Fund*

OSC works directly with GSA's services 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.

OSC will also continue to implement important communications initiatives that support GSA's strategic goals, including optimizing the Federal footprint, centralizing and streamlining Federal procurement, and rationalizing technology modernization.

Office of Civil Rights: FY 2027 Estimate - \$4.2 million

Internal Services: FY 2027 Estimate - \$4.1 million

The Office of Civil Rights (OCR) provides support and guidance on all aspects of equal employment opportunity (EEO), affirmative employment, and nondiscrimination in federally assisted and conducted programs within GSA. OCR ensures GSA's compliance with Federal laws, guidance, and authorities that prohibit discrimination and harassment in the workplace.

OCR also oversees civil rights compliance in GSA's public-facing activities and its programs and services to ensure they are conducted in a non-discriminatory manner and in accordance with applicable Federal civil rights laws, regulations, Executive orders, and policies.

In FY 2027, OCR will continue to:

- Enhance operational efficiency through automation and optimization of OCR's processes.
- Promote Alternative Dispute Resolution to facilitate early resolution of workplace conflicts, reducing processing time and costs.
- Collaborate with agency partners to strengthen proactive anti-discrimination and anti-harassment programs.

External Services: FY 2027 Estimate - \$60 thousand

OCR provides EEO services to other Federal agencies on a cost-reimbursable basis. These services include EEO counseling, mediation, investigations, and complaint adjudication.

Office of Small and Disadvantaged Business Utilization: FY 2027 Estimate - \$7.1 million

Internal Services: FY 2027 Estimate - \$7.1 million

GSA's Office of Small and Disadvantaged Business Utilization (OSDBU) carries out GSA's 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 other Federal agencies.

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 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 monitoring 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;
- Establishing, through data analytics and in coordination with SBA, small business procurement goals for GSA, monitoring performance across small business and socio-economic small business categories, and implementing initiatives to achieve statutory goals;
- Facilitating maximum practicable opportunities for small and disadvantaged businesses to provide innovative, cost-competitive, and timely products and services for Federal procurement requirements by contributing to the forecasting of opportunities, market research, acquisition strategy influence, and the negotiation of higher subcontracting goals; and
- Delivering training and resources to GSA's acquisition workforce and the vendor community.

OSDBU's FY 2027 estimate of \$7.1 million includes funding to deliver a successful agency small business program, maximize opportunities and resources 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, leveraging automation, providing small business vendor engagement and training, offering small business training to the acquisition workforce, and improving efficiency and effectiveness.

In FY 2027, OSDBU plans to:

- Create earlier awareness of procurement opportunities and assist other Federal agencies with onboarding on the Forecast of Contracting Opportunities Tool. The tool will provide industry with a single point of entry to all of the Government's forecasted contract opportunities.
- Utilize GSA's small business goaling data to inform agency acquisition strategies and effectively advocate for small businesses.
- Assist with procurement centralization efforts by providing dedicated Small Business Technical Advisor support and advising contracting teams on acquisition strategies that will maximize small business participation, promote competition, and grow the industrial base.

*U.S. General Services Administration
Working Capital Fund*

- Enhance OSDBU's national monthly training program by partnering with internal and external stakeholders to develop a robust training program for GSA's industry partners.
- Provide a platform for small businesses to demonstrate new and innovative technologies and services.
- Review and advise on policy matters in order to reduce barriers to entry and increase small business contract opportunities.
- Continue to advocate on behalf of small businesses assisting with technical issues, payments, and unduly restrictive solicitations.

Office of Congressional and Intergovernmental Affairs: FY 2027 Estimate - \$1.7 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 funding estimate 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 2027 Estimate - \$1.7 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 Contributions by Staff and Service Office

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
Federal Buildings Fund	\$ 437,473	\$ 301,464	\$ 290,017
Federal Acquisition Services	\$ 392,183	\$ 323,553	\$ 337,816
Acquisition Services Fund	\$ 376,811	\$ 314,208	\$ 329,298
Federal Citizens Services Fund	\$ 15,372	\$ 9,345	\$ 8,518
Office of Governmentwide Policy	\$ 12,656	\$ 10,091	\$ 8,134
Office of Inspector General	\$ 1,514	\$ 1,481	\$ 1,482
Former Presidents	\$ 21	\$ 29	\$ 28
Civilian Board of Contract Appeals	\$ 174	\$ 142	\$ 142
Technology Modernization Fund	\$ 1,882	\$ 1,462	\$ 1,487
Operating Expenses	\$ 6,766	\$ 5,473	\$ 4,996
Executive Direction	\$ 3,394	\$ 2,973	\$ 2,741
Real Property Disposal	\$ 3,372	\$ 2,500	\$ 2,255
WCF External Programs	\$ 2,176	\$ 2,073	\$ 1,873
OCFO - Payroll Shared Services	\$ 258	\$ 273	\$ 243
OCFO - Pegasys Financial Services	\$ 643	\$ 582	\$ 518
OGP - Electronic Capital Planning & Investment Control	\$ 166	\$ 175	\$ 160
OAS - Commissions & Boards	\$ 222	\$ 91	\$ 82
TTS - eRulemaking	\$ 240	\$ 281	\$ 261
OGP - PMLOB	\$ 45	\$ 58	\$ 53
OGP - Acquisition Workforce Training Fund	\$ 602	\$ 613	\$ 556
Grand Total WCF Contributions	\$ 854,845	\$ 645,768	\$ 645,975

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U.S. General Services Administration

FEDERAL CAPITAL REVOLVING FUND

Fiscal Year 2027 Congressional Justification

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Federal Capital Revolving Fund Overview

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 of 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 project cost, smoothing out the impact on the annual appropriations process and eliminating the funding spike. This approach also has the benefit of allowing agencies to utilize the asset while making the repayments to the FCRF. Annual repayments made from future appropriations 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 typically handled differently at the State and local government levels. Expenditures for capital investments are combined with operating expenses in the unified Federal 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 typically 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 2027 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 2027 budget proposed 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 \$2.5 billion or the balance in the FCRF, including annual repayments.

Summary of the Request

The FY 2027 President's Budget supports both the appropriation of funds for the first repayment into the FCRF through installment acquisition payments for the inaugural project, and the \$10 billion mandatory appropriation proposed for the corpus. 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 up-front acquisition cost from the discretionary caps and instead charge the cost to discretionary funding over time.

In FY 2027, the budget uses the FCRF concept to fund a \$375 million capital investment. In accordance with the principles and design of the FCRF, the 2027 budget requests appropriations language designating the type of project that would be funded out of the FCRF, which will be housed within the U.S. General Services Administration (GSA), along with \$25 million for the first-year repayments for the project to the FCRF. The first year payment will also include the one-time administrative fee, to be paid to the Administrator, of .03 percent of the total project cost, or \$112,500. The FCRF account requested will fund the first FCRF project in 2027 and a total of \$15 billion worth of Federal buildings projects using the initial \$10 billion in mandatory appropriations over the 10-year horizon.

The President's FY 2027 Budget includes appropriations language supporting the investment of \$375 million, as well as the first of 15 annual discretionary appropriations repayments of \$25 million. This funding will support a project that is necessary to improve space utilization for the U.S. Department of Agriculture (USDA) in Washington, DC, by consolidating USDA operations from the Agriculture South Federal Building into the Jamie L. Whitten Federal Building and Sidney R. Yates Federal Building. The project will install critical building infrastructure to enable the Jamie L. Whitten Federal Building to operate independently from the underutilized and inefficient Agriculture South Building, which is planned for strategic disposal through this project.

This project will deliver meaningful savings to the taxpayers by eliminating over \$1 billion in deferred maintenance liabilities and \$15.2 million in annual operations and maintenance costs with the disposition of the South Building. This will also achieve a substantial space reduction allowing GSA and the Administration to optimize the Federal real estate footprint in support of GSA's nationwide consolidation efforts. Please see the Federal Buildings Fund narrative for more details on this project.

*U.S. General Services Administration
Federal Capital Revolving Fund*

Federal Capital Revolving Fund			Purchasing Agency		
	Year 1	Years 2-15		Year 1	Years 2-15
Mandatory:			Mandatory:		
Transfer to purchasing agency to Cons/Disp building.....	375		Collection of transfer from Federal Capital Revolving Fund.....	-375	
Purchasing agency repayments.....	-25	-350	Payment to Cons/Disp building.....	375	
			Discretionary:		
			Repayments to Federal Capital Revolving Fund.....	25	350

Total Government-wide Deficit Impact			
	Year 1	Years 2-15	Total
Mandatory:			
Consolidate/Dispose building.....	375		375
Collections from purchasing agency.....	-25	-350	-375
Discretionary:			
Purchasing agency repayments.....	25	350	375
Total Government-wide.....	375	---	375

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.

*U.S. General Services Administration
Federal Capital Revolving Fund*

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Resources:			
Available from prior year	\$ -	\$ -	\$ -
Mandatory Appropriation	\$ -	\$ -	\$ 10,000,000
Offsetting Collections	\$ -	\$ -	\$ 25,113
Total Resources Available	\$ -	\$ -	\$ 10,025,113
Obligations			
Transfers for Acquisition of Real Property	\$ -	\$ -	\$ 375,000
Program Administration	\$ -	\$ -	\$ 113
Total Obligations	\$ -	\$ -	\$ 375,113
Fund Balance:			
Total Resources Available	\$ -	\$ -	\$ 10,025,113
Total Obligations		\$ -	\$ (375,113)
Fund Balance	\$ -	\$ -	\$ 9,650,000
Net Budget Authority	\$ -	\$ -	\$ 10,000,000

*U.S. General Services Administration
Federal Capital Revolving Fund*

Obligations by Object Classification

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 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.....	\$ -	\$ -	\$ 113
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.....	\$ -	\$ -	\$ <u>375,000</u>
99.0 Obligations, Mandatory.....	\$ -	\$ -	\$ <u>375,113</u>
Subtotal, PC&B	\$ -	\$ -	\$ -
Subtotal, Non-labor	\$ -	\$ -	\$ 375,113

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U.S. General Services Administration

PERMANENT BUDGET AUTHORITY

Fiscal Year 2027 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 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).

Program Authorization

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 2026 Operating Plan and FY 2027 Budget Request

The Transportation Audits program is managed by the Federal Acquisition Service (FAS) in the Travel, Transportation and Logistics Portfolio. In March 2025, the Administrator of General Services delegated the authority to all Federal agencies to adjudicate transportation claims between the agency procuring the transportation services and the carrier or freight-forwarder presenting the bill. As a result, GSA has begun the process to close the Transportation Audits program.

The Fiscal Year (FY) 2026 costs of the program include severance and leave payments to separated employees, claims against contract work already performed on behalf of the program, and other costs associated with sunsetting the program. GSA will sunset the program once all of the close-out costs and claims have been paid out. The remaining balances in the fund may be returned to the General Fund of the Treasury upon the completion of program closeout.

U.S. General Services Administration
Permanent Budget Authority

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
11.1 Full-time, permanent.....	\$ 3,126	\$ -	\$ -
11.3 Other than full-time permanent.....	\$ -	\$ -	\$ -
11.5 Other personnel compensation.....	\$ 60	\$ -	\$ -
12.1 Civilian personnel benefits.....	\$ 978	\$ -	\$ -
13.0 Benefits for former personnel.....	\$ 76	\$ 516	\$ -
21.0 Travel and transportation of persons.....	\$ 3	\$ -	\$ -
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.....	\$ 2,199	\$ -	\$ -
25.2 Other services from non-Federal sources.....	\$ -	\$ -	\$ -
25.3 Other goods and services from Federal sources.....	\$ 1,632	\$ -	\$ -
26.0 Supplies and materials.....	\$ -	\$ -	\$ -
31.0 Equipment.....	\$ -	\$ -	\$ -
42.0 Insurance claims and indemnities.....	\$ -	\$ 11,000	\$ -
99.0 Obligations, appropriated (annual).....	\$ 8,073	\$ 11,516	\$ -
Subtotal, PC&B.....	\$ 4,240	\$ 516	\$ -
Subtotal, Non-labor.....	\$ 3,833	\$ 11,000	\$ -
99.9 Total obligations.....	\$ 8,073	\$ 11,516	\$ -
FTE	22.3	0.0	0.0

Amounts Available for Obligation
(Dollars in Thousands)

Special Fund Receipts:

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
Balance, start of year*.	\$ 33,024	\$ 26,218	\$ 14,952
Receipts*.	\$ 4,794	\$ -	\$ -
Sequestration*.	\$ 699	\$ 696	\$ -
Excess collections returned to Treasury*.	\$ -	\$ -	\$ (14,952)
Transfer to Suspense Fund to Pay Transportation Service Provider*.	\$ (384)	\$ -	\$ -
Appropriation to the expenditure fund*.	\$ (12,264)	\$ (12,212)	\$ -
Unobligated balance returned from expenditure fund*.	\$ 349	\$ 250	\$ -
Balance, end of year*.	\$ 26,218	\$ 14,952	\$ -

Special Fund Expenditures:

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
Mandatory authority:			
Appropriation*.	\$ 12,264	\$ 12,212	\$ -
Sequestration*.	\$ (699)	\$ (696)	\$ -
Unobligated balance, end of year*.	\$ 3,492	\$ (0)	\$ -
Total obligations*.	\$ 8,073	\$ 11,516	\$ -
Net Outlays*.	\$ 7,346	\$ 10,483	\$ 3,455

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 financed through a credit of five percent of the fees collected from non-Department of War (DOW) activities by GSA and other civilian agencies that manage Government-wide acquisition contracts, Multiple Award Schedule contracts entered into by GSA, and other multi-agency contracts. Receipts are available for expenditure in the fiscal year collected, in addition to the following two fiscal years. The AWTF is managed by GSA's Federal Acquisition Institute (FAI) in consultation with the Office of Federal Procurement Policy (OFPP) and the FAI Board of Directors. The AWTF 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.

Program Authorization

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 2011 (Public Law 112-81, December 31, 2011).

AWTF Fee Considerations

Under current law, a portion of the administrative fee on certain Government-wide contracts is set aside and deposited into AWTF to support this training. As contracting requirements and supply chain considerations have grown more complex, the current level of funding has proven inadequate. As the current percentage of five percent has not changed since the AWTF was established in 2003, GSA is considering changes, similar to the fee increase proposed in the FY 2025 Budget, that would allocate a larger share of the fees already paid by Federal agencies to FAI and Defense Acquisition University (DAU). In practice, the majority of the impact would manifest as an internal transfer within GSA; other agencies would see negligible cost increases from the use of these contracts but would benefit from the enhanced training that their procurement officials will receive from FAI, which is solely funded by the AWTF.

Need for New Acquisition Workforce Training Investment

Federal contracting requirements are growing in complexity, with a greater need for services contracting, technology acquisition, and, more recently, supply chain risk concerns. This is true not only for contracting officers but also those program office professionals—namely contracting officer's representatives and program and project managers—who oversee contract performance, all of whom are considered part of the acquisition workforce. Congress has recognized the importance of training to meet these challenges and passed the Supply Chain Security Training Act of 2021 ([Pub. L. 117-145](#)) and the Artificial Intelligence Training for the Acquisition Workforce Act ([Pub. L. 117-207](#)).

FY 2026 Operating Plan and FY 2027 Budget Request

The FY 2027 budget request estimates that GSA will obligate \$17.5 million for FAI programs. The Board of Directors has reviewed the FAI programs to identify where additional 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 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 program management operational support.

Learning and Development

This program is used to develop learning assets and deliver training to the acquisition workforce. It is also used for 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 support contract.

*U.S. General Services Administration
Permanent Budget Authority*

Amounts Available for Obligation

(Dollars in Thousands)

<u>Special Fund Receipts</u>			
	FY 2025 Actual	FY 2026 Plan	FY 2027 Request
Balance, start of year	\$8,392	\$8,724	\$2,448
Receipts	\$17,962	\$16,521	\$17,921
Appropriation to the expenditure fund	-\$17,630	-\$22,797	-\$17,493
Balance, end of year	\$8,724	\$2,448	\$2,876
<u>Special Fund Expenditure</u>			
	FY 2025 Actual	FY 2026 Plan	FY 2027 Request
Unobligated balance, start of year	\$22,749	\$25,283	\$25,283
Mandatory authority:			
Appropriation	\$17,630	\$22,797	\$17,493
Unobligated balance, expiring	\$0	\$0	\$0
Total Obligations	-\$15,095	-\$22,797	-\$17,493
Unobligated balance, end of year	\$25,283	\$25,283	\$25,283
Full Time Equivalents (FTE)	16	18	21
<i>Net Outlays</i>	<i>\$12,475</i>	<i>\$20,517</i>	<i>\$15,744</i>

Obligations by Object Class

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Plan	FY 2027 Request
11.1 Full-time permanent.....	\$ 2,683	\$ 2,623	\$ 2,997
11.5 Other personnel compensation.....	\$ 76	\$ 92	\$ 92
11.8 Special personnel services payments	\$ 752	\$ 800	\$ 800
12.1 Civilian personnel benefits.....	\$ 985	\$ 1,018	\$ 1,139
21.0 Travel and transportation of persons.....	\$ -	\$ 7	\$ 7
23.1 Communication and Utilities.....	\$ 15	\$ 15	\$ 15
25.1 Advisory and assistance services.....	\$ 3,717	\$12,063	\$ 8,261
25.2 Other services from non-Federal sources.....	\$ -	\$ 49	\$ 49
25.3 Other goods & services from Federal sources...	\$ 6,808	\$ 6,078	\$ 4,080
26.0 Supplies and Materials.....	\$ 60	\$ 51	\$ 52
31.0 Equipment.....	\$ 1	\$ 1	\$ 1
99.0 Total obligations.....	\$15,096	\$22,797	\$17,493

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.

Program Authorization

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) Fees 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) Advertising and surveying.

FY 2026 Operating Plan and FY 2027 Budget Estimate

The FY 2027 budget request provides \$10.9 million for GSA's 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.

*U.S. General Services Administration
Permanent Budget Authority*

Obligations by Object Classification
(Dollars in Thousands)

		FY 2025 Actual	FY 2026 Plan	FY 2027 Request
21.0	Travel and transportation.....	\$ 1	\$ 50	\$ 50
24.0	Printing and reproduction.....	\$ 4	\$ 129	\$ 129
25.1	Advisory and assistance services.....	\$ 321	\$ 9,391	\$ 9,391
25.2	Other services from non-Federal sources.....	\$ 40	\$ 119	\$ 119
25.3	Other goods & services from Federal sources.....	\$ -	\$ 547	\$ 547
25.7	Operation and maintenance of equipment.....	\$ -	\$ 20	\$ 20
26.0	Supplies and materials.....	\$ 4	\$ -	\$ -
99.9	Total obligations.....	\$ 370	\$ 10,256	\$ 10,256

U.S. General Services Administration
 Permanent Budget Authority

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
Balance, start of year	\$ 75,294	\$ 69,980	\$ 66,724
Receipts, real property disposal	\$ 8,817	\$ 6,000	\$ 6,000
Receipts, outleasing	\$ -	\$ 3,000	\$ 3,000
Subtotal Net receipts	\$ 8,817	\$ 9,000	\$ 9,000
Appropriation to the expenditure fund	\$ (3,715)	\$ (10,876)	\$ (10,876)
Sequestration	\$ 620	\$ 620	\$ 620
Total budgetary resources	\$ (3,095)	\$ (10,256)	\$ (10,256)
Transfer to Land and Water Fund, DOI	\$ (9,547)	\$ (2,000)	\$ (2,000)
Unobligated balance, transferred in from Expenditure Fund	\$ (1,489)	\$ -	\$ -
Fund Expenditures	\$ -	\$ -	\$ -
Balance, end of year	\$ 69,980	\$ 66,724	\$ 63,468

Special Fund Expenditures:

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
Mandatory authority			
Appropriation	\$ 3,715	\$ 10,876	\$ 10,876
Unobligated balance, sequestered	\$ (620)	\$ (620)	\$ (620)
Unobligated balance	\$ (2,725)	\$ -	\$ -
Total obligations	\$ 370	\$ 10,256	\$ 10,256
Net Outlays	\$ 370	\$ 10,256	\$ 10,256

Note: In accordance with 54 U.S.C. § 200302, any receipts in excess of the long-term requirements of the Fund must be transferred out of the Fund established by 40 U.S.C. § 572(a) and deposited into the U.S. Department of the Interior's Land and Water Conservation Fund.

Obligations by Program Activity

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Plan	FY 2027 Plan
1. Utilization and Disposal - Real Property			
a. Appraisers, auctioneers, brokers fees, surveying	\$ 241	\$ 2,669	\$ 2,669
b. Advertising	\$ 96	\$ 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	\$ 26	\$ 2,342	\$ 2,342
f. Expenses incurred in a Relocation	\$ -	\$ -	\$ -
g. Personnel compensation	\$ -	\$ -	\$ -
h. Personnel benefits	\$ -	\$ -	\$ -
i. Administrative support	\$ -	\$ 305	\$ 305
j. Travel expenses	<u>\$ -</u>	<u>\$ 122</u>	<u>\$ 122</u>
Subtotal, Utilization and Disposal of Real Property	\$ 370	\$ 10,141	\$ 10,141
2. Outleasing of Government-owned Space			
a. Appraisers, auctioneers, brokers fees, surveying	\$ -	\$ 100	\$ 100
b. Advertising	<u>\$ -</u>	<u>\$ 15</u>	<u>\$ 15</u>
Subtotal, Outleasing	<u>\$ -</u>	<u>\$ 115</u>	<u>\$ 115</u>
Total obligations	\$ 370	\$ 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 2027 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 (FBF) 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 shall be used to transmit an fiscal year 2027 request for United States Courthouse construction only if the request: (1) meets 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) reflects the priorities of the Judicial Conference of the United States as set out in its approved Courthouse Project Priorities plan; and (3) includes 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 assessed by the General Services Administration.</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's construction and major repair and alteration programs, and with respect to 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 spending plans for the Federal Buildings Fund's New Construction and Acquisition program; the Federal Buildings Fund's Major Repair and Alteration program; and the Federal Citizen Service Fund.</p>

Sec. 526. For fiscal year 2028 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 Act making full-year or continuing appropriations for Financial Services and General Government Programs under the Congressional Budget and Impoundment Control Act of 1974 or the Balanced Budget and Emergency Deficit Control Act of 1985: (1) The amount of collections estimated to be deposited in the General Services Administration's Federal Buildings Fund (FBF) for the applicable fiscal year, as specified in the President's budget submitted pursuant to section 1105 of title 31, United States Code, for such fiscal year; and (2) The amount of 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 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.

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U.S. General Services
Administration

Fiscal Year 2026 -2030

GSA Strategic Plan





Since its creation in 1949, GSA has been entrusted with a vital mission: to ensure our government operates with efficiency, responsibility, and accountability to the American people. Today, that mission matters more than ever. As the world changes, GSA must not only keep pace but lead the way in shaping how the government delivers for the nation. At the heart of our vision is a simple but strong commitment: to safeguard taxpayer dollars while empowering federal agencies to serve the public with excellence.

We will meet this challenge by:

- Rightsizing the federal footprint to strengthen agency missions and foster a culture of collaboration.
- Enhancing how the federal government acquires goods and services it depends on.
- Expanding our government shared services leadership and our ability to deliver the very best products and services to every stakeholder we serve.
- Optimizing resources while simplifying policy and operations across government.
- Leading with innovation in the smart, secure, and thoughtful use of technology.
- Modeling fiscal responsibility through GSA's own operations and practices.

Through this strategic plan, GSA will continue to transform how the government works—building a more effective, innovative, and accountable federal enterprise that delivers lasting value for the American taxpayer.

Edward C. Forst
Administrator

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GSA Mission

To deliver the best customer experience and value in real estate, acquisition, and technology services to the government and the American people.

The U.S. General Services Administration (GSA) plays a vital role in ensuring that the federal government operates efficiently, responsibly, and in alignment with the interests of the American taxpayer. Established to streamline federal operations and promote effective government management, GSA remains committed to maximizing value for the American people through robust oversight, fiscal discipline, and service excellence.

GSA accomplishes its mission by delivering cost-effective, innovative, and collaborative solutions in real estate, acquisition, and technology. By leveraging the buying power of the federal government, GSA reduces waste and strengthens national supply chains by supporting American businesses, American-made goods, and services.

GSA is powered by a dedicated and talented workforce. Its leasing specialists, architects, contracting officers, technologists, project managers, and policy analysts work together to bring focus, expertise, and data-driven solutions that meet the evolving needs of government.

GSA has four fundamental strategies for delivering its mission in the coming years:

1. **Optimize our Federal Buildings Portfolio.** Reimagine and optimize the federal real estate portfolio by consolidating space, disposing of underutilized assets, reducing maintenance liabilities, and investing in beautiful, flexible, and technology-enabled facilities.
2. **Streamline and Centralize Procurement.** Improve federal procurement by simplifying the acquisition process and consolidating procurement functions to leverage governmentwide buying power, eliminate mission duplication and waste, and reduce regulatory barriers to entry.
3. **Enhance our IT Infrastructure and Software Services.** Leverage and invest in secure, scalable, and modern digital infrastructure and software solutions, such as cloud and artificial intelligence (AI) technologies, while optimizing overall information technology (IT) spend and educating the workforce on technology use.
4. **Embrace GSA's Model of Efficiency and Effectiveness for Ourselves.** Lead by example by streamlining internal processes to reduce redundancy in operations, increasing facility utilization, and providing tools for learning and training that enhance workforce capabilities.

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. As the federal government's largest landlord, PBS owns and leases approximately 8,500 assets and maintains an inventory of almost 360 million square feet of rentable workspace. PBS's inventory of assets comprises over 540 buildings listed or eligible for listing in the National Register of Historic Places. PBS provides high-quality real estate and workspace solutions, including acquiring, designing, constructing, leasing, and when necessary, disposing of surplus federal real property for 50 federal departments and agencies.

Federal Acquisition Service



GSA's Federal Acquisition Service (FAS) helps government agencies buy and access the products, services, and solutions they need to achieve their missions. FAS collaborates with suppliers, creates easy to use acquisition contracts and ensures compliance with laws and policy. It delivers shared services across acquisition and technology. Its knowledge of the markets helps agencies manage costs and maximize every dollar the government spends using its contracts and services.

FAS's Technology Transformation Services (TTS) provides technology services, from digital shared services to skilled technology talent, that are at the heart of how the government operates and serves the public. It ensures agency partners are more effective and efficient in providing services to the American people.

Office of Government-wide Policy

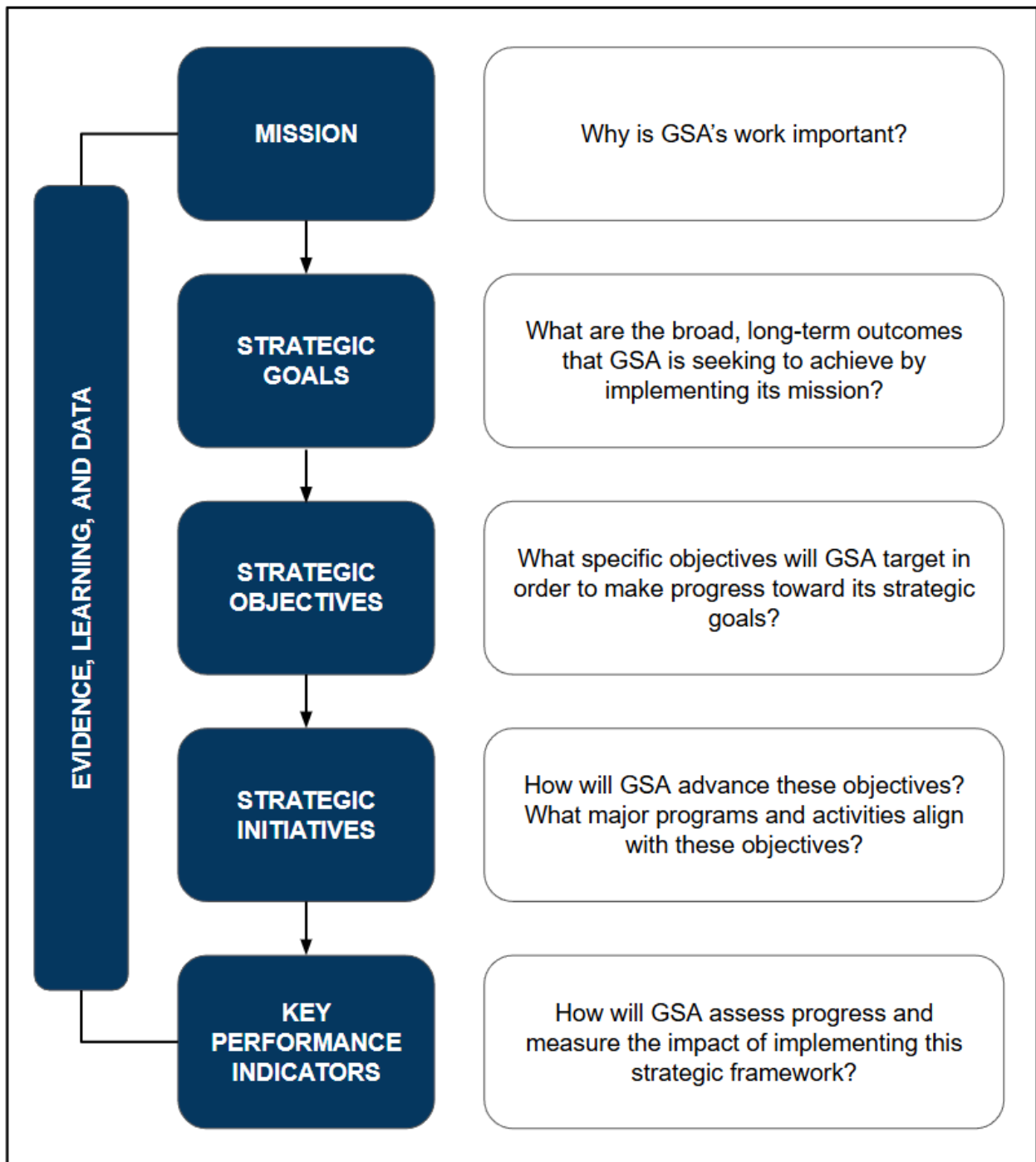


The Office of Government-wide Policy (OGP) uses policies, data, and strategy to drive efficiency, excellence, and dynamic mission delivery across the federal government. OGP focuses on key administrative areas such as shared services, travel and transportation, acquisition, acquisition workforce development, fleet management, information technology modernization, and real estate management. OGP influences agency behavior in such critical areas of government operations through the development of policies, performance standards, benchmarking resources, and transparent reporting of data.

For a full description of GSA's staff and independent 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 key performance indicators (KPIs).



FY 2026 - 2030 STRATEGIC PLAN 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.*

STRATEGIC GOALS

REAL ESTATE	ACQUISITION	TECHNOLOGY	INTERNAL OPERATIONS
GOAL 1: Optimize our Federal Buildings Portfolio	GOAL 2: Streamline and Centralize Procurement	GOAL 3: Enhance our IT Infrastructure and Software Services.	GOAL 4: Embrace GSA's Model of Efficiency and Effectiveness for Ourselves
Lead Office: Public Buildings Service	Lead Offices: Federal Acquisition Service, Office of Government-wide Policy	Lead Offices: Technology Transformation Services, GSA IT	Lead Office: Office of the Administrator

STRATEGIC OBJECTIVES

SO 1.1 Increase utilization of federal space for GSA and customer agencies.	SO 2.1 Overhaul governmentwide procurement by leading efforts that reduce duplication, drive savings, and improve how agencies buy domestic common goods and services.	SO 3.1 Optimize technology systems and infrastructure.	SO 4.1 Streamline internal processes and support services to minimize redundancy.
		SO 3.2 Create a shared, enterprise-wide data management and governance environment at GSA.	
SO 1.2 Reduce delinquent maintenance liabilities and improve the quality of owned properties for the federal buildings portfolio.	SO 2.2 Reduce regulatory barriers to increase competition and make it easier to do business with the government, including for small businesses.	SO 3.3 Provide shared services that improve security and interoperability.	SO 4.2 Deploy a high-performing workforce to be more agile and adaptable.
SO 1.3 Invest in and deliver beautiful, flexible, and technology-enabled facilities to support customer mission needs.	SO 2.3 Improve procurement technology infrastructure.	SO 3.4 Leverage AI and other emerging technologies thoughtfully to drive process improvements.	

GOAL 1 / REAL ESTATE

Optimize our Federal Buildings Portfolio

GSA's Public Buildings Service (PBS) provides innovative and efficient work environments that enable federal agencies to achieve their missions at the best value to the American taxpayer. PBS fulfills its mission by providing real estate and workspace solutions to customer agencies to support their mission needs. Today's work environment drives the transformation of the federal footprint into a more dynamic, cost-effective, and fiscally sustainable portfolio. By improving space utilization, investing in core assets, and disposing of underperforming and underutilized facilities, PBS aims to rightsize the federal footprint to more effectively support agency missions, promote collaboration, and serve as a responsible steward of taxpayer dollars.

STRATEGIC OBJECTIVES

- | | | |
|-----|---|---|
| 1.1 | Increase utilization of federal space for GSA and customer agencies | → |
| 1.2 | Reduce delinquent maintenance liabilities and improve the quality of owned properties for the federal buildings portfolio | → |
| 1.3 | Invest in and deliver beautiful, flexible and technology-enabled facilities to support customer mission needs | → |

HOW WE SUCCEEDED

In order for GSA to succeed, PBS needs the necessary resources and funding to successfully implement these initiatives, i.e., full access to rental revenues collected from customer agencies into the Federal Buildings Fund (FBF). Since fiscal year (FY) 2011, the average FBF enacted funding shortfall is roughly \$1 billion per year, which has resulted in a total projected fund balance of more than \$10 billion. While GSA continues to collect commercially equivalent rent from its occupant agencies, the FBF has been used by Congress to offset increases for other agencies, rather than to reinvest in providing quality space and services.

PBS and customer agencies require funding for consolidations, tenant moves, and building out space to provide for more optimized, technology-enabled, and collaborative workspaces. PBS is working toward disposing of underperforming and underutilized assets, updating workspaces, and leveraging leases for general office space. PBS must focus its limited funding into core assets to reduce liabilities and provide more efficient, flexible, technology-enabled, and collaborative work solutions to empower agencies to meet their mission needs.

PRIORITY QUESTION

- ↳ What are the challenges and successes for implementing occupancy/utilization requirements for GSA and customer agencies?

GOAL 1 / REAL ESTATE / OBJECTIVE 1.1

INCREASE UTILIZATION OF FEDERAL SPACE FOR GSA AND CUSTOMER AGENCIES

WHY

Federal agencies have historically struggled to accurately assess how much space they need to fulfill their missions. Assessing occupancy needs and designing space to best utilize occupancy is essential as underutilized and vacant space incurs operating costs. To continue to be good stewards for American taxpayers, GSA is committed to working with customer agencies to improve utilization and optimize space use to save money.

WHAT

Enacted in 2025, the Utilizing Space Efficiently and Improving Technologies (USE IT) Act requires agencies to measure and report their building utilization and will help GSA to improve space planning by collecting and validating occupancy data to inform housing strategies and reduce space. This approach will help to ensure that decision-making is based on data, rather than assumptions or future projections.

HOW

- ↳ Collect occupancy data and incorporate it into customer housing strategies.
- ↳ Conduct advanced portfolio analysis and leverage new tools to evaluate consolidation, co-location, and other innovative shared space options to reduce costs, offer flexible solutions, and leverage underutilized space.
- ↳ Consolidate agencies to improve space utilization and enable PBS to terminate costly unneeded leases and dispose of underutilized buildings.

KEY PERFORMANCE INDICATORS

- ▲ Utilization rate for GSA-controlled facilities
- ▲ Percentage of CFO Act agencies with a completed GSA Customer Strategy

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Occupancy Data**—*Employ collected USE IT Act data into tools to assist in developing and implementing long-term plans for housing federal tenants in GSA-controlled space.*
- ↳ **Flexible Lease Solutions**—*Leverage the flexibility and agility of commercial leasing for general office space requirements so that GSA can focus limited financial resources on inherently governmental buildings.*
- ↳ **Agency Headquarters Consolidations**—*Evaluate the long-term strategy for headquarters buildings in Washington, D.C. to identify opportunities for consolidation and co-location that will significantly increase utilization rates in the nation's capital.*

GOAL 1 / REAL ESTATE / OBJECTIVE 1.2

REDUCE DELINQUENT MAINTENANCE LIABILITIES AND IMPROVE THE QUALITY OF OWNED PROPERTIES FOR THE FEDERAL BUILDINGS PORTFOLIO

WHY

GSA manages one of the country’s largest real estate portfolios, supporting the nation’s most critical functions. Over the past 5 years, GSA’s delinquent maintenance has grown at an average rate of 27%, with a consistent shortfall in enacted funding for the Federal Buildings Fund (FBF). The Repair and Alterations (R&A) budget has been hit the hardest, hindering PBS’s ability to address the growing backlog of building deficiencies.

WHAT

Years of insufficient funding to implement repairs and alterations resulted in an inventory of deteriorating buildings with escalating fire and life-safety liabilities. Many also do not meet customer agency mission and security requirements. The resulting backlog of delinquent maintenance liabilities made GSA’s portfolio financially unsustainable. PBS must accelerate disposals of underperforming and underutilized assets to reduce its delinquent maintenance backlog.

HOW

- ↳ Increase the pipeline of future dispositions of underperforming and underutilized assets to decrease liabilities, freeing up capital and resources to invest in beautiful, efficient, and mission-critical facilities.
- ↳ Optimize the existing leased portfolio, negotiate below-market rents, and strategically procure lease actions to absorb federal occupancies from disposition candidates, ensuring optimal long-term housing solutions.
- ↳ Advocate for additional funding authorities to enable GSA to maintain and improve its real estate portfolio more efficiently.

KEY PERFORMANCE INDICATORS

- ▲ Real estate cost avoidance (in millions)
- ▲ Gross sales revenue from federal-wide disposals (in millions)

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Full FBF Access**—Secure full access to rental revenues in the FBF to address a backlog of delinquent maintenance and optimize space to improve utilization.
- ↳ **Portfolio Optimization**—Develop and implement strategies that identify assets under evaluation for disposition, focusing on high-impact markets and facilities with the greatest opportunity to reduce delinquent maintenance liabilities and overall cost of PBS’s real estate portfolio, and increase the disposal pipeline.

GOAL 1 / REAL ESTATE / OBJECTIVE 1.3

INVEST IN AND DELIVER BEAUTIFUL, FLEXIBLE, AND TECHNOLOGY-ENABLED FACILITIES TO SUPPORT CUSTOMER MISSION NEEDS

WHY

In a rapidly evolving federal landscape focused on efficiency, consolidation, and improvement, it is necessary that GSA provide flexible, technology-enabled, and cost-efficient workspaces for agencies. GSA aims to serve as a leader and partner to its customers, offering adaptable workspace services and solutions, and delivering projects that enable agencies to more quickly respond to their current and emerging workplace needs.

WHAT

To achieve an improved portfolio, GSA will use space more effectively through data-driven planning and dynamic design, accelerate the disposition of underutilized properties, and leverage flexible leases for general office space. GSA will develop, test, deploy, expand, and improve products and services that drive quality, flexible workspaces for its customers. GSA will implement these solutions in a timely manner, moving toward a more efficient and effective portfolio as expeditiously as possible.

HOW

- ↳ Prioritize investment into core underutilized assets.
- ↳ Leverage leasing more frequently for office space so that agencies can more easily upsize and downsize as needed.
- ↳ Reimagine workspace solutions.

KEY PERFORMANCE INDICATORS

- ▲ Capital projects on schedule (Pre-Construction)
- ▲ Capital projects on schedule (Construction)
- ▲ Tenant Satisfaction Survey - Facilities Management Index

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Customer Engagement**—Assist agencies in implementing sound real estate strategies and practices through proper evaluation of USE IT Act occupancy metrics and established design standards.
- ↳ **Innovative Design Standards**—Design and operationalize new workplace options to optimize space and adapt to changing customer needs.

GOAL 2 / ACQUISITION

Streamline and Centralize Procurement

A simpler, better procurement process makes it easier for businesses to work with the government and for agencies to buy the products and services they need to fulfill their missions. Consolidation intended to eliminate waste and duplication enables agencies to focus on their core mission of delivering the best possible services for the American people. GSA will lead governmentwide efforts to enhance procurement through consolidation and reduction of regulatory barriers for entry. This will be accomplished by consolidating indefinite delivery vehicles (IDVs), centralizing procurement for common goods and services, reverting the Federal Acquisition Regulation (FAR) to its statutory roots, and building an enterprise-wide procurement system that embraces shared service solutions. By optimizing resources and streamlining policy and operations, GSA will strengthen its role as an engine for conducting common-sense procurement that results in delivering measurable improvements in acquisition and long-term value for the government.

STRATEGIC OBJECTIVES

- | | | |
|-----|--|---|
| 2.1 | Overhaul governmentwide procurement by leading efforts that reduce duplication, drive savings, and improve how agencies buy common domestic goods and services | → |
| 2.2 | Reduce regulatory barriers to increase competition and make it easier to do business with the Government, including for small businesses | → |
| 2.3 | Improve procurement technology infrastructure | → |

HOW WE SUCCEED

Successful implementation of these goals and objectives is contingent upon having the necessary resources and effectively managing risks. Over the next several years, GSA will invest in programs and initiatives that (1) eliminate procurement duplication, (2) prioritize the consolidation of IDVs and utilization of Multiple Award Schedule (MAS) contracts, (3) enhance competition by simplifying the FAR, and (4) prudently integrate AI and prioritize customer-centric design. These efforts will help reduce supply chain and compliance risks associated with specialized sectors.

PRIORITY QUESTION

- ↳ To what extent is the GSA Plan for Consolidating Federal Procurement achieving the intended results?

GOAL 2 / ACQUISITION / OBJECTIVE 2.1

OVERHAUL GOVERNMENTWIDE PROCUREMENT BY LEADING EFFORTS THAT REDUCE DUPLICATION, DRIVE SAVINGS, AND IMPROVE HOW AGENCIES BUY DOMESTIC COMMON GOODS AND SERVICES

WHY

Procurement and contract management are key parts of government operations and require a great deal of time and money. As the organization that specializes in buying goods and services, GSA has the expertise and the established partnerships with vendors across multiple industry sectors.

WHAT

The governmentwide procurement overhaul positions GSA to use its proven strategies and established contract vehicles to help agencies reduce administrative costs, make processes more efficient, and increase taxpayers' return on investment through better pricing.

HOW

- ↳ Enhance how the federal government buys domestic common goods and services by aggregating demand, negotiating directly with Original Equipment Manufacturers (OEMs), and securing governmentwide discounts.
- ↳ Centralize and streamline federal vehicle management—reducing costs, improving efficiency, and ensuring compliance with federal mandates through GSA's shared services and expertise.

KEY PERFORMANCE INDICATORS

- ▲ Acquisition program savings delivered to customers (in billions)
- ▲ OneGov cost savings (in billions)
- ▲ Number of agreements signed to initiate the consolidation of common domestic goods and services into GSA
- ▲ Number of agency-owned vehicles consolidated

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Procurement Consolidation**—*An initiative to expand the use of category management principles and employ vendor and demand management strategies to further optimize federal government contract spend.*
- ↳ **OneGov**—*A phased initiative approach aimed at improving how the federal government purchases goods and services.*
- ↳ **GSA Fleet Consolidation**—*An initiative to consolidate agency-owned vehicles into GSA's Fleet Leasing shared service to enhance operational efficiency and cost savings for federal agencies.*

GOAL 2 / ACQUISITION / OBJECTIVE 2.2

REDUCE REGULATORY BARRIERS TO INCREASE COMPETITION AND MAKE IT EASIER TO DO BUSINESS WITH THE GOVERNMENT, INCLUDING FOR SMALL BUSINESSES

WHY

The acquisition policy outlined in the Federal Acquisition Regulation (FAR) has become more complicated and daunting over time, particularly for new businesses hoping to offer their products and services to the government. These same regulations, which were intended to help businesses enter the government market, have become a hindrance.

WHAT

The Revolutionary FAR overhaul is a return to sensible government procurement and aims to simplify policies to focus on statutory requirements, which results in efficiencies through increased competition and reduced barriers to entry, particularly for new entrants.

HOW

- ↳ A multiyear effort to streamline the FAR to eliminate unnecessary regulations and enhance procurement efficiency.
- ↳ Establish multiple workstreams to strengthen stakeholder and industry engagement, increase competition, use plain language, retain only statutory or essential procurement provisions, and reduce barriers to entry to grow the industrial base through GSA's shared services and expertise.

KEY PERFORMANCE INDICATORS

- ▲ Effective competition rate for GSA acquisitions
- ▲ Number of federal contracts awarded to new entrants (CFO Act agencies)
- ▲ Procurement administrative lead time (PALT) for CFO Act agencies (days)

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ [Revolutionary FAR Overhaul](#)—An initiative that intends to return the FAR to its statutory roots, rewrite it in plain language, and remove most non-statutory rules.

GOAL 2 / ACQUISITION / OBJECTIVE 2.3

IMPROVE PROCUREMENT TECHNOLOGY INFRASTRUCTURE

WHY

The infrastructure that supports GSA's larger role in federal procurement will need to align with its expected growth trajectory. In addition, the systems GSA uses to manage acquisition functions should be adaptable and interoperable to provide its customers with a positive user experience.

WHAT

Acquisition reform goes beyond policies and processes and should include technological solutions with the capacity and capability to efficiently and effectively implement the changes associated with procurement consolidation and centralization at this scale.

HOW

- ↳ Provide a centralized, governmentwide system for travel and expenses for all civilian agencies. It is the first centralized system for an integrated business process and consolidates travel systems for 124 civilian agencies into a single, enhanced shared service platform.
- ↳ Leverage AI-enabled acquisition and market intelligence.

KEY PERFORMANCE INDICATORS

- ▲ Number of CFO Act agencies with GO.gov partially deployed
- ▲ Number of workflows or systems enhanced with automation & AI capabilities

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **GO.gov**—A single travel management solution for all civilian federal agencies, providing a more intuitive experience for booking federal travel and better access to commercially available features like charge card integration and a mobile interface.
- ↳ **Procurement Technology Improvements**—An initiative to address redundant functionality across legacy systems and streamline data entry, leveraging emerging technologies.

GOAL 3 / TECHNOLOGY

Enhance our IT Infrastructure and Software Services

Technology is pivotal for achieving administration priorities. As such, GSA aims to lead the federal government in the smart use of technology by streamlining systems, optimizing cloud technologies, and improving shared service delivery to partner agencies. This involves strategically evaluating existing infrastructure; eliminating legacy system vulnerabilities and inefficiencies; and implementing scalable, resilient solutions that meet evolving cybersecurity and operational requirements. GSA will simultaneously maximize the value, performance, and efficiency of governmentwide technology investments.

STRATEGIC OBJECTIVES

- | | | |
|-----|--|---|
| 3.1 | Optimize technology systems and infrastructure | → |
| 3.2 | Create a shared, enterprise-wide data management and governance environment at GSA | → |
| 3.3 | Provide shared services that improve security and interoperability | → |
| 3.4 | Leverage AI and other emerging technologies thoughtfully to drive process improvements | → |

HOW WE SUCCEED

Successful implementation of these goals and objectives is contingent upon having the necessary resources and effectively managing risks. GSA's Office of the Chief Information Officer (GSA IT) will invest in programs such as USAi and Enterprise Data Solution (EDS) that accelerate government innovation, maintain control over data access, and enhance operational efficiency. If GSA does not prioritize and invest in an EDS and associated AI-powered analytics, it will be unable to effectively leverage data-driven decision-making capabilities at scale, which will significantly hinder its ability to provide cost-effective, high-quality services for its customers. At the same time, GSA's Technology Transformation Services (TTS) will invest in shared services such as the Integrated Award Environment (IAE), Login.gov, and Federal Risk and Authorization Management Program (FedRAMP). Without appropriate investment, GSA shared services will remain fragmented, outdated, and susceptible to cybersecurity risks.

PRIORITY QUESTIONS

- ↳ To what extent has the Enterprise Data Solution enabled more efficient use of GSA data assets to inform decisions?
- ↳ In what ways have changes from FedRAMP 20x affected the experience of cloud service providers in terms of speed and level of effort?

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.1

OPTIMIZE TECHNOLOGY SYSTEMS AND INFRASTRUCTURE

WHY

Over time, GSA accumulated a wide array of technology systems, many of which have overlapping uses. To bring the government toward a more sustainable fiscal path, GSA aims to reduce duplication, eliminate waste, and enable reinvestment in scalable, secure solutions. Embracing operational efficiency means optimizing GSA's IT, cloud, and software spending to ensure that every dollar GSA invests brings measurable value to all of its stakeholders.

WHAT

Consolidation of systems will lower maintenance and operational costs, reduce wasteful spending, improve standardization of solutions, and strengthen GSA's cybersecurity. At the same time, GSA will continue to transition its systems toward the cloud to reduce up-front hardware investments, lower operation and maintenance costs, and enhance security and reliability of its data and assets. It will also continue to optimize management of strategic IT investments to minimize risks across the technology landscape.

HOW

- ↳ Consolidate the suite of systems managed in the Integrated Award Environment (IAE) to facilitate a smooth, efficient process to conduct business with the federal government.
- ↳ Strategically migrate GSA systems to cloud-based technologies to increase agility, improve security, and enhance scalability.
- ↳ Leverage the OneGov Strategy for internal GSA software purchases to reduce costs and streamline the acquisition process.

KEY PERFORMANCE INDICATORS

- ▲ Percentage completion of IAE system consolidation
- ▲ Percentage of GSA systems hosted in the cloud

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Integrated Award Environment (IAE)**—*A program designed to improve the management of the federal awards life cycle processes across multiple online systems.*
- ↳ **Optimize Software Spending**—*Conduct internal software buys using software providers under the OneGov Strategy, which aims to reduce software costs by volume pricing.*

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.2

CREATE A SHARED, ENTERPRISE-WIDE DATA MANAGEMENT AND GOVERNANCE ENVIRONMENT AT GSA

WHY

GSA's data is often siloed, duplicated, or managed with varying standards, which limits its ability to foster advanced analytics and innovation. An enterprise-wide approach standardizes data practices, improves quality, and ensures consistency, which ultimately enables leaders to make more informed, data-driven decisions.

WHAT

GSA is transitioning to an enterprise-wide data management solution to address long-standing data management challenges and unlock the full potential of agency datasets for analysis and report generation. It strengthens GSA's ability to foster data-driven insights while maintaining control over data access.

HOW

- ↳ Transform and optimize data and reporting to strengthen insights and data-driven decisions.
- ↳ Improve and streamline access to comprehensive financial and business data to monitor and analyze strategic objectives and program performance.
- ↳ Encourage data exploration to efficiently identify issues, drive insights, and guide future business and research questions.

KEY PERFORMANCE INDICATORS

- ▲ Percentage of GSA datasets available in Enterprise Data Solution (EDS)

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Financial Reporting and Analytics Modernization Effort (FRAME)**—*An Office of the Chief Financial Officer (OCFO) initiative that transforms and optimizes financial data and reporting, which will facilitate access to comprehensive financial data enabling data-driven decisions.*
- ↳ **Enterprise Data Solution (EDS)**—*A GSA initiative that provides a unified platform for data ingestion, storage, processing, and dissemination, thereby streamlining the data life cycle and making it easier to prepare and release data for public use.*

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.3

PROVIDE SHARED SERVICES THAT IMPROVE SECURITY AND INTEROPERABILITY

WHY

GSA plays a central role in developing policy, best practices, and guidance for the federal government. Shared services models allow for more streamlined operations, enabling agencies to focus on their missions and manage security and compliance risks more effectively.

WHAT

GSA's shared services such as FedRAMP and Login.gov commit to revamping and improving these programs in order to keep up with the evolving cloud marketplace and effectively mitigate fraud, waste, and abuse.

HOW

- ↳ Increase the number of active users on Login.gov in a given fiscal year to enhance the value we provide to agencies and the public.
- ↳ Transform FedRAMP into a faster, smarter, and more scalable cloud security authorization process that can keep pace with cutting edge software development and evolving cybersecurity needs.

KEY PERFORMANCE INDICATORS

- ▲ Number of active users on Login.gov (in millions)
- ▲ Average time for FedRAMP to approve Rev 5 or 20x authorizations (days)

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ [Login.gov](#)—A program that enables a simple and secure way of signing in to U.S. Government websites. It uses the highest standards of security to keep users' information safe.
- ↳ [FedRAMP 20x](#)—An initiative to transform FedRAMP into a faster, smarter, and more scalable cloud security authorization process by cutting red tape and achieving a cloud-native authorization system driven by automation.

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.4

LEVERAGE ARTIFICIAL INTELLIGENCE AND OTHER EMERGING TECHNOLOGIES THOUGHTFULLY TO DRIVE PROCESS IMPROVEMENTS

WHY

AI and other emerging technologies can be enablers of a more innovative, agile, and efficient federal government. These emerging technologies illustrate proven potential to speed up government services, drive process improvement, and save money—all while fostering more efficient, secure, and adaptable government systems.

WHAT

GSA will continue to prioritize and invest in both AI-related initiatives and efforts to transition its data into a cloud-based environment to safely and effectively leverage AI capabilities at scale. This will strengthen GSA’s ability to manage AI-driven insights, maintain control over data access, and support interoperability across agencies.

HOW

- ↳ Embrace AI thoughtfully to accelerate technology modernization across the federal government.
- ↳ Encourage experimentation in a safe environment to develop the necessary tools to minimize security and safety risks.
- ↳ Maximize USAi’s utility by focusing on high-value use cases in order to support the effective management of contracts, procurement, and fraud detection.
- ↳ Support cross-domain AI analytics to analyze and draw insights from data that comes from multiple, distinct domains or sources.

KEY PERFORMANCE INDICATORS

- ▲ Percentage of GSA employees who completed GSA standardized AI training
- ▲ Percentage of active AI users at GSA

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **USAi**—*Governmentwide AI tool that enables agencies to preview and test various AI models in a safe environment before purchasing AI capabilities.*

GOAL 4 / INTERNAL OPERATIONS

Embrace GSA's Model of Efficiency and Effectiveness for Ourselves

GSA was created more than 70 years ago to support federal operations and provide essential services that allow agencies to focus on their core missions. Since then, GSA has taken pride in delivering value in real estate, acquisition, and technology services to the government and the American people. Now more than ever, GSA must continue to improve and evolve to meet the needs of Americans and the demands of today's economy. In line with the rest of the federal government, GSA services and staff offices will continue to internalize the importance of fiscal responsibility, prioritizing efficiency measures that reduce cost with minimal impacts to delivery and operations. GSA will also leverage innovative solutions that enhance its effectiveness in providing the best products and services to all its stakeholders.

STRATEGIC OBJECTIVES

- | | | |
|-----|---|---|
| 4.1 | Streamline internal processes and support services to minimize redundancy | → |
| 4.2 | Deploy a high-performing workforce to be more agile and adaptable | → |

HOW WE SUCCEED

Successful implementation of these goals and objectives is contingent upon having the necessary resources and effectively managing risks and opportunities. Over the next several years, GSA will leverage AI and other transformative technological tools available to minimize redundancy and shift from low to high productivity work. Innovation and process automation that enable operational efficiency in management functions—as well as enhancing the capabilities of the GSA workforce through digital upskilling—will contribute to the revitalization of the federal government.

GOAL 4 / INTERNAL OPERATIONS / OBJECTIVE 4.1

STREAMLINE INTERNAL PROCESSES AND SUPPORT SERVICES TO MINIMIZE REDUNDANCY

WHY

Delivery of effective and efficient core services that enable federal operations is at the heart of GSA's mission, and the agency has a responsibility to ensure that its internal operations are streamlined and integrated. Its ability to adapt to evolving stakeholder needs and demands requires continuous improvement, which includes constantly refining its processes to reduce the burden on the American people.

WHAT

GSA is at the forefront of federal government reform through rightsizing the federal footprint and consolidating procurement. In alignment with these governmentwide initiatives, it will strive for greater efficiency through integration that is fueled by process improvement and innovation. A more integrated and effective GSA enables the federal government to provide better products and services.

HOW

- ↳ Identify, optimize, standardize, and automate manual, rules-based processes and activities to improve operations and allow GSA staff to focus on high-value, analytically driven efforts.
- ↳ Improve office space design to prioritize flexibility, cost efficiency, and alignment with legislative and statutory requirements.

KEY PERFORMANCE INDICATORS

- ▲ Percentage of GSA operational processes automated effectively
- ▲ Total GSA operating cost as a percentage of goods and services provided
- ▲ Utilization rate for GSA-occupied facilities

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Eliminate, Optimize, and Automate (EOA)**—*Initiative to continuously improve GSA processes by first identifying tasks that are unnecessary or inefficient and then leveraging process optimization as well as automation tools to transform workflows.*
- ↳ **Building Utilization**—*Initiative to improve building utilization within GSA-occupied space by optimizing its use and providing GSA employees with updated, technology-enabled space.*

GOAL 4 / INTERNAL OPERATIONS / OBJECTIVE 4.2

DEPLOY A HIGH-PERFORMING WORKFORCE TO BE MORE AGILE AND ADAPTABLE

WHY

The American people expect a government that not only performs at its best but also remains accountable and responsive to their needs. GSA, together with its federal partners, stands at a crossroads of transformational change. GSA must therefore invest in developing a workforce that can anticipate emerging demands, adapt to shifting priorities, and deliver exceptional results.

WHAT

GSA will continually assess and strengthen workforce capabilities to meet evolving mission demands and technological advancements. Guided by the Administration's Merit Hiring Plan and Executive Orders on Workforce Reshaping and Performance Management, GSA will leverage new and existing digital tools and optimize resources available to reskill, upskill, and advance its workforce.

HOW

- ↳ Conduct enterprise-wide capability analysis to identify workforce gaps.
- ↳ Expand the use of structured interviews, technical assessments, and job-relevant evaluations.
- ↳ Enhance performance management policies and expand training to strengthen alignment between employee contributions and organizational objectives.

KEY PERFORMANCE INDICATORS

- ▲ Percentage of offers made from approved annual staffing plan targets
- ▲ Percentage of positions filled using hiring assessments
- ▲ Percentage of supervisory employees with performance accountability critical element added to their performance plans

CONTRIBUTING INITIATIVES & PROGRAMS

- ↳ **Performance Management Reform**—*Initiative to update planning and appraisal policies, institutionalize training on cascading organizational goals, and strengthen reward and recognition systems to eliminate non-statutory barriers and emphasize high performance.*
- ↳ **Hiring Assessments**—*Initiative that expands the use of valid, competency-based assessments and narrows the use of educational qualifications in the federal hiring process in compliance with Executive Orders 13932 and 14170.*
- ↳ **Strategic Workforce Planning**—*Initiative that aligns the organization's talent with its long-term business goals to ensure the right people with the right skills are in the right places.*

APPENDIX

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 services and staff offices. OCFO also drives efficiency through its EOA initiative, leveraging process optimization, robotic process automation, and other automation tools to transform workflows.

Office of the Chief Information Officer (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 four programs related to federal civil rights laws and regulations: Equal Employment Opportunity, Affirmative Employment, Non-discrimination in Federally Conducted Programs and Activities, and Non-discrimination in Federally Assisted Programs and Activities.

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 the Office of Management and Budget (OMB), Congress, and other interested parties; and works closely with OMB in the coordination and clearance of all proposed legislation affecting GSA.

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 agency leadership.

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 (HSPD-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 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 and to implement strategies that drive innovation, strengthen the supplier base, and deliver exceptional value for the Government. OSDBU promotes small business access to procurement opportunities, ensures small business participation, and provides training to industry and the acquisition workforce.

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.

Acronym & Initialism List

AI	Artificial Intelligence	OMA	Office of Mission Assurance
CBCA	Civilian Board of Contract Appeals	OMB	Office of Management and Budget
CFO	Chief Financial Officer	OSC	Office of Strategic Communication
EDS	Enterprise Data Solution	OSDBU	Office of Small and Disadvantaged Business Utilization
EOA	Eliminate, Optimize, and Automate Initiative	PBS	Public Buildings Service
FAR	Federal Acquisition Regulation	R&A	Repair and Alterations
FAS	Federal Acquisition Service	TTS	Technology Transformation Services
FBF	Federal Buildings Fund	USE IT	Utilizing Space Efficiently and Improving Technologies Act
FedRAMP	Federal Risk and Authorization Management Program		
FITARA	Federal Information Technology Acquisition Reform Act		
FRAME	Financial Reporting and Analytics Modernization Effort		
FY	Fiscal Year		
GSA	General Services Administration		
GSA IT	Office of the Chief Information Officer		
IAE	Integrated Award Environment		
IDV	Indefinite Delivery Vehicles		
IT	Information Technology		
KPI	Key Performance Indicator		
MAS	Multiple Award Schedule		
OAS	Office of Administrative Services		
OCFO	Office of the Chief Financial Officer		
OCIA	Office of Congressional and Intergovernmental Affairs		
OCR	Office of Civil Rights		
OEM	Original Equipment Manufacturer		
OGC	Office of the General Counsel		
OGP	Office of Government-wide Policy		
OHRM	Office of Human Resources Management		
OIG	Office of Inspector General		



U.S. General Services
Administration

Fiscal Year 2027

Annual Performance Plan



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Executive Summary

The U.S. General Services Administration (GSA) plays a vital role in ensuring that the federal government operates efficiently, responsibly, and in alignment with the interests of the American taxpayer. Established to streamline federal operations and promote effective government management, GSA remains committed to maximizing value for the American people through robust oversight, fiscal discipline, and service excellence.

GSA accomplishes this mission by delivering cost-effective, innovative, and collaborative solutions in real estate, acquisition, and technology. By leveraging the buying power of the federal government, GSA reduces waste and strengthens national supply chains, supporting American businesses, American-made goods, and services.

GSA has four fundamental strategies for delivering our mission in the coming years:

1. **Optimize our Federal Buildings Portfolio.** Reimagine and optimize the federal real estate portfolio by consolidating space, disposing of underutilized assets, reducing maintenance liabilities, and investing in beautiful, flexible, and technology-enabled facilities.
2. **Streamline and Centralize Procurement.** Improve federal procurement by simplifying the acquisition process and consolidating procurement functions to leverage governmentwide buying power, eliminate mission duplication and waste, and reduce regulatory barriers to entry.
3. **Enhance our IT Infrastructure and Software Services.** Leverage and invest in secure, scalable, and modern digital infrastructure and software solutions, such as cloud and artificial intelligence (AI) technologies, while optimizing overall information technology (IT) spend and educating our workforce on technology use.
4. **Embrace GSA's Model of Efficiency and Effectiveness for Ourselves.** Lead by example by streamlining internal processes to reduce redundancy in operations, increasing facility utilization, and providing tools for learning and training that enhance workforce capabilities.

GSA anticipates rapid progress and unprecedented innovation across its core functions, driven by the change in Administration. By thoughtfully adopting artificial intelligence, automation, and enhanced data governance, GSA aims to improve operational efficiency and data-driven decision-making across all business lines, allowing the agency to work smarter and faster. To support this innovation and rapid advancement, GSA is elevating risk management and addressing challenges identified by the Office of Inspector General that relate to the goals and strategic objectives identified. Offices responsible for implementation have outlined activities and planned actions to mitigate the agency's most pressing risks for each strategic objective.

FY 2026 - 2030 STRATEGIC PLAN

GSA Mission: *To deliver the best customer experience and value in real estate, acquisition, and technology services to the government and the American people.*

STRATEGIC GOALS

REAL ESTATE	ACQUISITION	TECHNOLOGY	INTERNAL OPERATIONS
GOAL 1: Optimize our Federal Buildings Portfolio	GOAL 2: Streamline and Centralize Procurement	GOAL 3: Enhance our IT Infrastructure and Software Services	GOAL 4: Embrace GSA's Model of Efficiency and Effectiveness for Ourselves
Lead Office: Public Buildings Service	Lead Offices: Federal Acquisition Service, Office of Government-wide Policy	Lead Offices: Technology Transformation Services, GSA IT	Lead Office: Office of the Administrator

STRATEGIC OBJECTIVES

<u>SO 1.1 Increase utilization of federal space for GSA and customer agencies.</u>	<u>SO 2.1 Overhaul governmentwide procurement by leading efforts that reduce duplication, drive savings, and improve how agencies buy domestic common goods and services.</u>	<u>SO 3.1 Optimize technology systems and infrastructure.</u>	<u>SO 4.1 Streamline internal processes and support services to minimize redundancy.</u>
		<u>SO 3.2 Create a shared, enterprise-wide data management and governance environment at GSA.</u>	
<u>SO 1.2 Reduce delinquent maintenance liabilities and improve the quality of owned properties for the federal buildings portfolio.</u>	<u>SO 2.2 Reduce regulatory barriers to increase competition and make it easier to do business with the government, including for small businesses.</u>	<u>SO 3.3 Provide shared services that improve security and interoperability.</u>	<u>SO 4.2 Deploy a high-performing workforce to be more agile and adaptable.</u>
<u>SO 1.3 Invest in and deliver beautiful, flexible and technology-enabled facilities to support customer mission needs.</u>	<u>SO 2.3 Improve procurement technology infrastructure.</u>	<u>SO 3.4 Leverage AI and other emerging technologies thoughtfully to drive process improvements.</u>	

GOAL 1 / REAL ESTATE / OBJECTIVE 1.1

Increase utilization of federal space for GSA and customer agencies

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Utilization rate for GSA-controlled facilities ↑	PBS	N/A	N/A	34%	80%	60%	60%
Percentage of CFO Act agencies with a completed GSA Customer Strategy ↑	PBS	N/A	100%	100%	100%	100%	100%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Public Buildings Service (PBS) will efficiently reduce underutilized space, reimagine the federal workplace, and achieve cost savings for taxpayers by using improved occupancy data and cutting-edge design standards.

- ↳ **Collect occupancy data and incorporate it into customer housing strategies.** PBS is working closely with OMB, the Comptroller General, and other agencies to implement reforms enacted in [Thomas R. Carper Water Resources Development \(USE IT\) Act of 2024](#). These reporting reforms are expected to enhance data integrity and ultimately lead to more effective portfolio decisions over the long term. This data will be used to develop more informed real estate asset plans and housing strategies for customer agencies.
- ↳ **Conduct advanced portfolio analysis and leverage new tools to evaluate consolidation, co-location, and other innovative shared space options to reduce costs, offer flexible solutions, and leverage underutilized space.** PBS will use new tools to analyze agency-reported occupancy data in support of the [USE IT Act](#) and will make highly informed future real estate asset planning recommendations. PBS also launched new space programming tools to anticipate occupancy needs and help agencies meet space utilization goals. PBS will expand adoption of these tools to better assess office space needs and inform real estate planning.
- ↳ **Consolidate agencies to improve space utilization and enable PBS to terminate costly unneeded leases and dispose of underutilized buildings.** PBS will rightsize the federal portfolio by accelerating the disposal of underutilized and underperforming properties and optimizing leases. This will cut long-term costs, reduce the delinquent maintenance backlog, and allow resources to be reinvested in modern, mission-critical facilities. Lease optimization will occur through favorable procurement, consolidation, reduction, co-location, and backfilling underutilized space.

MAJOR MANAGEMENT CHALLENGES

Gaining full access to the Federal Buildings Fund is critical

- ▲ Annual diversions of roughly \$1 billion have historically limited PBS’s ability to maintain, modernize, and consolidate federal buildings. Statutory limits that constrain PBS include lack of full access to the Federal Buildings Fund, outdated prospectus thresholds, and restrictive rules on how PBS can leverage its capital. PBS will continue pursuing legislative proposals to address these challenges.

Occupancy data integrity and agency coordination are critical

- ▲ PBS relies on agency-reported occupancy data to inform its portfolio planning efforts, but this data must be accurate and consistent to be useful. PBS is actively partnering with agencies to improve the accuracy and consistency of their data and reporting.

GOAL 1 / REAL ESTATE / OBJECTIVE 1.2

Reduce delinquent maintenance liabilities and improve the quality of owned properties for the federal buildings portfolio

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Real estate cost avoidance (in millions) ¹ (APG)	PBS	N/A	\$1,860	\$1,047	\$607	\$1,730	\$850
Gross sales revenue from federal-wide disposals (in millions) ²	PBS	\$91.69	\$710.00	\$45.68	\$53.97	\$145.10	\$100.00

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA's Public Buildings Service (PBS) will improve owned properties and better support customer missions by strategically optimizing the federal portfolio through dispositions and improved space utilization.

- ↳ **Increase the pipeline of future dispositions of underperforming and underutilized assets to decrease liabilities, freeing up capital and resources to invest in beautiful, efficient, and mission-critical facilities.** PBS aims to accelerate disposition of underutilized buildings, adding to the 12 properties disposed of and the 45 selected in FY25 for accelerated disposition. This strategy will achieve significant cost avoidance by eliminating delinquent maintenance liabilities and generating sales revenue. Successful implementation requires full access to Federal Buildings Fund rental revenues and authorization.
- ↳ **Optimize the existing leased portfolio, negotiate below-market rents, and strategically procure lease actions to absorb federal occupancies from disposition candidates, ensuring optimal long-term housing solutions.** PBS will use new strategic leases and existing ones to provide flexible, long-term housing for federal tenants displaced from underutilized facilities. By identifying consolidation opportunities, negotiating below-market rates, and leveraging leasing to accommodate agency changes, PBS demonstrates responsible stewardship of taxpayer resources.
- ↳ **Advocate for additional funding authorities to enable GSA to maintain and improve its real estate portfolio more efficiently.** PBS seeks net zero budget authority to fully access Federal Buildings Fund revenue for critical building needs. The request also proposes raising the prospectus threshold under 40 U.S.C. § 3307 to \$10 million for major capital projects. These changes will enable PBS to make timely building improvements, ensuring facility safety and reducing delinquent maintenance.

MAJOR MANAGEMENT CHALLENGES

Gaining full access to the Federal Buildings Fund is critical

- ▲ The federal government's current footprint is unsustainable, with \$1.4+ billion in annual maintenance and operating costs and a \$26 billion maintenance backlog. Roughly \$1 billion in annual Congressional receipt diversions has historically limited PBS's ability to maintain, modernize, and consolidate buildings.
- ▲ Managing federal real property has been on GAO's high-risk list since 2003, with property underutilization, delinquent maintenance, and unreliable inventory data as the primary concerns in 2025.
- ▲ PBS will mitigate risks from an oversized, underutilized, and underfunded portfolio through targeted disposals, data-driven management, optimized operations, and legislative proposals.

¹ Updated methodology includes costs avoided from disposals and lease cost avoidance. Historic results and targets have been updated with the new methodology.

² Excludes properties awarded through the Federal Assets Sale and Transfer Act (FASTA) High Value Asset round.

GOAL 1 / REAL ESTATE / OBJECTIVE 1.3

Invest in and deliver beautiful, flexible, and technology-enabled facilities to support customer mission needs

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Capital projects on schedule (Pre-Construction) ↑	PBS	N/A	N/A	N/A	N/A	73%	73%
Capital projects on schedule (Construction) ↑	PBS	N/A	N/A	N/A	N/A	80%	80%
Tenant Satisfaction Survey - Facilities Management Index ↑	PBS	71.4% ¹	69.9%	66.4%	71%	71%	71%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

¹Final result was updated from what was previously reported.

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA's Public Buildings Service (PBS) will support tenant agency missions by investing in architecturally significant buildings and delivering transformational, technology-enabled, flexible workspaces. Success will be measured by the timely delivery of mission-enabling solutions, responsiveness to customer needs, and the overall tenant experience gauged by the Tenant Satisfaction Survey.

- ↳ **Prioritize investment into core underutilized assets.** Years of insufficient funding to implement repairs and alterations resulted in an inventory of deteriorating buildings with escalating fire and life-safety liabilities. Many also do not meet customer agency mission, utilization standards, and security requirements. The resulting backlog of deferred maintenance liabilities made GSA's portfolio financially unsustainable. GSA must prioritize its limited resources to address needs in our core portfolio and accelerate the disposal of underperforming and underutilized assets.
- ↳ **Leverage leasing more frequently for office space so that agencies can more easily upsize and downsize as needed.** PBS will leverage leasing for more flexible, adaptable, and efficient workspace solutions. The short-term commitment of leasing offers enhanced agility in accommodating fluctuations in agency missions and personnel as well as temporary swing space options as PBS optimizes space. Delivering the lease projects in a timely manner, consistent with industry standard benchmarks, will ensure that tenant agencies are able to quickly and efficiently execute on their missions in high quality, flexible space solutions.
- ↳ **Reimagine workspace solutions.** PBS will execute projects that reimagine how space is used for more efficient, flexible, technology-enabled, and collaborative workspaces. This includes optimizing space through co-location and space-sharing tools, setting universal design standards with a goal of 150 square feet per person, and deploying agile, turnkey solutions with new technologies and furniture. PBS will also invest limited funds to modernize and enhance core and architecturally significant buildings. These timely solutions will provide technology-enabled, collaborative workspaces, empowering agencies to perform their missions.

MAJOR MANAGEMENT CHALLENGES

Agency coordination and funding are crucial

- ▲ Successful project delivery requires timely agency coordination and funding authorization. Collaboration among GSA, tenant agencies, and Congress is essential for project delivery and maintaining the real estate portfolio through full access to the Federal Buildings Fund.

GOAL 2 / ACQUISITION / OBJECTIVE 2.1

Overhaul governmentwide procurement by leading efforts that reduce duplication, drive savings, and improve how agencies buy domestic common goods and services

PERFORMANCE GOALS							
Key Performance Indicator (KPI) <small>(Desired direction: ↑= increasing ↓= decreasing ↔ = within range)</small>	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Acquisition program savings delivered to customers (in billions) ↑	FAS	\$6.83	\$7.79	\$7.11	\$7.10	\$7.30	\$7.50
OneGov cost savings (in billions) ↑	FAS	N/A	N/A	\$0.009	\$0.009	\$1.5	\$1.5
Number of agreements signed to initiate the consolidation of common domestic goods and services into GSA ↑ (APG)	FAS	N/A	N/A	5	N/A	17	24
Number of agency-owned vehicles consolidated ↑	FAS	2,381	2,470	1,123	N/A	1,000	1,000

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA's Federal Acquisition Service (FAS) will transform federal procurement by leveraging the government's buying power. Centralizing the purchase of common goods and services will deliver billions in savings, allowing agencies to refocus resources on core missions.

- ↳ **Enhance how the federal government buys common domestic goods and services by aggregating demand, negotiating directly with Original Equipment Manufacturers (OEMs), and securing governmentwide discounts.** FAS will use the federal government's \$50 billion+ in annual buying power to secure unprecedented discounts through consolidated procurement and direct OEM negotiations. As of the publication of this document, the OneGov initiative has already saved over \$1 billion. Expanding OneGov to 15 additional OEMs in FY26 will transform government purchasing for immediate and long-term efficiencies. The pace of cost-savings may slow as usage normalizes and agencies shift from exploratory uptake to mature, targeted use.
- ↳ **Centralize and streamline federal vehicle management—reducing costs, improving efficiency, and ensuring compliance with federal mandates through GSA's shared services and expertise.** FAS's vehicle consolidation migrates 1,000 agency-owned vehicles to its leasing program in FY26, adding to the 230,000+ already managed. The FY27 expansion will target aging fleets and agencies with limited management resources, projected to achieve nearly \$1.5 million in annual savings. This allows participating agencies to reallocate fleet management resources to mission-critical activities and benefit from FAS's volume purchasing.

MAJOR MANAGEMENT CHALLENGES

Accelerated procurement consolidation requires more oversight and staffing

- ▲ The GSA OIG identified FAS's lack of contracting personnel as a major management challenge for governmentwide procurement consolidation. Participation is voluntary, creating uncertainty in achieving aggressive targets. FAS is developing incentive structures and engagement strategies to drive adoption.
- ▲ Robust vendor management and pricing validation are required for OneGov savings. FAS created a dedicated OneGov program office to monitor vendor performance and contract compliance.
- ▲ Consolidating procurement data from multiple agencies poses data quality risks that could undermine negotiation leverage. FAS is using automated validation and standard data governance to address this.

GOAL 2 / ACQUISITION / OBJECTIVE 2.2

Reduce regulatory barriers to increase competition and make it easier to do business with the government, including for small businesses

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Effective competition rate for GSA acquisitions ↑	OGP	74.3%	76.8%	77.0%	75.0%	76.0%	77.0%
Number of federal contracts awarded to new entrants (CFO Act agencies) ↑ (APG)	OGP	12,065	11,815	9,873	8,989	9,438	9,910
Procurement administrative lead time (PALT) for CFO Act agencies (days) ↓ ³	OGP	90	89	122	N/A	110	99

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Office of Government-wide Policy (OGP) will strengthen fair and open competition by simplifying acquisition regulations and expanding access for new market entrants. Modernizing procurement policy will make it easier and faster for businesses, especially small businesses, to work with the federal government.

- ↳ **A multi-year effort to streamline the FAR to eliminate unnecessary regulations and enhance procurement efficiency.** Through the Revolutionary FAR Overhaul, OGP is partnering with the FAR Council to revise the Federal Acquisition Regulation (FAR) to remove outdated, redundant, or nonstatutory provisions. This initiative will streamline procurement, reduce administrative burden, improve consistency, and shorten acquisition lead times by clarifying the FAR for federal buyers and industry partners. Within 12–18 months, OGP will publish the first revised FAR Parts in plain language and launch a digital tool for side-by-side comparison with the current FAR. These actions will improve transparency and simplify compliance for businesses.
- ↳ **Establish multiple workstreams to strengthen stakeholder and industry engagement, increase competition, use plain language, retain only statutory or essential procurement provisions, and reduce barriers to entry to grow the industrial base through GSA’s shared services and expertise.** OGP will initiate structured workstreams focusing on regulatory reform, stakeholder collaboration, and plain language implementation. These efforts, involving industry stakeholders, will review procurement policies to align with mandates and remove unnecessary barriers. This supports Administration priorities for small business participation and economic growth through improved communication and transparency. OGP will operationalize a new FAR drafting platform and establish interagency working groups to pilot plain-language guidance, promoting consistent, simplified regulations and expanding competition.

MAJOR MANAGEMENT CHALLENGES

Limited control over the success of the Revolutionary FAR Overhaul

- ▲ The OIG listed the FAR overhaul as a major management challenge. Typical FAR amendments take an average of 16 months, but the GSA/FAR Council is expected to do a complete overhaul within 6 months.
- ▲ OGP is authoring approximately half of the FAR updates, but is dependent on partner agencies and stakeholders for rulemaking and on OMB for approval. OGP is collaborating with FAR Council partners to address bottlenecks and improve transparency in the clearance process.

³ PALT results for FY2024 and FY2025 are not final and subject to change. Targets may change as reporting is finalized.

GOAL 2 / ACQUISITION / OBJECTIVE 2.3

Improve procurement technology infrastructure

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Number of CFO Act agencies with GO.gov partially deployed ↑	FAS	N/A	N/A	N/A	N/A	5	17
Number of workflows or systems enhanced with automation & AI capabilities ↑ (APG)	FAS	N/A	N/A	N/A	N/A	10	10

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Federal Acquisition Service (FAS) will modernize federal operations by deploying GO.gov as the governmentwide travel and expense platform while transforming organizational processes through automation and standardization.

- ↳ **Provide a centralized, governmentwide system for travel and expenses for all civilian agencies.** *GO.gov will eliminate separate agency travel systems, creating a single, enhanced platform that reduces administrative costs and provides commercial-grade features for federal employees. This initiative is the federal government's first consolidation of an entire business process, transforming travel and expense management for 124 civilian agencies and over 2 million employees. Replacing legacy systems with one intuitive, cloud-based platform, GO.gov delivers immediate operational benefits like automated expense reconciliation, real-time policy compliance, mobile access, and integrated charge card management. This ensures consistent application of regulations and reduces processing time. By centralizing all civilian travel data, GSA can negotiate better vendor rates, identify spending patterns for cost reduction, and provide agencies with powerful analytics previously unavailable across fragmented systems.*
- ↳ **Leverage Automation & AI-enabled acquisition and market intelligence.** *FAS will deploy AI and automation across acquisition systems and workflows to reduce manual processes, improve market intelligence, and enable faster, data-driven procurement decisions across acquisition functions and shared services. Among these projects will be the Procurement Automation Ecosystem, which is a phased, modular approach to transforming acquisition execution across the full lifecycle to improve scalability, consistency, and data-driven decisionmaking.*

MAJOR MANAGEMENT CHALLENGES

Complexity of implementing GO.gov and justifying investments in automation

- ▲ The scope and complexity of implementing GO.gov will require phased rollouts, structured project management, clear communication, training, and stakeholder engagement to overcome user resistance. FAS is working on a plan to strategically deploy GO.gov to agencies.
- ▲ The OIG has identified effective contract award and administration as a management challenge. The automation of acquisition processes will reduce workload, enabling better oversight. FAS will ensure the benefits of this potentially costly automation justify the expense.

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.1

Optimize technology systems and infrastructure

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Percentage completion of Integrated Award Environment (IAE) system consolidation ↑	TTS	33%	38%	52%	52%	81%	95%
Percentage of GSA systems hosted in the cloud ¹ ↑ (APG)	GSA IT	53.4%	58.8%	68.4%	54.0%	70.0% ²	72.0%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

¹KPI title was updated from “Percentage of GSA business applications hosted in the cloud” to be consistent with terminology used in GSA’s goals and objectives.

²Due to greatly exceeding the FY 2025 target, the 60.0% target published in the FY 2026 APP was revised up to 70.0%.

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA will optimize the agency’s IT, cloud, and software spending to ensure that every dollar invested delivers value. GSA will maximize efficiencies by reducing duplication, eliminating waste, and reinvesting in scalable, cost-effective, secure solutions.

- ↳ **Consolidate the suite of systems managed in the Integrated Award Environment (IAE) to facilitate a smooth, efficient process to conduct business with the federal government.** *This consolidation into a modernized SAM.gov entails an iterative development process where each legacy system is incrementally incorporated in an order that appropriately manages program resources and external dependencies.*
- ↳ **Strategically migrate GSA systems to cloud-based technologies to increase agility, improve security, and enhance scalability.** *The GSA Cloud Advisory Working Group is guiding the migration of on-premise tools to the singular FAS Cloud Services (FCS) EcoSystem. This fundamental operational and financial shift accelerates modernization by providing secure, readily available products while ensuring fiscal responsibility. Cloud adoption also inherently improves reliability through native high availability and disaster recovery.*

MAJOR MANAGEMENT CHALLENGES

Ensuring investments and resources are available for secure cloud migration

- ▲ GSA business lines must prioritize investments in cloud technologies and address any internal skill deficits in managing complex cloud applications. GSA IT will offer targeted communication and training to project managers.
- ▲ The OIG identified cybersecurity as a major management challenge. GSA IT continues to improve the security of its systems, products, and tools and evolve controls and safeguards to mitigate threats.
- ▲ IAE system consolidation requires extensive coordination with agencies governmentwide specific to both the system and processes, which has historically proven very challenging to execute against rapid schedules.

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.2

Create a shared, enterprise-wide data management and governance environment at GSA

PERFORMANCE GOALS							
Key Performance Indicator (KPI) <small>(Desired direction: ↑= increasing ↓= decreasing ↔ = within range)</small>	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Percentage of GSA datasets available in Enterprise Data Solution (EDS) ↑	GSA IT	N/A	N/A	18.5%	20%	30%	40%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Office of the Chief Information Officer (GSA IT) will create a more effective enterprise-wide data management and governance environment by focusing on three key areas: optimizing data to drive decision-making, improving data access for performance monitoring, and cultivating a data-literate workforce.

- ↳ **Transform and optimize data and reporting to strengthen insights and data-driven decisions.** GSA will improve data-driven decision-making by optimizing key datasets, ingesting data into the Enterprise Data Solution (EDS), enhancing the data catalog, and migrating financial data. GSA will also create high-quality human capital data products and streamline access to financial and business data. Successful implementation requires removing technical and cultural barriers and ensuring timely, automated information access. GSA is committed to cultivating a data-literate workforce and streamlining EDS onboarding through better user experience and training.
- ↳ **Improve and streamline access to comprehensive financial and business data to monitor and analyze strategic objectives and program performance.** The Financial Reporting and Analytics Modernization Effort (FRAME) integrates GSA's financial data into the EDS. This unification of financial and business data enables the merging of datasets and new analyses, directly linking program activities to fiscal outcomes. By using modern business intelligence applications, GSA can generate visualizations that evoke deeper investigation and promote results-driven decisions. This provides analysts with interactive, accessible reports and allows for predictive analysis to enhance financial and risk planning.
- ↳ **Encourage data exploration to efficiently identify issues, drive insights, and guide future business and research questions.** GSA will cultivate a data-centric culture where employees are consistently encouraged to use data to drive business decisions and improve program outcomes. Through training, communications, on the job learning, and other approaches, GSA will promote data literacy and empower employees to shape agency strategies.

MAJOR MANAGEMENT CHALLENGES

Shared ownership for ensuring high-quality data

- ▲ Active participation and shared ownership are vital to create an enterprise-wide data management and governance environment. All offices must transition their data to EDS, ensure proper interpretation of data elements, and encourage data exploration without compromising controls for restricted data sets.
- ▲ Through cross-functional working groups and organization-specific initiatives, GSA IT is driving collaborative action among stakeholder offices.

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.3

Provide shared services that improve security and interoperability

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Number of active users on Login.gov (in millions) ↑	TTS	49.1	71.7	76.7	60.0	85.0	100.0
Average time for FedRAMP to approve Rev 5 or 20x authorizations (days) ↓ (APG)	TTS	223	289	150	N/A	30	30

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Technology Transformation Services (TTS) will enhance the security and efficiency of digital shared services such as Login.gov and FedRAMP to improve access to benefits and services for the American taxpayer.

- ↳ **Increase the number of active users on Login.gov to enhance the value we provide to agencies and the public.** Growing the number of active users on Login.gov advances GSA’s mission by increasing adoption of a secure, standardized identity platform that enables partner agencies to provide access to benefits and services while maintaining strong anti-fraud protections. A larger active user base allows Login.gov to fight fraud at a greater scale, leveraging device and behavioral signals across a broader population, strengthening the ability to distinguish legitimate users from malicious actors and respond to emerging threats. As Login.gov’s annual active user base grows, the platform gains access to richer datasets and that improves the accuracy and timeliness of fraud detection and investigation. Applying in-depth analytics to these datasets enables earlier identification of coordinated fraud attempts and emerging attack patterns.
- ↳ **Transform FedRAMP into a faster, smarter, and more scalable cloud security authorization process that can keep pace with cutting edge software development and evolving cybersecurity needs.** To support Administration priorities for digital modernization, FedRAMP must be transformed into a faster, smarter, and more scalable authorization process. This transformation involves replacing outdated, paper-based authorization processes with automated, continuous monitoring systems, which provide real-time security assurance. By creating a scalable framework, TTS will be able to handle exponentially more authorizations without a proportional increase in resources and without compromising security. This ensures that agencies can leverage cutting-edge cloud services while maintaining robust security standards, ultimately delivering better services to citizens at a lower cost.

MAJOR MANAGEMENT CHALLENGES

Scalability of Login.gov and ability to sustain FedRAMP

- ▲ In order for Login.gov to be financially viable and reach full cost recovery, it needs to continue to scale its number of active users across federal, state, and local partners. Login.gov’s program roadmap illustrates continued collaboration for increasing its user base.
- ▲ FedRAMP requires sustained operational support in order to maintain its authorizations through continuous monitoring. In a rapidly evolving threat landscape, security controls and guidance must be continuously re-evaluated and revised.

GOAL 3 / TECHNOLOGY / OBJECTIVE 3.4

Leverage artificial intelligence and other emerging technologies thoughtfully to drive process improvements

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Percentage of GSA employees who completed GSA standardized AI training ↑ (APG)	GSA IT	N/A	N/A	N/A	N/A	100%	100%
Percentage of active AI users at GSA ↑ (APG)	GSA IT	N/A	N/A	48.7%	N/A	50%	60%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Office of the Chief Information Officer (GSA IT) will enhance business processes by leveraging USAi, a secure generative artificial intelligence (AI) platform that enables federal agencies to safely explore, evaluate, and adopt AI technologies at scale.

- ↳ **Embrace AI thoughtfully to accelerate technology modernization across the federal government.** GSA will accelerate technology modernization through the rapid, yet responsible, adoption of AI solutions. GSA IT’s primary focus will be on establishing robust AI governance. This includes developing clear guidelines, implementing strong oversight mechanisms, and creating comprehensive risk management frameworks to simultaneously maximize the benefits of AI and mitigate associated risks.
- ↳ **Encourage experimentation in a safe environment to develop the necessary tools to minimize security and safety risks.** Fostering a culture of rapid, safe AI experimentation and innovation will empower employees to explore AI’s potential, test new ideas, and develop innovative solutions while prioritizing security and safety. To support this, GSA IT will establish repeatable processes for testing data and technology in secure environments. These processes will enable the agency to proactively identify and mitigate potential security and safety risks associated with AI solutions before deployment.
- ↳ **Maximize USAi’s utility by focusing on high-value use cases in order to support the effective management of contracts, procurement, and fraud detection.** GSA plans to leverage USAi’s secure environment to safely integrate AI into acquisition and contract management processes. GSA will utilize USAi’s robust security processes for procurement data to enhance management oversight and proactively detect fraudulent activity.
- ↳ **Support cross-domain AI analytics to analyze and draw insights from data that comes from multiple, distinct domains or sources.** GSA IT will develop the technical capabilities and cultural changes needed to normalize cross-domain AI analytics. For example, combining acquisition and financial data could offer a real-time view of GSA’s information technology contracts. Similarly, integrating customer sentiment with operational data could help assess how well GSA is meeting customer needs.

MAJOR MANAGEMENT CHALLENGES

Impact of AI bias on acquisition functions

- ▲ AI review systems may favor AI-generated content, creating a risk of biased procurement reviews as solicitations are increasingly AI-written.
- ▲ To mitigate this, GSA’s AI safety team developed risk reduction metrics that will inform them of risks related to AI-assisted acquisition and procurement. GSA IT is also developing mandatory FY26 training on AI limitations and ways to minimize them.

GOAL 4 / INTERNAL OPERATIONS / OBJECTIVE 4.1

Streamline internal processes and support services to minimize redundancy

PERFORMANCE GOALS							
Key Performance Indicator (KPI) <small>(Desired direction: ↑= increasing ↓= decreasing ↔ = within range)</small>	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Percentage of GSA operational processes automated effectively ↑	OCFO	N/A	N/A	49%	Baseline	60%	70%
Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	19.1%	19.2%	18.6%	19.4%	15.1%	15.1%
Utilization rate for GSA-occupied facilities ↑	OAS	N/A	N/A	29%	80%	60%	60%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA will increase efficiency and impact by automating processes, minimizing redundancies, and increasing the flexibility and cost efficiency of its office space.

- ↳ **Identify, optimize, standardize, and automate manual, rules-based processes and activities to improve operations and allow GSA staff to focus on high-value, analytically driven efforts.** GSA will streamline internal operations by eliminating inefficiencies, optimizing workflows, and deploying intelligent automation to measurably improve performance across financial and administrative processes. Automation candidates are selected based on quantifiable impact and strategic priority. This metric-driven approach ensures accountability, transparency, and resource prioritization, guaranteeing GSA’s automation investments deliver measurable operational gains. GSA will expand automation across business lines and scale reuse to accelerate delivery and reduce duplicative development costs.
- ↳ **Improve office space design to prioritize flexibility, cost efficiency, and alignment with legislative and statutory requirements.** GSA’s Office of Administrative Services (OAS) is comprehensively reviewing GSA-assigned space for accurate classification and rightsizing, excluding select areas (e.g., warehouses, large storage, conference/training centers, maintenance/custodial, and underutilized space that skews calculations). OAS leads an Occupancy Task Force, co-sponsored by the Administrator’s Suite, to align data, policy, and operational decisions across the agency to meet the 60% utilization target. Once the portfolio is rightsized and categorized, OAS will prioritize spaces for redesign/reconfiguration (e.g., updated layouts, new furniture) to support modern, flexible workplaces. Benchmarks will be developed to track progress after utilization goals are met.

MAJOR MANAGEMENT CHALLENGES

Risks associated with automation’s rapid expansion

- ▲ Increased automation carries risks in governance, change management, and cybersecurity. Poor oversight, workforce misalignment, or inadequate technical controls can negate benefits, causing inefficiencies or security vulnerabilities. GSA is improving internal controls to mitigate risks of waste, duplication, or noncompliance.
- ▲ Meeting targeted utilization rates may be hampered by significant space reduction/redesign requirements and the delayed return to the office for some workers (due to relocation or temporary remote status for reasonable accommodations). The Occupancy Task Force is working with GSA business lines to mitigate these risks.

GOAL 4 / INTERNAL OPERATIONS / OBJECTIVE 4.2

Deploy a high-performing workforce to be more agile and adaptable

PERFORMANCE GOALS							
Key Performance Indicator (KPI) (Desired direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets	FY 2026 Targets	FY 2027 Targets
Percentage of offers made from approved annual staffing plan targets ↑	OHRM	N/A	N/A	N/A	N/A	50%	60% ¹
Percentage of positions filled using hiring assessments ↑	OHRM	N/A	N/A	N/A	N/A	90%	90%
Percentage of supervisory employees with performance accountability critical element added to their performance plans ↑	OHRM	N/A	N/A	N/A	N/A	90%	90%

¹ TBD, as FY26 is a benchmarking year.

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE IMPACT & IMPLEMENTATION STRATEGIES

GSA’s Office of Human Resources Management (OHRM) will drive federal reform by building an agile, high-performing workforce to advance rightsizing, procurement consolidation, and operational efficiency.

- ↳ **Conduct enterprise-wide capability analysis to identify workforce gaps.** OHRM will use data-driven strategic workforce planning, workload analysis, and mission capability risk assessments to determine current and future workforce gaps. This involves standardized capability and competency assessments to map workforce strengths and vulnerabilities. Findings will identify critical skill shortages and inform resource decisions, targeted hiring, upskilling, and organizational changes.
- ↳ **Expand the use of structured interviews, technical assessments, and job-relevant evaluations.** OHRM will enhance hiring rigor and fairness using valid, competency-based assessments that prioritize demonstrated skills. This includes increased use of structured interviews, simulations, work samples, technical evaluations, and credentialing for mission-critical and shortage jobs (e.g., contracting/acquisition and cybersecurity). These standardized tools will improve hiring quality, reduce subjectivity, and ensure compliance with merit system principles, [E.O. 13932](#) and [E.O. 14170](#).
- ↳ **Enhance performance management policies and expand training to strengthen alignment between employee contributions and organizational objectives.** OHRM will cultivate a performance culture by linking employee expectations, accountability, recognition, rewards, and development to organizational priorities, increasing agility, innovation, and productivity. This includes updating performance planning and appraisal to emphasize measurable outcomes. OHRM will provide agency-wide training on goal alignment, feedback, coaching, and performance management. OHRM will incentivize high performance and reinforce behaviors supporting efficiency, integration, and mission delivery.

MAJOR MANAGEMENT CHALLENGES

Rapid reorganization and staffing losses may impact mission delivery

- ▲ Leadership transitions, executive mandates, budget caps, accelerated attrition, and reductions in force have increased GSA’s vulnerability to capability gaps, knowledge loss, and low employee engagement.
- ▲ OIG noted that GSA underwent rapid transformation in FY25, losing 42% of its workforce before having effective reorganization plans in place. This led to reduced oversight, operational inefficiencies, and loss of institutional knowledge and critical skills.
- ▲ OHRM will support business partner efforts to mitigate workforce gaps by: standardizing capability assessments, strengthening hiring rigor, and building a performance culture linking employee expectations to GSA objectives.

APPENDIX

A: FY 2026-2027 Agency Priority Goals (APGs)

Procurement Streamlining and Centralization

By September 30, 2027, GSA will transform federal procurement by reducing regulatory barriers, centralizing contracting using category management principles, and consolidating procurement functions across the federal government at the requirements or organization level. This approach enables GSA to reduce acquisition lead time and achieve greater economies of scale.

Goal Leaders: *Laura Stanton, Acting Commissioner, Federal Acquisition Service*
Larry Allen, Associate Administrator, Office of Government-Wide Policy

Technology Modernization

By September 30, 2027, GSA will modernize its technology infrastructure by piloting safe and secure systems and capabilities that increase staff productivity, optimizing GSA's IT, cloud, and software spending to save money and reduce redundancies, and facilitating the availability of secure and critical software. This approach will enable GSA to maximize efficiency and more effectively deliver its mission through thoughtful adoption and use of technology.

Goal Leaders: *Gregory Barbaccia, Acting Director, Technology Transformation Services*
David Shive, Chief Information Officer, GSA IT

Real Estate Optimization

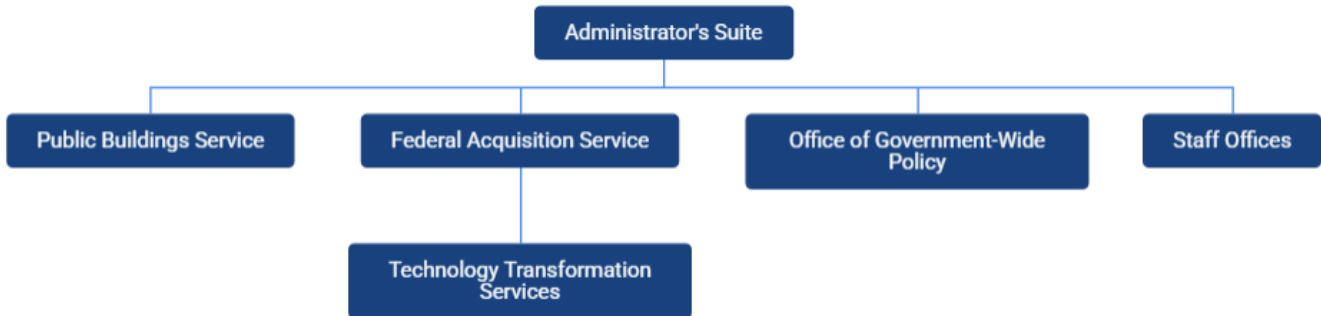
By September 30, 2027, GSA will work to optimize the federal real estate portfolio by increasing the disposition of underperforming assets and leveraging leasing to increase utilization of federal space. This approach will reduce GSA's delinquent maintenance liabilities, allow GSA to strategically reallocate resources to core assets that better align with administration priorities and GSA's strategic objectives and serve the long-term needs of the federal government.

Goal Leaders: *Andrew Heller, Acting Commissioner, Public Building Service*

B: Cross-Agency Priority (CAP) Goals

Per the GPRA Modernization Act's requirement to address Cross-Agency Priority Goals and the President's Management Agenda (PMA) in the agency's annual performance plan, please refer to www.Performance.gov for the agency's contributions to those goals and progress, where applicable. GSA will update this section of the final Agency Performance Plan when information about PMA and CAP goal responsibilities is available.

C: GSA Organizational Chart



D: Accuracy and Reliability of Performance Data

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's policy on [Performance Measurement and Data Verification and Validation Procedures](#). These techniques include:

- Maintaining performance measure definition forms that contain performance measures and metrics, including 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; and
- Utilizing a 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 enterprise.

Evidence-Building

GSA continues to help agencies build and use evidence for effectiveness, efficiency, and cost savings. GSA's Evaluation Sciences Division (ESD) supports both internal GSA evidence-building efforts and governmentwide efforts with external agencies. GSA's governmentwide team provides expertise to rapidly develop and test evidence-based insights to identify effective and cost-effective strategies to improve government programs. In FY25, the team supported five agencies and completed 11 evaluations focusing on innovative technology, increasing procurement efficiency, and connecting small businesses to the federal marketplace. Within GSA, ESD remained focused on administration priorities, completing five internal evaluations in FY25. The evaluations covered key focus areas, including several on artificial intelligence (AI) implementation and use, contract procurement protests, and evaluating customer procurement needs.

E: Key Performance Indicator Definitions

Utilization rate for GSA-controlled facilities:

This indicator measures utilization of active GSA-controlled public building space in accordance with the USE IT Act, where utilization rate is defined as the average occupancy over a two-month period compared to capacity. Capacity is calculated by dividing the assigned office USF by the utilization benchmark of 150 USF.

Percentage of CFO Act agencies with a completed GSA Customer Strategy:

This indicator tracks the percentage completion of national real estate portfolio plans with an updated Customer Profile Card, which summarizes strategies that incorporate future space needs and high-performance building standards.

Real estate cost avoidance (in millions):

This indicator tabulates the total cost avoided by GSA through disposition of excess assets and strategic leasing actions from consolidations, lease terminations and negotiating rents below market.

Gross sales revenue from federal-wide disposals (in millions):

This indicator measures the total gross sales revenue of all disposals brought to successful contract award by PBS's Office of Real Property Disposition for federal-wide real property from all agencies, with the exception of properties awarded through the [Federal Assets Sale and Transfer Act of 2016](#). The revenue total is recorded on the date (award date) of the successful conclusion of the sale.

Capital projects on schedule (Pre-Construction):

This indicator gauges the performance of a project team's ability to meet critical milestones in the delivery of capital projects, measuring how close to schedule the execution of projects are from the point they are fully authorized through construction award.

Capital projects on schedule (Construction):

This indicator evaluates PBS's ability to manage projects to their established construction schedules, measuring the percentage of applicable projects in the construction phase that are being delivered within 10 percentage points of the baselined duration of construction. Projects are measured throughout the construction phase, from Notice to Proceed through Substantial Completion.

Tenant Satisfaction Survey (TSS) - Facilities Management Index:

The Facilities Management Index (FMI) comprises nine existing questions from the TSS 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 FMI score, all the "4-Satisfied" and "5-Very Satisfied" responses for the nine questions are counted then divided by the total number of responses.

Acquisition program savings delivered to customers (in billions):

This indicator measures customer savings falling into one of three groups:

1. Savings realized by utilizing FAS procurement vehicles compared to commercial alternatives
2. Savings realized through FAS offerings compared to other government offerings
3. Savings returned to customers via bank refunds for using a GSA purchase, travel, or fleet card

OneGov cost savings (in billions):

This indicator totals the projected savings across the government linked to limited-time offers.

Number of agreements signed to initiate the consolidation of domestic common goods and services into GSA:

This indicator counts the number of signed Memorandums of Understanding (including intragovernmental reimbursable agreements) that enable federal government entities (agencies, commissions, bureaus, etc.) to engage in procurement consolidation activities with GSA.

Number of agency-owned vehicles consolidated:

This indicator counts the number of vehicles consolidated into GSA's leased fleet within the given fiscal year.

Effective competition rate for GSA acquisitions:

This indicator tracks the dollar value of GSA acquisitions that were effectively competed and compares that to the total dollar value of GSA obligations to create a percentage.

GSA reports acquisitions as "competed" if it expects the acquisition to receive more than one offer or bid. Some acquisitions report as "competed" when they actually receive only one offer or bid. "Effective competition" captures this variance by measuring if (1) the acquisition was originally reported as "competed" (it was anticipated to receive more than one offer or bid), and (2) it actually received more than one offer or bid.

Number of federal contracts awarded to new entrants (CFO Act agencies):

This indicator counts the number of new entrants that received a federal contract from a CFO Act agency.

A "new entrant" is defined as any entity that received a prime federal contract award, over the micro-purchase threshold of \$15,000 in the selected fiscal year for the first time, or after having not received an award in the previous 5 fiscal years. Entities that are awarded an indefinite delivery vehicle (IDV) contract, a blanket purchase agreement, or a basic ordering agreement are not considered a new entrant until a funded order valued at more than the micro-purchase threshold is issued under the IDV contract or agreement.

Procurement administrative lead time (PALT) for CFO Act agencies (days):

This indicator measures the time between the date on which an initial solicitation for a contract or order is issued by a federal department or agency and the date of the award of the contract or order.

Number of CFO Act Agencies with GO.gov partially deployed:

This indicator counts the number of CFO Act agencies that have at least partially deployed GO.gov.

Number of workflows or systems enhanced with automation & AI capabilities:

This indicator counts the number of internal GSA acquisition processes or systems with automation or a new AI capability implemented.

Percentage completion of IAE system consolidation:

This indicator measures the percentage of systems that were included in the Integrated Award Environment portfolio that have been modernized and consolidated into SAM.gov. For larger legacy applications, this is broken down at the component level to account for partial consolidations. Each consolidated system or component provides greater utility to the SAM.gov user and reduces cost/resource allocation to a legacy application.

Percentage of GSA systems hosted in the cloud:

This indicator tracks the percentage of GSA business applications currently hosted in the cloud.

Percentage of GSA datasets available in Enterprise Data Solution (EDS):

This indicator tracks the number and percentage of datasets that are made available and accessible in the centralized EDS environment for GSA employees.

Number of active users on Login.gov (in millions)

This indicator measures the number of unique users who sign in to a government website using Login.gov in a given fiscal year. If a user signs in to one or many different agencies or applications using their Login.gov credentials, they are only counted once.

Average time for FedRAMP to approve Rev 5 or 20x authorizations:

This indicator tracks the time from cloud product submission to approval for agency-requested FedRAMP Rev. 5 or 20x authorizations. For the FedRAMP Rev 5 Agency Authorization path, agencies work directly with a cloud service provider for authorization. FedRAMP 20x, on the other hand, is a cloud-native approach that facilitates automated authorization.

Percentage of GSA employees who completed GSA standardized AI training:

This indicator tracks the percentage of GSA employees (federal only) that have completed GSA-approved standardized AI training. Standardized AI training may include but is not limited to mandatory, live, and online training.

Percentage of active AI users at GSA:

This indicator tracks the percentage of GSA employees (federal only) that have executed 10 or more prompts in a month in USAi or Gemini.

Percentage of GSA operational processes automated effectively:

This indicator tracks the percentage of internal GSA workflows and operational processes that are automated during the fiscal year with a high Automation Excellence Score (AES) or an AES that is more than double the Level of Effort to develop the automation. The AES is an internally developed framework that estimates an automation idea's potential organizational impact and alignment, utilizing key factors around the project's overall benefits and GSA's Strategic Initiatives. Automation is considered complete when the process is deployed, in use, and replaces a manual effort.

Total GSA operating cost as a percentage of goods and services provided:

This indicator measures the efficiency of GSA's operations. It is calculated by dividing direct and indirect operating costs (FAS and PBS operations and Working Capital Fund operating budget) by GSA's gross margin.

Utilization rate for GSA-occupied facilities:

This indicator measures utilization rate of GSA-occupied building space in accordance with the USE IT Act, where utilization rate is defined as the average occupancy over a two-month period compared to capacity. Capacity is calculated by dividing the assigned office USF by the utilization benchmark of 150 USF.

Percentage of offers made from approved annual staffing plan targets:

This indicator measures progress toward fulfilling GSA's annual staffing plan targets and is measured by the total number of offers made divided by the number of approved hiring actions.

Percentage of positions filled using hiring assessments:

The [Chance to Compete Act of 2024](#) and the [May 2025 OPM "Merit Hiring Plan" memo](#) require that agencies include at least one technical or alternative assessment in all competitive hiring processes before a certificate is issued.

This indicator tracks progress toward compliance with the guidance for all GSA hiring actions that use a competitive hiring process and is measured as a percentage of the total number of positions filled that used at least one technical or alternative assessment during the hiring process.

Percentage of supervisory employees with an accountability critical element added to their performance plans:

The Office of Personnel Management (OPM) issued guidance in a June 2025 memorandum entitled "[Performance Management for Federal Employees](#)." This guidance requires agencies to implement a mandatory supervisory critical element in the performance plan of all supervisory non-SES employees.

This measure captures the percentage of all GSA supervisory employees who have the mandatory supervisory critical element in their performance plans in HR Links by the performance plan submission deadline.



U.S. General Services
Administration

Fiscal Year 2025

Annual Performance Report



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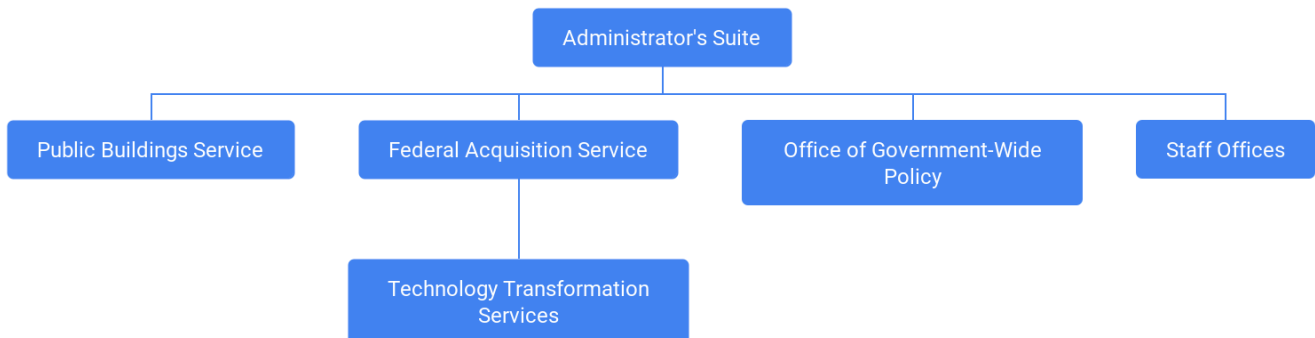
GSA Mission and Agency Information

The U.S. General Services Administration (GSA) plays a vital role in ensuring that the Federal government operates efficiently, responsibly, and in alignment with the interests of the American taxpayer. Established to streamline federal operations and promote effective government management, GSA remains committed to maximizing value for the American people through robust oversight, fiscal discipline, and service excellence.

GSA accomplishes its mission by delivering cost-effective, innovative, and collaborative solutions in real estate, acquisition, and technology. By leveraging the buying power of the Federal government, GSA reduces waste and strengthens national supply chains by supporting American businesses, American-made goods, and services.

GSA had four fundamental strategies for delivering its mission in fiscal year (FY) 2025.

1. **Optimize our Federal Buildings Portfolio.** Strategically optimize the federal real estate portfolio to eliminate years of accumulated delinquent maintenance liabilities, increase office space utilization, and support greater interoperability between agencies. This included consolidation and modernization of GSA’s owned portfolio while expanding GSA’s leased portfolio.
2. **Streamline and Centralize Procurement.** Streamline and centralize procurement by expanding shared acquisition solutions and reducing compliance burden across purchasing channels. Efforts focused on maximizing the negotiating power of volume buying, streamlining the procurement process, and improving the procurement technology infrastructure.
3. **Rationalize our IT Infrastructure and Software as a Shared Service.** Offer scalable IT solutions through shared service models to enhance interoperability, reduce redundancy, and drive automation. Efforts included centralizing data, increasing access to best-in-class technologies, and optimizing GSA’s cloud and software spending.
4. **Embrace GSA’s Model of Efficiency for Ourselves.** Lead by example by becoming a model of operational efficiency to better serve partner agencies. Align talent, processes, and technology to eliminate redundancies, empower the workforce, and strengthen performance management.



FY 2025 STRATEGIC GOALS and OBJECTIVES

GOAL 1 Optimize our Federal Buildings Portfolio	GOAL 2 Streamline and Centralize Procurement	GOAL 3 Rationalize our IT Infrastructure and Software as a Shared Service	GOAL 4 Embrace GSA’s Model of Efficiency for Ourselves
Lead Office: Public Buildings Service (PBS)	Lead Office: Federal Acquisition Service (FAS)	Lead Offices: Technology Transformation Services (TTS), GSA IT	Lead Office: Office of the Administrator
Strategic Objectives: <ul style="list-style-type: none"> ➤ SO 1.1 Eliminate years of accumulated delinquent maintenance liabilities ➤ SO 1.2 Increase office occupancy north of 80% ➤ SO 1.3 Support greater collaboration and sharing between agencies 	Strategic Objectives: <ul style="list-style-type: none"> ➤ SO 2.1 Maximize negotiating power of volume buying ➤ SO 2.2 Reduce compliance burden to increase competition ➤ SO 2.3 Streamline procurement process ➤ SO 2.4 Deliver better tech tools for the contracting workforce 	Strategic Objectives: <ul style="list-style-type: none"> ➤ SO 3.1 Consolidate the number of systems for each job ➤ SO 3.2 Centralize our data to be accessible across teams ➤ SO 3.3 Invest in shared services and cybersecurity ➤ SO 3.4 Optimize GSA’s cloud and software spending 	Strategic Objectives: <ul style="list-style-type: none"> ➤ SO 4.1 Optimize GSA’s support services and operating processes
Performance Indicators: <ul style="list-style-type: none"> ➤ Gross sales revenue from federal-wide disposals (in millions) ➤ Percentage of CFO Act agencies with a completed GSA customer strategy ➤ Tenant Satisfaction Survey (TSS) - Facilities Management Index ➤ Number of leases with completed lease termination notifications ➤ Percentage of building utilization in GSA-controlled space 	Performance Indicators: <ul style="list-style-type: none"> ➤ Acquisition program savings delivered to customers (in billions) ➤ Multiple Award Schedule (MAS) sales (in billions) ➤ Number of government entities whose common goods and services spend has been consolidated into GSA 	Performance Indicators: <ul style="list-style-type: none"> ➤ Number of active users on Login.gov (in millions) ➤ Percentage of GSA business applications hosted in the cloud ➤ GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ➤ Number of FedRAMP authorizations approved 	Performance Indicators: <ul style="list-style-type: none"> ➤ Effectiveness of GSA CXO functions, as measured by government-wide Customer Satisfaction Survey ➤ Percentage of GSA contract dollars awarded to small business through prime contracting ➤ Percentage of building utilization in GSA-occupied space ➤ Percentage reduction in GSA IT spend ➤ Total GSA operating cost as a percentage of goods and services provided

GOAL 1 / REAL ESTATE

Optimize our Federal Buildings Portfolio

SUMMARY OF PROGRESS

In FY25, GSA's Public Buildings Service (PBS) faced significant challenges—including rapid operational and strategic changes, new Administration policy shifts, and workforce reductions across its customer agencies—that resulted in achieving only 1 of 5 targets. These factors negatively impacted key performance indicators (KPIs) aimed at increasing space utilization and driving property dispositions.

Despite these setbacks, PBS substantially improved the quality of its customer strategies. PBS added new tools and methodologies, positioning GSA for future success in tackling the oversized inventory burden in the coming years. As agencies restructure and reconfigure their organizations and workspace needs, PBS is optimistic about achieving their utilization and optimization goals.

Performance Indicators (↑ = increasing, ↓ = decreasing)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets
Gross sales revenue from federal-wide disposals (in millions) ¹ ↑	PBS	\$4.95	\$67.90	\$91.69	\$710.00	\$45.68	\$53.97
Percentage of CFO Act agencies with a completed GSA customer strategy ↑	PBS	N/A	N/A	N/A	100%	100%	100%
Tenant Satisfaction Survey (TSS) - Facilities Management Index ↑	PBS	N/A	N/A	71.4% ²	69.9%	66.0%	71%
Number of leases with completed lease termination notifications ↑	PBS	N/A	N/A	N/A	N/A	264	500
Percentage of building utilization in GSA-controlled space ↑	PBS	N/A	N/A	N/A	N/A	38%	80%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

¹Excludes properties awarded through the Federal Assets Sale and Transfer Act (FASTA).

²Final result was updated from what was previously reported.

PERFORMANCE HIGHLIGHTS

- ↳ PBS achieved a 100% completion rate for customer strategies, which positioned GSA to respond effectively during a dynamic year in which agencies reduced their workforces and shifted their long-term mission and housing needs.
- ↳ In spite of missing the gross sales revenue target, PBS sold 12 properties and achieved \$318 million in projected savings for delinquent maintenance avoidance through dispositions completed in FY25.
- ↳ PBS found new homes for the headquarters of the Federal Bureau of Investigation, the Department of Housing and Urban Development, and the National Science Foundation.

RISKS & OPPORTUNITIES

- ▲ **Space utilization** - [OMB Memo M-25-25](#) required agencies to track and report their daily occupancy, illuminating large gaps between the previously reported space utilization and actual utilization. PBS developed collection and reporting tools, which will continue to provide crucial information to help improve utilization.
- ▲ **Dispositions** - A new policy shift toward targeting broker contracts to award GSA dispositions lengthened the disposition schedule of two properties into FY26; however, PBS identified 45 new assets for accelerated disposition.

GOAL 2 / ACQUISITION

Streamline and Centralize Procurement

SUMMARY OF PROGRESS

GSA's Federal Acquisition Service (FAS) continues to develop innovative solutions to leverage the buying power of the government to drive savings for customer agencies. In FY25, FAS achieved both of its targets and made headway on consolidating common goods and services, with five agreements signed. The Multiple Award Schedule (MAS) exceeded its FY25 sales target with over \$51 billion in volume, driven by modernization, data-driven tools, and alignment with government priorities.

FAS's acquisition programs achieved \$7.1 billion in savings for customer agencies in FY25, meeting the FY target. Key contributors included the GSA City Pairs Program, GSA SmartPay® refunds, IT savings, and Assisted Acquisition Service customer savings. In FY26, FAS expects to more than double the number of agreements for consolidating common domestic goods and services into GSA, which will lead to greater efficiencies through reduced duplication and fully leveraging the buying power of the federal government.

Performance Indicators (↑ = increasing, ↓ = decreasing)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets
Acquisition program savings delivered to customers (in billions) ↑	FAS	\$6.09	\$6.82	\$6.83	\$7.80	\$7.11	\$7.10
Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	\$39.75	\$40.96	\$45.52	\$51.50	\$52.53	\$46.50
Number of government entities whose common goods and services spend has been consolidated into GSA ↑	FAS	N/A	N/A	N/A	N/A	5	N/A

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE HIGHLIGHTS

- ↳ Streamlined processes, improved transparency, and stronger supply chain oversight have reinforced MAS as a trusted, cost-effective procurement channel.
- ↳ Office of Personnel Management (OPM), Small Business Administration (SBA), and Housing and Urban Development moved their contracting for common goods and services to GSA.
- ↳ GSA's efforts to buy common goods and services for OPM and SBA are 37% more efficient than the agencies' own efforts, driving savings and cost avoidance.
- ↳ Advanced the most significant rewrite of the Federal Acquisition Regulation (FAR) in over 40 years.

RISKS & OPPORTUNITIES

- ▲ **Office of Centralized Acquisition Services (OCAS)** - FAS is finalizing the structure of OCAS along six functional offices that will allow GSA to deliver centralized acquisition at scale in FY26.
- ▲ **OneGov** - FAS launched the OneGov strategy to modernize and centralize how the federal government buys IT software, successfully negotiating agreements with over a dozen major software companies. FAS aims to expand OneGov negotiations with 15 additional original equipment manufacturers in FY26, leveraging one federal wallet to attain even greater savings for agencies.

GOAL 3 / TECHNOLOGY

Rationalize our IT Infrastructure and Software as a Shared Service

SUMMARY OF PROGRESS

GSA's Office of the Chief Information Officer (GSA IT) exceeded its cloud migration goal for business applications, showing better application optimization and operational efficiency. GSA also maintained strong IT management, receiving an "A" on the September 2024 Federal Information Technology Acquisition Reform Act (FITARA) scorecard. No FITARA scorecards were issued in FY25.

Additionally, GSA's Technology Transformation Services (TTS) significantly surpassed its goals for both Key Performance Indicators (KPIs) despite major organizational changes. It launched FedRAMP 20x to simplify and accelerate the adoption of secure cloud services and dramatically decreased the time to finalize FedRAMP reviews from over a year to less than 30 days. FedRAMP also authorized more than 140 new cloud services in FY25, marking the highest number of authorizations achieved under any Administration in any year. Drivers to FedRAMP's success included streamlining review activities to only essential requirements and reallocating almost all program resources to address the backlog. Furthermore, Login.gov exceeded its performance target with over 76 million active users, supporting secure access to services at more than 50 federal and state agencies.

Performance Indicators (↑ = increasing, ↓ = decreasing)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets
Number of annual active users on Login.gov (in millions) ↑	TTS	16.0	41.0	49.1	71.7	76.7	60.0
Percentage of GSA business applications hosted in the cloud ↑	GSA IT	49.2%	52.7% ¹	53.4%	58.8%	68.4%	54.0%
GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ² ↑	GSA IT	A+	B+	B	A	N/A ³	B
Number of FedRAMP authorizations approved ↑	TTS	46	53	43	49	144	100

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

¹No target was established during the first year of reporting in the FY24 Annual Performance Plan.

²Plus and minus modifiers to letter grades (e.g., B+ or A-) were removed from the FITARA scoring methodology in FY23. The FYs 24–27 targets have been modified to reflect this change.

³The House Committee on Oversight and Accountability did not issue any new FITARA scorecards in FY25.

PERFORMANCE HIGHLIGHTS

- ↳ Login.gov exceeded the target due to faster than expected adoption by large agencies like Social Security Administration and Department of Veterans Affairs, which accelerated the deprecation of their homegrown sign-in options.
- ↳ FedRAMP 20x revamp enabled TTS to rethink the authorization model while proving that security and speed can co-exist.

RISKS & OPPORTUNITIES

- ▲ **Continued drive toward cloud** - Continuing to expand the adoption of cloud technology will enable greater security and improved protection for government information and operations.
- ▲ **Organizational change** - TTS has consolidated offices to enable a more efficient management structure that has resulted in greater impact and better ability to focus on priorities.

GOAL 4 / INTERNAL OPERATIONS

Embrace GSA’s Model of Efficiency for Ourselves

SUMMARY OF PROGRESS

GSA’s staff and service offices achieved 4 of 5 targets focused on internal efficiency. GSA exceeded its target for the Mission Support Customer Satisfaction Survey (CSS) and continues to outperform other CFO Act agencies, ranking in the top four in all but one service area. Additionally, GSA awarded over \$2.8 billion to small businesses through prime contracting, representing 39.7% of GSA’s total prime contracting spend. This not only far exceeded GSA’s goal of 25%, but also outperformed targets in all small business socioeconomic categories. GSA missed its target for building utilization for GSA-occupied space but has identified several strategies to significantly ameliorate the utilization rate in FY26 (see Risks & Opportunities below).

For reduction in IT spend, GSA achieved its target of a 30% reduction by streamlining IT contracts, labor resources, and optimizing technology solutions to align with the Acting Administrator’s priority of eliminating redundancies and wasteful IT spending. Lastly, GSA was able to increase its operational efficiency in FY25 after significantly reducing operating costs.

Performance Indicators (↑ = increasing, ↓ = decreasing)	Lead Office	FY 2021 Results	FY 2022 Results	FY 2023 Results	FY 2024 Results	FY 2025 Results	FY 2025 Targets
Effectiveness of GSA CXO functions, as measured by government-wide CSS ↑	OGP	5.75	5.68	5.63	5.61	5.81	5.68
Percentage of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	46.89%	47.61%	50.29%	42.10%	39.80%	25.00%
Percentage of building utilization in GSA-occupied space ↑	OAS	N/A	N/A	N/A	N/A	29%	80%
Percentage reduction in GSA IT spend ↑	GSA IT	N/A	N/A	N/A	N/A	30%	30%
Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	17.06%	18.22%	19.14%	19.24%	18.61%	19.43%

Indicates target was met
 Indicates target was missed
 Indicates target not applicable

PERFORMANCE HIGHLIGHTS

- ↳ In the CSS, GSA saw increases in all function areas (Contracting, IT, Financial, and Acquisition), but the most notable increase was in internal contracting services, with a large improvement in purchase card management thanks to expanded outreach and training through monthly live sessions.
- ↳ GSA managed to significantly reduce its operating costs through efforts to unwind the agency’s dependency on external consultants, cut wasteful spending, implement new efficiencies, and freeze hiring to control personnel compensation and benefits costs.

RISKS & OPPORTUNITIES

- ▲ **Utilization rate** - For FY26, GSA is confident that it will significantly increase building utilization, with plans to reduce office space, increase the number of employees returning to office, correct Occupancy Agreements to their appropriate space use type, and resolve IT network connectivity issues that may be underreporting occupancy.
- ▲ **Small business spend** - Despite achieving targets, GSA small business spend fell from FY24 to FY25. Incorporating sound small business strategies into our purchasing while providing opportunities for on-ramping will be crucial in FY26.

Accuracy and Reliability of Performance Data

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's policy on [Performance Measurement and Data Verification and Validation Procedures](#). These techniques include:

- Maintaining performance measure definition forms that contain performance measures and metrics, including 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; and
- Utilizing a 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 enterprise.

Appendix

Key Performance Indicator Definitions

Gross sales revenue from federal-wide disposals (in millions):

This indicator measures the total gross sales revenue of all disposals brought to successful contract award by PBS's Office of Real Property Disposition for federal-wide real property from all agencies, with the exception of properties awarded through the [Federal Assets Sale and Transfer Act of 2016](#). The revenue total is recorded on the date (award date) of the successful conclusion of the sale.

Percentage of CFO Act agencies with a completed GSA Customer Strategy:

This indicator tracks the percentage completion of national real estate portfolio plans with an updated Customer Profile Card, which summarizes strategies that incorporate future space needs and high-performance building standards.

Tenant Satisfaction Survey (TSS) - Facilities Management Index:

The Facilities Management Index (FMI) comprises nine existing questions from TSS 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 FMI score, all the "4-Satisfied" and "5-Very Satisfied" responses for the nine questions are counted then divided by the total number of responses.

Percentage of building utilization in GSA-controlled space:

This indicator measures utilization rate of GSA-controlled building space (with CFO Act agencies) as a percentage. To calculate building utilization rate, the average number of occupants is divided by the total building capacity. The numerator is calculated by taking the average number of occupants reporting to a building over the past four pay periods. The denominator is calculated by taking the total agency-supplied usable square footage (USF) for all office-designated Federal Real Property Profile (FRPP) facilities and dividing it by 150 USF, which is GSA's per person utilization benchmark.

Acquisition program savings delivered to customers (billions):

This indicator measures customer savings falling into one of three groups:

1. Savings realized by utilizing FAS procurement vehicles compared to commercial alternatives
2. Savings realized through FAS offerings compared to other government offerings
3. Savings returned to customers via bank refunds for using a FAS purchase, travel, or fleet card

Multiple Award Schedule (MAS) sales (billions):

This indicator measures sales by business volume growth. Sales for the MAS program are reported via the Sales Reporting Portal once the Industrial Funding Fee 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.

Number of government entities whose common goods and services spend has been consolidated into GSA:

This indicator counts the number of federal government entities (i.e., agencies, departments, or bureaus) for which GSA has consolidated their common domestic goods and services spend into the Office of Centralized Acquisition Service.

Number of active users on Login.gov (in millions):

This indicator measures the number of unique users who sign in to a Government website using Login.gov in a given fiscal year. If a user signs in to one or many different agencies or applications using their Login.gov credentials, they are only counted once.

Percentage of GSA business applications hosted in the cloud:

This indicator measures the percentage of GSA business applications hosted in the cloud. Business applications are a subset of the Federal Information Security Management Act system/subsystem inventory maintained by the GSA IT security team. If a business application utilizes a hybrid cloud environment, it is considered a cloud system for this metric.

GSA Federal Information Technology Acquisition Reform Act (FITARA) Scorecard Score:

FITARA was passed in 2014 to modernize the federal government's information technology (IT). Since the law's implementation, GAO and the House Committee on Oversight and Government Reform have released a scorecard that assesses agencies' FITARA implementation efforts. The scorecard assesses agencies' acquisition and management of IT investments and assets, reflecting GAO's analysis of how agencies are performing in numerous IT categories.

Number of FedRAMP Authorizations Approved:

This indicator measures the number of Cloud Service Offerings that receive FedRAMP authorization.

Effectiveness of GSA CXO functions, as measured by government-wide Customer Satisfaction Survey:

Computed from the Mission-Support Services Customer Satisfaction Survey, the indicator consists of an equally weighted composite customer satisfaction score (from 1 to 7) for GSA's CXO's functions—acquisition, financial management, human capital, IT, and shared services.

Percentage of GSA Contract Dollars Awarded to small business through prime contracting:

This indicator tracks the overall percentage of eligible procurement dollars awarded to small businesses through prime contracting. Contracting is considered prime when the contractor works directly with the government. Prime contractors manage any subcontractors and are responsible for ensuring that the work is completed as defined in the contract.

Percentage of building utilization in GSA-occupied space:

This indicator measures utilization rate of GSA-occupied building space as a percentage. To calculate building utilization rate, the average number of occupants is divided by the total building capacity. The numerator is calculated by taking the average number of occupants reporting to a building over the past four pay periods. The denominator is calculated by taking the total agency-supplied USF for all office-designated FRPP facilities and dividing it by 150 USF, which is GSA's per person utilization benchmark.

Total GSA operating cost as a percentage of goods and services provided:

This indicator calculates the total GSA operating cost as a percentage of goods and services provided. It is calculated by taking total operating costs (direct and indirect) for all of GSA's major products and services divided by total revenues.



**U.S. General Services
Administration**

March 24, 2026

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; and
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

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
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 continues to collect documentation from GSA and DHS that supported the updated cost and schedule estimates.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
GAO-20-135	Federal Real Property: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data	2/06/2020	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 continues to monitor GSA's progress to fully address this recommendation
GAO-24-105485	Federal Real Property: Agencies Should Provide More Information About Increases in Deferred Maintenance and Repair	11/16/2023	Office of the Commissioner Public Buildings Service	010	The Administrator of the General Services Administration should ensure that the Administration's budget materials or other documents provide more information to Congress and the public regarding the agency's deferred maintenance and repair backlog, including at a minimum, explanations for major changes from year to year, categories of assets included in DM&R estimates, and the proportion of DM&R estimates needed to support the mission.	Partially addressed. GAO will continue to monitor GSA's progress to fully address this recommendation.
GAO-24-105485	Federal Real Property: Agencies Should Provide More Information About Increases in Deferred Maintenance and Repair	11/16/2023	Office of the Commissioner Public Buildings Service	011	The Administrator of the General Services Administration should ensure that the Administration develops a plan to address its DM&R backlog and identifies the funding and time frames needed to reduce this backlog in congressional budget requests, related reports to decision-makers, or both.	3/31/2026 Implementing ¹

¹ Implementation action is currently in progress.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
GAO-24-105658	Cybersecurity: Federal Agencies Made Progress, but Need to Fully Implement Incident Response Requirements	1/04/2024	GSA IT: Office of the Chief Information Officer	016	GAO recommends that the Administrator of the General Services Administration should ensure that the agency fully implements all event logging requirements as directed by OMB guidance.	9/30/2026 Implementing
GAO-24-105980	Artificial Intelligence: Agencies Have Begun Implementation but Need to Complete Key Requirements	1/04/2024	GSA IT: Office of the Chief Information Officer	032	The Administrator of General Services should ensure that the General Services Administration updates its AI use case inventory to include all the required information, at minimum, and takes steps to ensure that the data in the inventory aligns with provided instructions.	Partially addressed. GAO will continue to monitor GSA's progress to fully address this recommendation
GAO-24-106166	Federal Contracting: Opportunities Exist to Improve the Reporting of Waivers to Domestic Preference Laws	1/04/2024	Office of the Commissioner Federal Acquisition Service	007	The Administrator of GSA should develop a formal agreement, such as a Memorandum of Understanding, with the Director of OMB to document the extent that further website development is necessary, and the resources needed for future development efforts.	MFR Submitted/forwarded to GAO. Recommendations addressed. GAO evaluating for closure.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
GAO-23-104815	Federal Real Property: GSA Should Leverage Lessons Learned from New Sale and Transfer Process	10/07/2022	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.	Partially addressed. GAO will continue to monitor GSA's progress to fully address this recommendation
GAO-24-106173	Single Audits: Improving Federal Audit Clearinghouse Information and Usability Could Strengthen Federal Award Oversight	4/22/2024	Office of Technology Transformation Services	001	GAO recommends the Administrator of GSA should develop a process to regularly identify, analyze, and respond to FAC data reliability issues that may affect federal oversight, such as establishing edit checks to mitigate issues related to data accuracy, consistency, and completeness.	Recommendations addressed. GAO evaluating for closure
GAO-24-106173	Single Audits: Improving Federal Audit Clearinghouse Information and Usability Could Strengthen Federal Award Oversight	4/22/2024	Office of Technology Transformation Services	002	GAO recommends the Administrator of GSA should, in coordination with federal agencies and professional audit organizations, identify and prioritize features to enhance the usefulness of FAC data for federal oversight in accordance with federal data standards.	Recommendations addressed. GAO evaluating for closure

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
GAO-24-106173	Single Audits: Improving Federal Audit Clearinghouse Information and Usability Could Strengthen Federal Award Oversight	4/22/2024	Office of Technology Transformation Services	003	GAO recommends the Administrator of GSA should, in coordination with federal agencies, develop proposed funding and timelines for implementing the identified and prioritized features to enhance the usefulness of FAC data for federal oversight through interagency agreements or other methods.	Recommendations addressed. GAO evaluating for closure
GAO-24-106173	Single Audits: Improving Federal Audit Clearinghouse Information and Usability Could Strengthen Federal Award Oversight	4/22/2024	Office of Technology Transformation Services	008	GAO recommends the Administrator of GSA should, upon consulting with professional audit organizations, provide additional training to auditors and recipients to help ensure that they complete FAC data collection forms accurately, completely, and consistently with the audit report.	Recommendations addressed. GAO evaluating for closure
GAO-24-106324	Federal Real Property: More Consistent Monitoring of Asbestos Could Improve Oversight	3/04/2024	Office of the Commissioner Public Buildings Service	001	GAO recommends that the Administrator of GSA should either implement a plan to ensure that asbestos inspections are conducted in accordance with GSA's current asbestos management policy or revise the policy to incorporate a risk-based approach. Such a plan could include strategies to address funding gaps, a timeline for completing missing inspections or updating the asbestos management policy, and steps to update the IRIS database to allow GSA to better monitor compliance with the policy.	Recommendations addressed. GAO monitoring implementation

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
GAO-25-106640	Identity Verification: GSA Needs to Address NIST Guidance, Technical Issues, and Lessons Learned	10/16/2024	Office of Technology Transformation Services	001	GAO recommends that the Administrator of GSA should direct the Technology Transformation Service division to propose actions to address the technical challenges that the agencies identified related to Login.gov and develop mutually agreed-upon time frames for taking those actions.	Recommendations addressed. GAO evaluating for closure
GAO-25-106640	Identity Verification: GSA Needs to Address NIST Guidance, Technical Issues, and Lessons Learned	10/16/2024	Office of Technology Transformation Services	003	GAO recommends that the Administrator of GSA should direct Technology Transformation Service division to ensure that it develops and documents a plan for lessons learned for Login.gov's remote identity-proofing pilot program.	Recommendations addressed. GAO evaluating for closure
GAO-25-107000	Identity Verification: GSA Should Demonstrate Its Implementation of Policies for Testing Data Backups on Login.Gov	6/03/2025	Office of Technology Transformation Services	001	GAO recommends that the Administrator of General Services Administration (GSA) should direct GSA's Technology Transformation Service division to ensure that Login.gov demonstrates that it fully implemented the policy to test its data backups.	Recommendations addressed. GAO evaluating for closure

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
GAO-25-107041	IT Portfolio Management: OMB and Agencies Are Not Fully Addressing Selected Statutory Requirements	11/14/2024	Office of the Chief Information Officer	036	GAO recommends that the Administrator of General Services Administration should direct its agency CIO to work with OMB to ensure that annual reviews of their IT portfolio are conducted in conjunction with the Federal CIO, as prescribed by FITARA.	Recommendations addressed. GAO evaluating for closure
GAO-25-107392SU	Future of Cybersecurity: Federal Actions Needed to Prepare for Quantum Computing Threat	9/11/2025	Office of the Chief Information Officer	063	Recommendation is Sensitive	4/31/2026 Implementing
GAO-25-107392SU	Future of Cybersecurity: Federal Actions Needed to Prepare for Quantum Computing Threat	9/11/2025	Office of the Chief Information Officer	064	Recommendation is Sensitive	9/30/2026 Implementing
GAO-25-107392SU	Future of Cybersecurity: Federal Actions Needed to Prepare for Quantum Computing Threat	9/11/2025	Office of the Chief Information Officer	065	Recommendation is Sensitive	9/30/2028 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
GAO-25-107392SU	Future of Cybersecurity: Federal Actions Needed to Prepare for Quantum Computing Threat	9/11/2025	Office of the Chief Information Officer	066	Recommendation is Sensitive	9/30/2028 Implementing
GAO-25-107469	Federal Spending Transparency: Actions Needed to Help Ensure Procurement Data Quality	9/25/2025	Office of Government-wide Policy Office of Technology	006	GAO recommends that the Administrator of GSA should ensure the Office of Government-wide Policy documents detailed sampling procedures to help ensure that procurement data quality sampling techniques are performed accurately, consistently, and in accordance with OMB requirements.	Recommendation Addressed. GAO evaluating for closure
GAO-25-107469	Federal Spending Transparency: Actions Needed to Help Ensure Procurement Data Quality	9/25/2025	Office of Government-wide Policy Office of Technology	011	GAO recommends that the Administrator of GSA should develop and implement a process, including timeframes, to ensure effective, timely, and continuous two-way communication related to procurement data quality issues with agencies and governance groups.	8/31/2026 Implementing
GAO-25-107469	Federal Spending Transparency: Actions Needed to Help Ensure Procurement Data Quality	9/25/2025	Office of Government-wide Policy Office of Technology	012	GAO recommends that the Administrator of GSA should develop a modernization plan, including time frames, for the remaining IAE legacy systems.	8/31/2026 Implementing

OIG Recommendation Status and Timelines

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A170119P6R20001	Child Care Centers in GSA-Controlled Buildings Have Significant Security Vulnerabilities	1/30/2020	Office of the Commissioner Public Buildings Service	001	Ensure that PBS maintains child care centers in safe locations that meet minimum security standards.	8/31/2026 Implementing
A170119P6R20001	Child Care Centers in GSA-Controlled Buildings Have Significant Security Vulnerabilities	1/30/2020	Office of the Commissioner Public Buildings Service	002A	OIG recommends that the PBS Commissioner address the specific vulnerabilities OIG identified for the child care centers by (redacted)	8/31/2026 Implementing
A170119P6R20001	Child Care Centers in GSA-Controlled Buildings Have Significant Security Vulnerabilities	1/30/2020	Office of the Commissioner Public Buildings Service	002B	OIG recommends that the PBS Commissioner address the specific vulnerabilities OIG identified for the child care centers (redacted)	8/31/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A170119P6R20001	Child Care Centers in GSA-Controlled Buildings Have Significant Security Vulnerabilities	1/30/2020	Office of the Commissioner Public Buildings Service	002C	OIG recommends that the PBS Commissioner address the specific vulnerabilities OIG identified for the child care centers (redacted)	8/31/2026 Implementing
A170119P6R20001	Child Care Centers in GSA-Controlled Buildings Have Significant Security Vulnerabilities	1/30/2020	Office of the Commissioner Public Buildings Service	002D	OIG recommends that the PBS Commissioner address the specific vulnerabilities OIG identified for the child care centers (redacted)	8/31/2026 Implementing
A170119P6R20001	Child Care Centers in GSA-Controlled Buildings Have Significant Security Vulnerabilities	1/30/2020	Office of the Commissioner Public Buildings Service	002E	OIG recommends that the PBS Commissioner address the specific vulnerabilities OIG identified for the child care centers (redacted)	8/31/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A170119P6R20001	Child Care Centers in GSA-Controlled Buildings Have Significant Security Vulnerabilities	1/30/2020	Office of the Commissioner Public Buildings Service	003	OIG recommends that the PBS Commissioner conduct a comprehensive assessment to identify security vulnerabilities at each child care center located in a GSA-controlled building and expedite action to upgrade these buildings to the minimum security standards. If PBS cannot address vulnerabilities identified in these buildings, the child care centers should be moved to safer locations.	8/31/2026 Implementing
A201018P4R24005	Audit of GSA's Response to COVID-19: PBS Faces Challenges to Ensure Water Quality in GSA-Controlled Facilities	7/22/2024	Office of the Commissioner Public Buildings Service	002A	OIG recommends that the PBS Commissioner provide appropriate oversight to ensure water is safe to occupants in its buildings by ensuring that water quality is maintained through consistent policies and practices nationwide.	4/31/2026 Implementing
A201018P4R24005	Audit of GSA's Response to COVID-19: PBS Faces Challenges to Ensure Water Quality in GSA-Controlled Facilities	7/22/2024	Office of the Commissioner Public Buildings Service	002B	OIG recommends that the PBS Commissioner provide appropriate oversight to ensure water is safe to occupants in its buildings by ensuring that deviations to PBS's Drinking Water Quality Management policy and the PBS water safety guidance are approved by PBS's Central Office.	4/31/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A201018P4R24005	Audit of GSA's Response to COVID-19: PBS Faces Challenges to Ensure Water Quality in GSA-Controlled Facilities	7/22/2024	Office of the Commissioner Public Buildings Service	002C	OIG recommends that the PBS Commissioner provide appropriate oversight to ensure water is safe to occupants in its buildings by ensuring that any water safety policies or guidance developed by regional offices do not contradict policies and guidance issued at the national level.	4/31/2026 Implementing
A201018P4R24005	Audit of GSA's Response to COVID-19: PBS Faces Challenges to Ensure Water Quality in GSA-Controlled Facilities	7/22/2024	Office of the Commissioner Public Buildings Service	003	OIG recommends that the PBS Commissioner provide appropriate oversight to ensure water is safe to occupants in its buildings by ensuring that PBS's water safety activities are incorporated into O&M contracts, recorded in PBS's NCMMS, and overseen by PBS personnel.	4/31/2026 Implementing
A201018P4R24005	Audit of GSA's Response to COVID-19: PBS Faces Challenges to Ensure Water Quality in GSA-Controlled Facilities	7/22/2024	Office of the Commissioner Public Buildings Service	005	OIG recommends that the PBS Commissioner provide appropriate oversight to ensure water is safe to occupants in its buildings by ensuring that PBS personnel and O&M contractors have access to tenant spaces so flushing can be performed.	4/31/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A201018P4R24005	Audit of GSA's Response to COVID-19: PBS Faces Challenges to Ensure Water Quality in GSA-Controlled Facilities	7/22/2024	Office of the Commissioner Public Buildings Service	006	OIG recommends that the PBS Commissioner provide appropriate oversight to ensure water is safe to occupants in its buildings by amending O&M and other contracts to ensure that energy efficiency and water conservation requirements do not conflict with PBS's Drinking Water Quality Management policy and the PBS water safety guidance.	4/31/2026 Implementing
A201018P4R24005	Audit of GSA's Response to COVID-19: PBS Faces Challenges to Ensure Water Quality in GSA-Controlled Facilities	7/22/2024	Office of the Commissioner Public Buildings Service	008	OIG recommends that the PBS Commissioner provide appropriate oversight to ensure water is safe to occupants in its buildings by ensuring water quality test results, especially those above EPA's action levels are communicated timely to building tenants, GSA child care center operators, and parents and guardians of affected children.	4/31/2026 Implementing
A201018P4R24005	Audit of GSA's Response to COVID-19: PBS Faces Challenges to Ensure Water Quality in GSA-Controlled Facilities	7/22/2024	Office of the Commissioner Public Buildings Service	009A	OIG recommends that the PBS Commissioner provide appropriate oversight to ensure water is safe to occupants in its buildings by amending and implementing PBS's Drinking Water Quality Management policy to include reduced occupancy or decreased water usage as additional criteria for lead, copper, Legionella bacteria, and other contaminant testing.	4/31/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A201018P4R24005	Audit of GSA's Response to COVID-19: PBS Faces Challenges to Ensure Water Quality in GSA-Controlled Facilities	7/22/2024	Office of the Commissioner Public Buildings Service	009B	OIG recommends that the PBS Commissioner provide appropriate oversight to ensure water is safe to occupants in its buildings by amending and implementing PBS's Drinking Water Quality Management policy to ensure requirements in PBS's Drinking Water Quality Management policy, its companion Desk Guide for Drinking Water Quality Management, and the PBS water safety guidance are incorporated into the amended policy, unless there are safety reasons why such requirements cannot or should not be incorporated.	4/31/2026 Implementing
A201018P4R24005	Audit of GSA's Response to COVID-19: PBS Faces Challenges to Ensure Water Quality in GSA-Controlled Facilities	7/22/2024	Office of the Commissioner Public Buildings Service	009C	OIG recommends that the PBS Commissioner provide appropriate oversight to ensure water is safe to occupants in its buildings by amending and implementing PBS's Drinking Water Quality Management policy to formalize its requirement to complete additional testing at child care centers that close for extended periods of time.	4/31/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230020BTF24004	GSA Should Strengthen the Security of Its Robotic Process Automation Program	8/06/2024	GSA IT: Office of the Chief Information Officer	001	OIG recommends that GSA's Chief Financial Officer and Chief Information Officer (CIO) conduct a comprehensive assessment of GSA's CIO-IT Security-19-97, IT Security Procedural Guide: Robotic Process Automation (RPA) Security, (RPA policy) to ensure, among other things, that its monitoring controls are effectively designed and implemented.	8/31/2026 Implementing
A230020BTF24004	GSA Should Strengthen the Security of Its Robotic Process Automation Program	8/06/2024	GSA IT: Office of the Chief Information Officer	002	OIG recommends that GSA's Chief Financial Officer and Chief Information Officer (CIO) develop oversight mechanisms to enforce compliance with the RPA policy and ensure that controls are operating effectively.	8/31/2026 Implementing
A230020BTF24004	GSA Should Strengthen the Security of Its Robotic Process Automation Program	8/06/2024	GSA IT: Office of the Chief Information Officer	003	OIG recommends that GSA's Chief Financial Officer and Chief Information Officer (CIO) require system security plans to be updated as part of the RPA security approval process to address bot and non-person entity access.	8/31/2026 Implementing
A230020BTF24004	GSA Should Strengthen the Security of Its Robotic Process Automation Program	8/06/2024	GSA IT: Office of the Chief Information Officer	004	OIG recommends that GSA's Chief Financial Officer and Chief Information Officer (CIO) review all system security plans that bots currently interact with to determine if they address bot and non-person entity access. Update the system security plans, as needed.	8/31/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230020BTF24004	GSA Should Strengthen the Security of Its Robotic Process Automation Program	8/06/2024	GSA IT: Office of the Chief Information Officer	005	OIG recommends that GSA's Chief Financial Officer and Chief Information Officer (CIO) establish procedures as part of the RPA security approval process that ensure system owners consider updating the security controls identified in Appendix A of the RPA policy.	8/31/2026 Implementing
A230020BTF24004	GSA Should Strengthen the Security of Its Robotic Process Automation Program	8/06/2024	GSA IT: Office the Chief Information Officer	006	OIG recommends that GSA's Chief Financial Officer and Chief Information Officer (CIO) review all system security plans that bots currently interact with to determine if the security controls need to be updated. Update the system security plans, as needed.	8/31/2026 Implementing
A230020BTF24004	GSA Should Strengthen the Security of Its Robotic Process Automation Program	8/06/2024	GSA IT: Office of the Chief Information Officer	007A	OIG recommends that GSA's Chief Financial Officer and Chief Information Officer (CIO) develop a comprehensive process for removing bot custodian and bot developer access for decommissioned bots and GSA systems that aligns with GSA's CIO-IT Security-01-07, IT Security Procedural Guide: Access Control (AC) (access control policy).	8/31/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230020BTF24004	GSA Should Strengthen the Security of Its Robotic Process Automation Program	8/06/2024	GSA IT: Office of the Chief Information Officer	007B	OIG recommends that GSA's Chief Financial Officer and Chief Information Officer (CIO) develop a comprehensive process for removing bot custodian and bot developer access for decommissioned bots and GSA systems that tracks and documents that access has been removed.	8/31/2026 Implementing
A230020BTF24004	GSA Should Strengthen the Security of Its Robotic Process Automation Program	8/06/2024	GSA IT: Office of the Chief Information Officer	007C	OIG recommends that GSA's Chief Financial Officer and Chief Information Officer (CIO) develop a comprehensive process for removing bot custodian and bot developer access for decommissioned bots and GSA systems that incorporates the process into the RPA policy.	8/31/2026 Implementing
A240028ITF24006	Audit of GSA's Compliance with the Geospatial Data Act of 2018	9/30/2024	GSA IT: Office of the Chief Information Officer	002	OIG recommends that GSA's Chief Information Officer implement controls to ensure that the IOLP and FRPP MS datasets contain accurate latitude and longitude coordinates based on each property's physical location except for those properties with a clear exemption for national security.	4/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230074M6F25002	The Office of Government-Wide Policy's Procurement Management Review Division Should Strengthen Its Reporting Function	5/28/2025	Office of Government-wide Policy	002	OIG recommends that the OGP Associate Administrator perform training and oversight to ensure proper administration and closeout of CAPs.	Evaluating for Closure
A240064P2R25002	Safety and Accessibility Deficiencies at the Jacob K. Javits Federal Building in New York, New York	6/17/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	001A	OIG recommends that the PBS Region 2 Regional Commissioner take immediate actions to address any fire protection and worker safety deficiencies at the Javits Building by ensuring that all fire extinguishers are mounted and unobstructed, all elevator machine rooms comply with applicable requirements for fire barriers, and all fire evacuation route diagrams are up to date to comply with fire codes.	9/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A240064P2R25002	Safety and Accessibility Deficiencies at the Jacob K. Javits Federal Building in New York, New York	6/17/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	001B	OIG recommends that the PBS Region 2 Regional Commissioner take immediate actions to address any fire protection and worker safety deficiencies at the Javits Building by confirming that the O&M contractor promptly repairs water leaks or displays proper signage in affected areas to prevent slipping accidents in accordance with OSHA requirements. This is especially important for prolonged leaks for which PBS Region 2 is awaiting repair funding.	9/30/2026 Implementing
A240064P2R25002	Safety and Accessibility Deficiencies at the Jacob K. Javits Federal Building in New York, New York	6/17/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	001C	OIG recommends that the PBS Region 2 Regional Commissioner take immediate actions to address any fire protection and worker safety deficiencies at the Javits Building by strengthening oversight to improve O&M contractor performance and ensure that the O&M contractor is complying with contract requirements including, but not limited to, fire and work safety requirements and use of the NCMMS.	9/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A240064P2R25002	Safety and Accessibility Deficiencies at the Jacob K. Javits Federal Building in New York, New York	6/17/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	002A	OIG recommends that the PBS Region 2 Regional Commissioner take immediate actions to reassess compliance with ABAAS requirements at the Javits Building by ensuring that proper signage is installed that directs individuals to disability- accessible entrances, exits, restrooms, and other applicable building locations.	9/30/2026 Implementing
A240064P2R25002	Safety and Accessibility Deficiencies at the Jacob K. Javits Federal Building in New York, New York	6/17/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	002B	OIG recommends that the PBS Region 2 Regional Commissioner take immediate actions to reassess compliance with ABAAS requirements at the Javits Building by cataloging all accessibility violations, resources permitting, throughout the building and developing a plan to remediate them.	9/30/2026 Implementing
A240064P2R25002	Safety and Accessibility Deficiencies at the Jacob K. Javits Federal Building in New York, New York	6/17/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	003	OIG recommends that the PBS Region 2 Regional Commissioner implement controls to ensure that appropriate PBS Region 2 officials notify building occupants of identified EHSF risks in a timely manner in accordance with PBS policies.	9/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A240046P2R25003	PBS Should Improve Its Oversight of the Energy Savings Performance Contract in Texas and Louisiana	7/01/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	001A	OIG recommends that the PBS Commissioner ensure PBS personnel responsible for measurement and verification (M&V) activities are adequately trained to understand how to perform their oversight responsibilities in accordance with the U.S. Department of Energy (DOE's) Federal Energy Management Program (FEMP) guidance.	6/30/2026 Implementing
A240046P2R25003	PBS Should Improve Its Oversight of the Energy Savings Performance Contract in Texas and Louisiana	7/01/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	001B	OIG recommends that the PBS Commissioner ensure PBS personnel responsible for M&V activities independently witness, verify, and document the energy service company (ESCO's) baseline measurements.	6/30/2026 Implementing
A240046P2R25003	PBS Should Improve Its Oversight of the Energy Savings Performance Contract in Texas and Louisiana	7/01/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	001C	OIG recommends that the PBS Commissioner ensure PBS personnel responsible for M&V activities adhere to PBS's policy to ensure O&M contractor employees do not serve as government witnesses for energy savings performance contracts (ESPCs).	6/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A240046P2R25003	PBS Should Improve Its Oversight of the Energy Savings Performance Contract in Texas and Louisiana	7/01/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	002	OIG recommends that the PBS Commissioner ensures the project team establishes communication protocols by developing an effective communication plan that is consistent with the PBS Project Management Practice Guide V.2 to prevent the government from incurring unnecessary costs.	6/30/2026 Implementing
A240046P2R25003	PBS Should Improve Its Oversight of the Energy Savings Performance Contract in Texas and Louisiana	7/01/2025	Office of the Commissioner Public Buildings Service Office of Facilities Management	003	OIG recommends that the PBS Commissioner ensures contracting officers authorize contract changes and implement them through contract modifications, in accordance with the FAR.	6/30/2026 Implementing
A240066H3F25003	GSA's Office of Administrative Services Awarded an Invalid \$13.7 Million Task Order	7/10/2025	Office of the Commissioner Federal Acquisition Service Office of Facilities Management	001	OIG recommends that the GSA Chief Administrative Services Officer ensure that justifications for other than full and open competition are completed prior to award and publicly posted.	4/30/2026 Implementing
A240066H3F25003	GSA's Office of Administrative Services Awarded an Invalid \$13.7 Million Task Order	7/10/2025	Office of the Commissioner Federal Acquisition Service	002	OIG recommends that the GSA Chief Administrative Services Officer enforce accountability with OAS personnel who did not comply with the FAR, the GSAM, and OIA internal policies in the award of the audited task order.	4/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A240066H3F25003	GSA's Office of Administrative Services Awarded an Invalid \$13.7 Million Task Order	7/10/2025	Office of the Commissioner Federal Acquisition Service	003	OIG recommends that the GSA Chief Administrative Services Officer revise OIA's Internal Quality Assurance Review policy to reduce delays, and employ a risk-based sampling methodology when selecting contracts for review.	4/30/2026 Implementing
A240066H3F25003	GSA's Office of Administrative Services Awarded an Invalid \$13.7 Million Task Order	7/10/2025	Office of the Commissioner Federal Acquisition Service	004	OIG recommends that the GSA Chief Administrative Services Officer establish an OAS policy to supplement GSA Order ADM 5000.4B to reduce the monetary threshold for legal review commensurate with the monetary values of OIA contracts.	4/30/2026 Implementing
A240037Q6P25001	GSA's Technology Transformation Services Violated Hiring Rules and Overpaid Incentives	7/14/2025	Office of Human Resources Management	001	OIG recommends that the FAS Commissioner evaluate TTS's use of Direct-Hire Authority (DHA) to ensure it complies with 5 C.F.R. 337.205.	Determining ² Final CAP submitted 2/10/2026
A240037Q6P25001	GSA's Technology Transformation Services Violated Hiring Rules and Overpaid	7/14/2025	Office of Human Resources Management	002	OIG recommends that the FAS Commissioner ensure TTS's hiring procedures comply with GSA hiring requirements.	Determining Final CAP submitted 2/10/2026

² Action Plan in development

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
	Incentives					
A240037Q6P25001	GSA's Technology Transformation Services Violated Hiring Rules and Overpaid Incentives	7/14/2025	Office of Human Resources Management	003A	OIG recommends that the FAS Commissioner strengthen controls to ensure that TTS's hiring actions provide open and fair competition among qualified applicants and adhere to merit system principles.	Determining Final CAP submitted 2/10/2026
A240037Q6P25001	GSA's Technology Transformation Services Violated Hiring Rules and Overpaid Incentives	7/14/2025	Office of Human Resources Management	003B	OIG recommends that the FAS Commissioner strengthen controls to ensure that TTS's hiring actions are properly documented to allow for a complete and accurate third-party review, as required by OPM.	Determining Final CAP submitted 2/10/2026
A240037Q6P25001	GSA's Technology Transformation Services Violated Hiring Rules and Overpaid Incentives	7/14/2025	Office of Human Resources Management	003C	OIG recommends that the FAS Commissioner strengthen controls to ensure that recruitment incentives are considered in lieu of Superior Qualifications Appointment (SQAs), and are documented to verify compliance with 5 C.F.R. 531.212(d).	Determining Final CAP submitted 2/10/2026

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A240037Q6P25001	GSA's Technology Transformation Services Violated Hiring Rules and Overpaid Incentives	7/14/2025	Office of Human Resources Management	003D	OIG recommends that the FAS Commissioner strengthen controls to ensure that the U.S. Digital Corps (USDC) group recruitment incentive is reviewed and approved annually, as required by GSA Order HRM 9575.1 CHGE 1 and 5 C.F.R. 575.105(b)(3). Additionally, evaluate and document the need to award a group recruitment incentive that exceeds GSA's recommended amount.	Determining Final CAP submitted 12/23/2025
A240037Q6P25001	GSA's Technology Transformation Services Violated Hiring Rules and Overpaid Incentives	7/14/2025	Office of Human Resources Management	004	OIG recommends that the FAS Commissioner evaluate the Superior Qualifications Appointment (SQAs) awarded to TTS employees beginning April 1, 2021, to determine if the pay step granted is properly supported. If errors exist, refer to GSA's Office of General Counsel to determine the appropriate action.	Determining Final CAP submitted 12/23/2025
A240037Q6P25001	GSA's Technology Transformation Services Violated Hiring Rules and Overpaid Incentives	7/14/2025	Office of the Commissioner Federal Acquisition Service	005	OIG recommends that the FAS Commissioner evaluate the TTS Talent team's job series classifications to ensure they align with the team's primary responsibilities, and develop necessary controls to ensure future compliance.	Determining Final CAP submitted 12/23/2025

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A240037Q6P25001	GSA's Technology Transformation Services Violated Hiring Rules and Overpaid Incentives	7/14/2025	Office of Human Resources Management	006	OIG recommends that the FAS Commissioner evaluate TTS's pay distribution, and develop the controls necessary to ensure there is equal pay for work of equal value and consistency throughout TTS and GSA in accordance with 5 U.S.C. 2301(b)(3).	Determining Final CAP submitted 12/23/2025
A240041P9R25004	Audit of Roof Fall Protection and Safety in GSA-Owned Buildings	8/14/2025	Office of the Commissioner Public Buildings Service	001	OIG recommends that the Acting GSA Administrator for buildings where GSA employees access the roof, include a requirement to perform roof inspections during annual OSH surveys conducted in accordance with GSA Order 5940. 2, General Services Administration Occupational Safety and Health Program.	Determining Final CAP submitted 10/08/2025
A240041P9R25004	Audit of Roof Fall Protection and Safety in GSA-Owned Buildings	8/14/2025	Office of the Commissioner Public Buildings Service	002	OIG recommends that the PBS Commissioner improve oversight of O&M contractors to ensure they develop and use safety and health plans that comply with the National O&M Specification and National Consolidated Maintenance Specification contract templates.	Determining Final CAP submitted 10/08/2025
A240041P9R25004	Audit of Roof Fall Protection and Safety in GSA-Owned	8/14/2025	Office of the Commissioner Public Buildings Service	003	OIG recommends that the PBS Commissioner provide training to PBS CORs and regional safety offices on their roles and responsibilities for accepting,	Determining Final CAP submitted 10/08/2025

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
	Buildings				reviewing, and approving compliant safety and health plans.	
A240041P9R25004	Audit of Roof Fall Protection and Safety in GSA-Owned Buildings	8/14/2025	Office of the Commissioner Public Buildings Service	004	OIG recommends that the PBS Commissioner provide fall protection training to PBS facility managers that addresses roof fall hazards and fall protection requirements issued by OSHA and GSA.	Determining Final CAP submitted 10/08/2025
A240041P9R25004	Audit of Roof Fall Protection and Safety in GSA-Owned Buildings	8/14/2025	Office of the Commissioner Public Buildings Service	005	OIG recommends that the PBS Commissioner resolve identified roof fall hazards in a timely manner by installing necessary OSHA-compliant fall protection on roofs with equipment located near unprotected roof edges. If no funding is available to do so, implement interim controls to protect against fall hazards and monitor the performance of those controls to ensure they remain effective.	Determining Final CAP submitted 10/08/2025
A240041P9R25004	Audit of Roof Fall Protection and Safety in GSA-Owned Buildings	8/14/2025	Office of the Commissioner Public Buildings Service	006	OIG recommends that the PBS Commissioner require contractors to use OSHA-compliant fall protection.	Determining Final CAP submitted 10/08/2025
A240041P9R25004	Audit of Roof Fall Protection and Safety in GSA-Owned Buildings	8/14/2025	Office of the Commissioner Public Buildings Service	007	OIG recommends that the PBS Commissioner implement a consistent process for ensuring facility managers are aware of all open risk conditions in the Inventory Reporting Information System, address open risk conditions in	Determining Final CAP submitted 10/08/2025

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
					a timely manner, and periodically review open risk conditions until they are abated.	
A240041P9R25004	Audit of Roof Fall Protection and Safety in GSA-Owned Buildings	8/14/2025	Office of the Commissioner Public Buildings Service	008	OIG recommends that the PBS Commissioner improve risk management surveys to ensure all applicable roof fall hazards under OSHA 1910.28 consistently.	Determining Final CAP submitted 10/08/2025
A240041P9R25004	Audit of Roof Fall Protection and Safety in GSA-Owned Buildings	8/14/2025	Office of the Commissioner Public Buildings Service	009	OIG recommends that the PBS Commissioner review all ongoing and future roof replacement projects to ensure they comply with P100 roof replacement requirements for a review of existing fall protection by a qualified consultant; and, if the fall protection is deemed inadequate, design and install OSHA-compliant fall protection.	Determining Final CAP submitted 10/08/2025
A240041P9R25004	Audit of Roof Fall Protection and Safety in GSA-Owned Buildings	8/14/2025	Office of the Commissioner Public Buildings Service	010	OIG recommends that the PBS Commissioner post appropriate signage at all roof access points to warn employees, contractors, and tenants of roof fall hazards.	Determining Final CAP submitted 10/08/2025

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230079P4R25005	<p>PBS's Pacific Rim Region Grossly Mismanaged the Battery Energy Storage Systems at the Glenn M. Anderson Federal Building and the Ronald Reagan Federal Building and U.S. Courthouse, Resulting in Health and Safety Issues</p>	8/20/2025	Office of the Commissioner Public Buildings Service	001	<p>OIG recommends that the PBS Commissioner institute policies and procedures to ensure battery systems are designed, installed, operated, and maintained in accordance with federal regulations, PBS policy, and building code requirements.</p>	8/14/2026 Implementing

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A230079P4R25005	<p>PBS's Pacific Rim Region Grossly Mismanaged the Battery Energy Storage Systems at the Glenn M. Anderson Federal Building and the Ronald Reagan Federal Building and U.S. Courthouse, Resulting in Health and Safety Issues</p>	8/20/2025	<p>Office of the Commissioner Public Buildings Service</p>	002	<p>OIG recommends that the PBS Commissioner institute policies and procedures to ensure training requirements are designed and implemented for PBS and PBS contractor personnel working with battery systems and associated technologies.</p>	<p>8/14/20266 Implementing</p>

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230079P4R25005	PBS's Pacific Rim Region Grossly Mismanaged the Battery Energy Storage Systems at the Glenn M. Anderson Federal Building and the Ronald Reagan Federal Building and U.S. Courthouse, Resulting in Health and Safety Issues	8/20/2025	Office of the Commissioner Public Buildings Service	005A	OIG recommends that the PBS Regional Commissioner of the Pacific Rim Region take immediate action to improve management oversight of the region's facilities to ensure that code violations and maintenance deficiencies brought to management's attention are immediately addressed.	8/14/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230079P4R25005	PBS's Pacific Rim Region Grossly Mismanaged the Battery Energy Storage Systems at the Glenn M. Anderson Federal Building and the Ronald Reagan Federal Building and U.S. Courthouse, Resulting in Health and Safety Issues	8/20/2025	Office of the Commissioner Public Buildings Service	005B	OIG recommends that the PBS Regional Commissioner of the Pacific Rim Region take immediate action to improve management oversight of the region's facilities to ensure that local fire department personnel are involved in pre-fire planning activities for future battery system projects.	8/14/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230079P4R25005	PBS's Pacific Rim Region Grossly Mismanaged the Battery Energy Storage Systems at the Glenn M. Anderson Federal Building and the Ronald Reagan Federal Building and U.S. Courthouse, Resulting in Health and Safety Issues	8/20/2025	Office of the Commissioner Public Buildings Service	005C	OIG recommends that the PBS Regional Commissioner of the Pacific Rim Region take immediate action to improve management oversight of the region's facilities to ensure that local fire department personnel are involved in post-fire assessments.	2/27/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230079P4R25005	PBS's Pacific Rim Region Grossly Mismanaged the Battery Energy Storage Systems at the Glenn M. Anderson Federal Building and the Ronald Reagan Federal Building and U.S. Courthouse, Resulting in Health and Safety Issues	8/20/2025	Office of the Commissioner Public Buildings Service	005D	OIG recommends that the PBS Regional Commissioner of the Pacific Rim Region take immediate action to improve management oversight of the region's facilities to ensure that final certificates of occupancy are not issued until all outstanding fire and life safety deficiencies are corrected.	2/27/2026 Implementing
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	001A	OIG recommends that the PBS Commissioner provide PBS project teams with annual training on the CMC project delivery method and any updated policies or guidance implemented in response to the audit findings. Training should provide PBS project teams with sufficient information to obtain adequate price competition for construction work under the GMP.	9/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	001B	OIG recommends that the PBS Commissioner provide PBS project teams with annual training on the CMc project delivery method and any updated policies or guidance implemented in response to the audit findings. Training should provide PBS project teams with sufficient information to negotiate fees for contract modifications (overhead and profit) based on actual overhead rates and the degree of cost risk for each change.	9/30/2026 Implementing
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	001C	OIG recommends that the PBS Commissioner provide PBS project teams with annual training on the CMc project delivery method and any updated policies or guidance implemented in response to the audit findings. Training should provide PBS project teams with sufficient information to comply with FAR and GSAR accounting and auditing requirements to ensure that the government only pays actual costs under the GMP.	9/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	002A	OIG recommends that the PBS Commissioner update existing controls to ensure proper award and administration of CMc contracts. Revise the existing contract file checklist to include specific requirements for CMc contracts.	9/30/2026 Implementing
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	002B	OIG recommends that the PBS Commissioner update existing controls to ensure proper award and administration of CMc contracts. Implement procedures to review, authorize, and monitor all contract changes that impact the GMP.	9/30/2026 Implementing
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	002C	OIG recommends that the PBS Commissioner update existing controls to ensure proper award and administration of CMc contracts. Implement procedures to delegate Cost Accounting Standards administration responsibilities within PBS to a cognizant federal agency official.	9/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	002D	OIG recommends that the PBS Commissioner update existing controls to ensure proper award and administration of CMc contracts. Implement procedures for interagency coordination when PBS is not the cognizant federal agency for a contractor.	9/30/2026 Implementing
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	002E	OIG recommends that the PBS Commissioner update existing controls to ensure proper award and administration of CMc contracts. Develop and implement consistent monthly reconciliation procedures to ensure that contractors properly accumulate and record incurred project costs. PBS should also incorporate these procedures in the scope of work for all contracts involved in the monthly reconciliation process.	9/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	003A	OIG recommends that the PBS Commissioner implement a comprehensive review and approval process governing the use of the CMc project delivery method for new projects and those projects in the early stages of development (e.g., acquisition planning phase). At a minimum, the process should ensure that the assigned project teams clearly understand the requirements of the CMc project delivery method.	9/30/2026 Implementing
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	003B	OIG recommends that the PBS Commissioner implement a comprehensive review and approval process governing the use of the CMc project delivery method for new projects and those projects in the early stages of development (e.g., acquisition planning phase). At a minimum, the process should ensure that effective internal controls are in place to properly award and administer the underlying CMc contract.	9/30/2026 Implementing

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A230058P5R25006	PBS's Administration of Construction Manager as Constructor Contracts Needs Improvement	9/15/2025	Office of the Commissioner Public Buildings Service	004	OIG recommends that the PBS Commissioner review PBS's open CMc contracts to determine if PBS can make retroactive adjustments to recover the taxpayer dollars that have been used to pay excessive fees on CMc contracts.	9/30/2026 Implementing
A250032P6R26001	Audit of the Impact and Cost of Crime on GSA Building Operations	12/01/2025	Office of Mission Assurance	001	OIG recommends that the Acting GSA Administrator continue to collaborate with federal law enforcement agencies to address security risks at GSA-owned federal buildings.	Determining Final CAP submitted 10/8/2025
JE26-001	Public Buildings Service Is Not Providing Oversight Of Maintenance For Indoor Firing Ranges In GSA-Owned Buildings	12/09/2025	Office of the Commissioner Public Buildings Service	001	OIG recommends that the Commissioner of the Public Buildings Service coordinate with the tenant agency at the Oroville LPOE range to assess the target retrieval system operation and determine a corrective action plan to address any issues identified.	4/30/2026 Implementing
JE26-001	Public Buildings Service Is Not Providing Oversight Of Maintenance For Indoor Firing Ranges In GSA-Owned Buildings	12/09/2025	Office of the Commissioner Public Buildings Service	002	OIG recommends that the Commissioner of the Public Buildings Service develop and issue a comprehensive policy that, at a minimum, establishes roles and responsibilities for the operation and maintenance of the indoor firing ranges; document retention requirements; and comprehensive inspection and cleaning procedures.	11/30/2026 Implementing

GSA-Office of Inspector General 2024 Semiannual Performance Audit Reconciliation

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A150009P4R17006	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.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A150132P4R17001	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 is reflected; Ensure the design and renovations, new, and leased construction options meet current building standards; Ensure the designs for the new and leased court house 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.	12/7/2017 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.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
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) outlease] 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.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A140143Q6P21002	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.
A140143Q6P21002	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.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A200975Q3P22002	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	<p>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 recognizes 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.</p>	<p>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. Final action.</p>

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A200975Q3P22002	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	<p>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.</p>	<p>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. Final action.</p>

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A200975Q3P22002	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. Final action.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A200975Q3P22002	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. Final action.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A200975Q3P22002	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. Final action.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A210064A3F23002	GSA's Administration of Performance-Based Contracts Puts the Government at Risk of Unsatisfactory Contractor Performance and Wasted Funds	2/09/2023	Office of Government-wide Policy	001B	We recommend that the GSA Administrator, through the Federal Acquisition Service and Public Buildings Service Commissioners, and the Assistant Administrator for the Office of Administrative Services: Revise or issue Agency policy to ensure contracting personnel have clear, descriptive instruction on how to monitor and enforce QASPs during contract administration to ensure compliance and improve acquisition outcomes.	Implemented Corrective Action Plan. GSA has taken comprehensive steps to address the recommendations. GSA's implemented corrective actions (e.g. new mandatory common critical element in COR performance plans, new tools to understand staffing of PBAs) demonstrate a robust approach to promoting acquisition excellence. These actions reflect GSA's commitment to enhancing accountability, operational efficiency, and delivering measurable results in performance-based acquisitions. Final action.

Audit Report Number	Audit Report Title	Final Report Issue Date	GSA Office(s)	Rec #	Recommendation Text	Timeline Implementation Status
A210064A3F23002	GSA's Administration of Performance-Based Contracts Puts the Government at Risk of Unsatisfactory Contractor Performance and Wasted Funds	2/09/2023	Office of Government-wide Policy	004	We recommend that the GSA Administrator, through the Federal Acquisition Service and Public Buildings Service Commissioners, and the Assistant Administrator for the Office of Administrative Services: Implement management oversight to ensure contracting personnel comply with policies and procedures intended to ensure sufficient government oversight of contractor performance.	Implemented Corrective Action Plan. GSA has taken comprehensive steps to address the recommendations. GSA's implemented corrective actions (e.g. new mandatory common critical element in COR performance plans, new tools to understand staffing of PBAs) demonstrate a robust approach to promoting acquisition excellence. These actions reflect GSA's commitment to enhancing accountability, operational efficiency, and delivering measurable results in performance-based acquisitions. Final action.

Appendix 1: Acronyms

ABAAS	Architectural Barriers Act Accessibility Standards
AC	Access Control
ADM	Administrative Directive Manual
CAP	Corrective Action Plan
CFR	Code of Federal Regulations
CHGE	Change
CICA	Competition in Contracting Act of 1984
CIO	Chief Information Officer
CMC	Construction Manager as Constructor
COR	Contracting Officer's Representative
CSP	Commercial Sales Practices
DHA	Direct-Hire Authority
DHS	Department of Homeland Security
DM&R	Deferred Maintenance and Repairs
DOE	Department of Energy
EHSF	Environmental Health Safety and Fire
EPA	Economic Price Adjustment
ESCO	Energy Service Company
ESPC	Energy Savings Performance Contracts
FAC	Federal Acquisition Circular
FAR	Federal Acquisition Regulation
FAS	Federal Acquisition Service
FASTA	Federal Assets Sale and Transfer Act
FEMP	Federal Energy Management Program
FGDC	Federal Geographic Data Committee
FITARA	Federal Information Technology Acquisition Reform Act
FPS	Federal Protective Services
FRPP MS	Federal Real Property Profile Management System
FSC	Facility Security Committee
FSH	Fire, Safety and Health
GAO	Government Accountability Office
GIS COE	Geographic Information Systems Center of Excellence
GMP	Guaranteed Maximum Price
GSA	General Services Administration
GSAM	General Services Administration Acquisition Manual
GSA IT	Office of General Services Administration's Information Technology
GSAR	General Services Administration Acquisition Regulation
HQ	Headquarters
HRM	Human Resources Management
IAE	Integrated Award Environment
IRIS	Inventory Reporting Information System

IOLP	Inventory of Owned and Leased Properties
IT	Information Technology
LPOE	Land Port of Entry
MARS	Management Analysis and Review System
MAS	Multiple Award Schedule
MOA	Memorandum of Agreement
M&V	Measurement and Verification
NCMMS	National Computerized Maintenance Management System
NCR	National Capital Region
NIST	National Institute of Standards and Technology
OA	Occupancy Agreement
OAS	Office of Administrative Services
OASIS	Occupancy Agreement Space Inventory System
OGP	Office of Government-wide Policy
OIA	Office of Internal Acquisition
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
O&M	Operations and Maintenance
PAP	Policy and Procedure
PBA	Performance-Based Acquisition
PBS	Public Buildings Service
PMR	Procurement Management Review
PMRD	Procurement Management Review Division
PRC	Price Reduction Clause
QASP	Quality Assurance Surveillance Plan
RPA	Robotic Process Automation
R&A	Repairs and Alterations
SQA	Superior Qualifications Appointment
TDR	Transactional Data Reporting
TTS	Technology Transformation Services
U.S.C.	United States Code
USDC	United States Digital Corp