

U.S. General Services Administration

WORKING CAPITAL FUND

Fiscal Year 2025 Congressional Justification

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Appropriations Language

For the Working Capital Fund of the General Services Administration, \$5,900,000, to remain available until expended, for necessary costs incurred by the Administrator to modernize rulemaking systems and to provide support services for Federal rulemaking agencies.

Working Capital Fund Overview

The FY 2025 requested funding level for the Working Capital Fund (WCF) is \$896 million, including funding from all sources. The U.S. General Services Administration (GSA) continues to realize operational efficiencies, strengthen management controls, and improve performance by centralizing management and enterprise-wide functions and services within the WCF. This has allowed GSA to establish more consistent processes, uniform policies, and higher-quality services, while achieving economies of scale and stronger internal controls.

The FY 2025 WCF budget estimate for internal operations of \$841 million, which will:

- Invest in vital human capital resources across business lines;
- Modernize our payroll system;
- Bolster critical information and technology infrastructure;
- Focus on Administration & GSA priorities; and
- Budget for annual pay raises

The WCF faces increased demand for services from GSA business lines as well as a need to modernize the delivery of the IT and payroll services that the WCF provides to the agency. The FY 2025 WCF funding will allow GSA to place an emphasis on improving our IT infrastructure and workforce by focusing on critical IT technology and software. This funding will directly support GSA's management objectives to streamline and modernize IT, capture high-quality data to support decision-making, and improve our human resources experience. GSA will use the WCF's FY 2025 funding to reinforce the customer-supplier relationship by aligning service delivery to demand, ultimately enabling WCF customers to execute their missions more effectively.

The WCF also continues to make strategic, enterprise-wide, high-priority investments to improve the WCF day-to-day support operations, while balancing the need for significant investments and Administration priorities such as Cybersecurity, enhanced Customer Experience, Diversity, Equity, Inclusion and Accessibility (DEIA), and climate change. This budget will continue to support the transition of GSA-leased vehicles to a zero-emission fleet by the end of 2027, and also modernize GSA's payroll system, which will fully integrate with GSA's existing time & attendance system. GSA will also continue to expand its management and promotion of AI tooling while safely monitoring its use cases to ensure any rights or safety-impacting implementations are appropriately managed and controlled.

The FY 2025 Budget also requests \$5.9 million in no-year appropriated funds for an additional installment towards the modernization of GSA's rulemaking systems. The modernization of these systems will help achieve a more secure, scalable, and flexible IT platform that will be able to support new functionalities. This request is the next installment of a multi-year modernization plan, paired with Technology Modernization Fund (TMF) resources and building on the FY 2022 and FY 2023 enacted amounts totaling \$9.9 million.

GSA continues to evaluate functions that are most effectively delivered through the WCF. The WCF-based offices will continue to work closely with customers to identify efficiencies and meet their mission-support needs, while providing higher-quality service and critical management controls.

Program Description

The WCF is a revolving fund that finances GSA's administrative services. Examples of these core support services include: IT management, budget and financial management, legal services, human resources, equal employment opportunity services, procurement and contracting oversight, emergency planning and response, and facilities management of GSA-occupied space. This account also funds liaison activities with the U.S. Small Business Administration (SBA) to ensure that small and disadvantaged businesses receive a fair share of the Agency's Business. WCF offices also provide external administrative services such as human resource management for other Federal agencies, including small boards and commissions on a reimbursable basis. GSA's WCF operations are divided into four types of services: **Internal Services, External Services, Major Equipment Acquisition & Development, and Direct Appropriations**

Internal Services: Enterprise-wide management functions and costs shared by all components of GSA, including some GSA rent, IT and telecommunications services, human resource services, procurement operations, facilities management for GSA-occupied space, legal services, and financial management services. These costs can be categorized by the following service areas: direct services to specific customers, common services to all customers, administrative/overhead functions, and third-party pass-through services such as transit subsidy benefits.

External Services: The WCF provides or coordinates the delivery of administrative services to other Federal organizations, including small boards and commissions as well as larger agencies like Office of Personnel Management. GSA provides human resource services, IT and telecommunications services, and payroll support to these customers. GSA is reimbursed for the cost of providing these services through Interagency Agreements. The WCF also provides administrative support to home state or district offices for members of Congress.

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Major Equipment Acquisition & Development: In accordance with 40 U.S.C. § 3173(d), the equipment acquisition and development activity may be utilized for agency-wide investments to implement the Chief Financial Officers Act of 1990 (CFO Act), such as acquisition of capital equipment, automated data processing systems, and financial management and management information systems. These funds, which are composed of expired balances transferred from prior-year GSA appropriations, may be used only with the advance approval from the Committees on Appropriations of both houses of Congress. In FY 2023, Congress enacted Section 602 of Division E, Title VI, which allows GSA to transfer expired balances to this account within the WCF in alignment with 40 U.S.C. § 3173(d). The FY 2025 President's Budget requests that similar authority be authorized in FY 2025.

Direct Appropriations: The FY 2025 Request will support costs necessary for the modernization of critical rulemaking management systems. Also, in FY 2020 GSA received an appropriation in support of the Coronavirus Aid Relief Economic Security (CARES) Act that is being spent in FY 2020 to FY 2024.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2023 Actual	FY 2024 Plan	FY 2025 Plan
Unobligated Balances:			
Carry forward.....	\$ 186,190	\$ 190,853	\$ 171,268
Recoveries from prior year balances.....	\$ 22,450	\$ 20,000	\$ 20,000
Transfers In (Lapsed Balances).....	\$ -	\$ -	\$ -
Transfers In (TMF).....	\$ 10,804	\$ 5,221	\$ -
Transfers Out (TMF).....	\$ (469)	\$ (63)	\$ -
Direct Appropriations.....	\$ 5,900	\$ 5,900	\$ 5,900
Revenue.....	\$ 764,081	\$ 846,043	\$ 885,352
Obligations:.....	\$ (798,103)	\$ (896,686)	\$ (895,854)
Major Equipment Acquisition and Development.....	[70,963]	[70,963]	[70,963]
Total, Unobligated Balances.....	\$ 190,853	\$ 171,268	\$ 186,666
Revenue:			
<u>Operating Programs:</u>			
Internal Services.....	\$ 731,242	\$ 798,698	\$ 837,359
External Services.....	\$ 32,839	\$ 47,345	\$ 47,993
Total, Revenue.....	\$ 764,081	\$ 846,043	\$ 885,352
Obligations:			
<u>Operating Programs:</u>			
Internal Services.....	\$ 750,564	\$ 837,283	\$ 840,961
External Services.....	\$ 36,328	\$ 47,345	\$ 47,993
Major Equipment Acquisition and Development.....	\$ -	\$ 1,000	\$ 1,000
Technology Modernization Fund Projects.....	\$ 5,724	\$ 5,221	\$ -
Direct Appropriations.....	\$ 5,488	\$ 5,900	\$ 5,900
Total, Obligations.....	\$ 798,103	\$ 896,749	\$ 895,854
Net Outlays.....	\$ 294	\$ (8,000)	\$ (3,000)
Total Employment (FTE).....	2,105	2,449	2,455

Notes:

GSA requests \$5.9 million to modernize rulemaking management systems in FY 2025. FY 2023 Direct Appropriation obligations are related to CARES Act and Rulemaking Modernization funding.

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Explanation of Changes
(Dollars in Thousands)

	Internal		External		Major Equipment		Technology Modernization/ARP		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
FY 2024 CJ	2,372	800,999	27	45,857	0	1,000	0	1,321	0	11,300	2,399	860,477
FY 2024 Revised	2,401	837,283	48	47,345	0	1,000	0	5,221	0	5,900	2,449	896,749
Net Change	29	36,284	21	1,488	0	0	0	3,900	0	(5,400)	50	36,272
0	2,372	800,999	27	45,857	0	1,000	0	1,321	0	11,300	2,399	860,477
Increases												
GSAIT - Scale ERPA Platform		1,102									0	1,102
GSAIT - Digital Service Delivery Team	8	1,719									8	1,719
GSAIT - Digital Service Delivery Team Expansion	6	800									6	800
GSAIT - LOGIN.gov Privacy		225									0	225
GSAIT - Approved Carryover		15,171									0	15,171
GSAIT - AZT Increase							3,900				0	3,900
OCFO - OneStream		425									0	425
OCFO - FAS Financial Services Division (BGF) Staffing		1,148									0	1,148
OCFO - BGP Leasing and G-Invoicing Staffing Request		370									0	370
OCFO - Payroll System Modernization (OCFO)		7,050									0	7,050
OCFO - Payroll Modernization Universal Payroll Help Desk		500									0	500
OCFO - FMLoB External Services Transition			21	1,488							21	1,488
OCFO - Approved Carryover		540									0	540
OAS - Approved Carryover		280									0	280
OCR - Additional FTE - Equity 2.0	2	113									2	113
OCR - Approved Carryover		250									0	250
OGP - Climate Change Risk Management Planning & Implementation		260									0	260
OGP - Chief Sustainability Officer (CSO) Support	3	868									3	868
OGP - GSA Evaluation Division and Evidence Building Capacity	1	135									1	135
OGP - Carbon Disclosure Project (CDP) of the Supply Chain Program		275									0	275
OGP - A-1102 Entry Level Contracting PMO Costs (FAS/PBS)	2	296									2	296
OGP - A-1102 Entry Level Contract Support Training (FAS/PBS)		2,251									0	2,251
OGP - Approved Carryover		55									0	55
OCE - Customer Experience Management (CXM) Platform Contract		856									0	856
OHRM - Payroll System Modernization (OHRM)		1,000									0	1,000
OHRM - A-1102 Entry Level Contracting FAC-C Training (FAS/PBS)		5,600									0	5,600
OHRM - A-1102 Entry Level Contracting PMO Costs (FAS/PBS)	2	691									2	691
OHRM - Approved Carryover		885									0	885
OMA - PC&B Increase		883									0	883
OMA - Approved Carryover		300									0	300
OSC - Tech Team	5	800									5	800
OSC - Auditorium Service Contract		30									0	30
OSC - Climate Assessment Recommendations (OSC All Hands)		71									0	71
OSC - Two Factor Authentication GovDelivery		75									0	75
											0	0
Subtotal, Increases - Base	29	45,024	21	1,488	0	0	0	3,900	0	0	50	50,412
Decreases												
OAS - Cohesity Data Platform (Non-Recur)		(250)									0	(250)
OAS - 1800F Rent Reduction		(7,095)									0	(7,095)
OCFO - FPA Sunset		(297)									0	(297)
OCFO - FMLoB Transition Efficiencies		(1,098)									0	(1,098)
TTS - Rulemaking Systems Modernization reduction									(5,400)		0	(5,400)
Subtotal, Decreases - Base	0	(8,740)	0	0	0	0	0	0	0	(5,400)	0	(14,140)
Net Change	29	36,284	21	1,488	0	0	0	3,900	0	(5,400)	50	36,272
FY 2024 Revised	2,401	837,283	48	47,345	0	1,000	0	5,221	0	5,900	2,449	896,749

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	Internal		External		Major Equipment		Technology Modernization/ARP		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
FY 2024 Revised	2,401	837,283	48	47,345	0	1,000	0	5,221	0	5,900	2,449	896,749
FY 2025 Request	2,407	840,961	48	47,993	0	1,000	0	0	0	5,900	2,455	895,854
Net Change	6	3,678	0	648	0	0	0	(5,221)	0	0	6	(895)
	0	2,401 837,283	48	47,345	0	1,000	0	5,221	0	5,900	2,449	896,749
Increases												
GSAIT - FOIA OGC Case Management		147									0	147
GSAIT - Alfresco Licenses		280									0	280
GSAIT - DocuSign Envelopes		333									0	333
GSAIT - Enterprise Data Platform		773									0	773
GSAIT - FM IT Fin Mgt Enterprise Service Bus Tech Support		626									0	626
GSAIT - Scale ERPA Platform		24									0	24
Escalations)		738									0	738
GSAIT - Office Productivity Suite - Secondary		441									0	441
GSAIT - Citrix Netscaler Appliance & Maintenance		280									0	280
Escalations)		867									0	867
GSAIT - Network Refresh (Hardware)		1,700									0	1,700
GSAIT - Digital Service Delivery Team		70									0	70
GSAIT - LOGIN.gov Privacy		9									0	9
GSAIT - Digital Service Delivery Team Expansion		375									0	375
GSAIT - IAE Payment Increase		3,600									0	3,600
OCFO - FAS Financial Services Division (BGF) Staffing		425									0	425
OCFO - BGP Leasing and G-Invoicing Staffing		4									0	4
OCFO - Payroll System Modernization (OCFO)		1,070									0	1,070
OCFO - Payroll Modernization Universal Payroll Help Desk		700									0	700
OCFO - Pegasys Hosting Migration		3,180									0	3,180
OCR - Equity 2.0		135									0	135
Contract		202									0	202
OGP - Chief Sustainability Officer (CSO) Support		1,075									0	1,075
OGP - GSA Evaluation Division and Evidence Building Capacity		375									0	375
OGP - Carbon Disclosure Project (CDP) of the Supply Chain Program		5									0	5
OGP - A-1102 Entry Level Contracting PMO Costs (FAS/PBS)	2	658									2	658
OHRM - A-1102 Entry Level Contracting PMO Costs (FAS/PBS)	4	1,083									4	1,083
OMA - PC&B Increase		234									0	234
OSC - Tech Team annualization		25									0	25
OSC - Climate Assessment Recommendations (OSC All Hands)		12									0	12
WCF - Increase to External Programs				648							0	648
WCF - 2% Payraise		8,780									0	8,780
Subtotal, Increases - Base	6	28,226	0	648	0	0	0	0	0	0	6	28,874
Decreases												
OMA - SCIF Equipment Refresh (Non Recur)		(1,500)									0	(1,500)
WCF - Efficiencies		(1,415)									0	(1,415)
WCF - Carryover Requests (Non-Recur)		#####									0	(21,633)
TMF - Advancing Zero Trust reduction								(5,221)			0	(5,221)
Subtotal, Decreases - Base	0	#####	0	0	0	0	0	(5,221)	0	0	0	(29,769)
Net Change	6	3,678	0	648	0	0	0	(5,221)	0	0	6	(895)
FY 2025 Request	2,407	840,961	48	47,993	0	1,000	0	0	0	5,900	2,455	895,854

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Working Capital Fund by Staff Office

(Dollars in Thousands)

	FY 2023		FY 2024		FY 2025	
	FTE	Actual	FTE	Plan	FTE	Plan
Office of GSA Information Technology	474	\$ 307,888	518	\$ 361,176	518	\$ 357,576
Office of Chief Financial Officer.....	664	\$ 131,500	807	\$ 182,269	807	\$ 190,136
Financial Management Line of Business (FMLoB).....	0	\$ 45,989	0	\$ -	0	\$ -
Office of Human Resources Management.....	339	\$ 79,784	370	\$ 92,406	374	\$ 89,828
Office of Administrative Services.....	123	\$ 59,611	131	\$ 54,859	131	\$ 55,204
Office of Mission Assurance.....	101	\$ 42,219	127	\$ 48,633	127	\$ 47,538
Office of General Counsel.....	172	\$ 36,875	194	\$ 39,654	194	\$ 40,490
Office of Government-wide Policy.....	44	\$ 13,116	56	\$ 17,423	58	\$ 18,641
Office of Strategic Communication.....	91	\$ 19,290	109	\$ 21,718	109	\$ 21,979
Office of Civil Rights.....	17	\$ 3,506	28	\$ 5,488	28	\$ 5,477
Office of Small Business Utilization.....	29	\$ 5,859	42	\$ 8,143	42	\$ 8,305
Office of Customer Experience.....	12	\$ 4,929	19	\$ 5,513	19	\$ 5,787
Subtotal, Staff Office Internal Authority.....	2,066	\$ 750,564	2,401	\$ 837,283	2,407	\$ 840,961
Office of GSA Information Technology	0	\$ 1,310	0	\$ 4,405	0	\$ 3,910
Office of Chief Financial Officer.....	16	\$ 8,412	28	\$ 15,036	28	\$ 15,099
Financial Management Line of Business (FMLoB).....	0	\$ 408	0	\$ -	0	\$ -
Office of Human Resources Management.....	6	\$ 1,063	0	\$ -	0	\$ -
Office of Administrative Services.....	6	\$ 1,343	6	\$ 1,573	6	\$ 1,573
Office of Mission Assurance.....	0	\$ 888	0	\$ 3,000	0	\$ 3,000
Office of Government-wide Policy	7	\$ 10,222	7	\$ 13,409	7	\$ 12,197
TTS eRulemaking Program.....	5	\$ 10,080	7	\$ 8,652	7	\$ 10,944
Office of Congressional & Intergovernmental Affairs.....	0	\$ 2,566	0	\$ 1,210	0	\$ 1,210
Office of Customer Experience.....	0	\$ 30	0	\$ -	0	\$ -
Office of Civil Rights.....	0	\$ 5	0	\$ 60	0	\$ 60
Subtotal, Staff Office External Authority.....	39	\$ 36,328	48	\$ 47,345	48	\$ 47,993
TMF - Zero Trust.....	0	\$ 5,724	0	\$ 5,221	0	\$ -
Subtotal, Technology Modernization Funds.....	0	\$ 5,724	0	\$ 5,221	0	\$ -
COVID-19.....	0	\$ 6	0	\$ -	0	\$ -
TTS Rulemaking Systems Modernization.....	0	\$ 5,481	0	\$ 5,900	0	\$ 5,900
Subtotal, Direct Appropriations.....	0	\$ 5,488	0	\$ 5,900	0	\$ 5,900
CFO Act, Major Acquisition and Development.....		\$ -		\$ 1,000		\$ 1,000
Subtotal, Major Acquisition and Development.....	0	\$ -	0	\$ 1,000	0	\$ 1,000
Total, Working Capital Fund	2,105	\$ 798,103	2,449	\$ 896,749	2,455	\$ 895,854

Working Capital Fund Obligations by Object Class

(Dollars in Thousands)

Reimbursable Funds

	FY 2023 Actual	FY 2024 Plan	FY 2025 Plan
11.1 Full-time, permanent.....	\$ 268,594	\$ 305,725	\$ 313,718
11.3 Other than full-time permanent.....	\$ 4,603	\$ 2,002	\$ 1,665
11.5 Other personnel compensation.....	\$ 6,756	\$ 6,117	\$ 6,403
11.8 Special personnel services payments.....	\$ 2,646	\$ -	\$ -
12.1 Civilian personnel benefits.....	\$ 109,529	\$ 116,734	\$ 119,909
13.0 Benefits for former personnel.....	\$ 242	\$ 435	\$ 810
21.0 Travel and transportation of persons.....	\$ 5,560	\$ 7,246	\$ 7,139
22.0 Transportation of things.....	\$ 2,482	\$ 1,494	\$ 1,408
23.1 Rental payments to GSA.....	\$ 16,882	\$ 9,394	\$ 9,341
23.2 Rental payments to others.....	\$ 126	\$ -	\$ -
23.3 Communications and utilities.....	\$ 22,137	\$ 24,245	\$ 23,446
24.0 Printing and reproduction.....	\$ 49	\$ 69	\$ 68
25.1 Advisory and assistance services.....	\$ 214,601	\$ 311,956	\$ 296,972
25.2 Other services from non-Federal sources.....	\$ 2,295	\$ 3,223	\$ 3,223
25.3 Other goods & services from Federal sources.....	\$ 55,275	\$ 42,877	\$ 46,291
25.4 Operation and maintenance of facilities.....	\$ 20	\$ 6,329	\$ 6,131
25.6 Medical care.....	\$ -	\$ -	\$ -
25.7 Operation and maintenance of equipment.....	\$ 362	\$ -	\$ -
26.0 Supplies and materials.....	\$ 752	\$ 944	\$ 944
31.0 Equipment.....	\$ 73,698	\$ 46,837	\$ 52,486
32.0 Land and structures.....	\$ (18)	\$ -	\$ -
42.0 Insurance claims and indemnities.....	\$ 145	\$ -	
43.0 Interest and dividends.....	\$ -	\$ -	\$ -
94.0 Financial transfers.....	\$ 156		
99.0 Obligations, Appropriated (Annual).....	\$ 786,892	\$ 885,628	\$ 889,954
<i>Subtotal, PC&B.....</i>	<i>\$ 392,370</i>	<i>\$ 431,013</i>	<i>\$ 442,505</i>
<i>Subtotal, Non-labor.....</i>	<i>\$ 394,522</i>	<i>\$ 454,615</i>	<i>\$ 447,449</i>

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Multi Year FY 2021 - FY 2025 ARP Funds – Awarded GSA TMF Projects*

	FY 2023 Actual	FY 2024 Plan	FY 2025 Plan
25.1 Advisory and assistance services.....	\$ 3,014	\$ 5,221	\$ -
31.0 Equipment.....	\$ 2,710	\$ -	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ 5,724	\$ 5,221	\$ -
<i>Subtotal, PC&B.....</i>	\$ -	\$ -	\$ -
<i>Subtotal, Non-labor.....</i>	\$ 5,724	\$ 5,221	\$ -

*All this funding is associated with GSA’s “Advancing zero trust” TMF Project as the “Modernizing regulatory services for the public and the Federal Government” TMF Project wasn’t awarded at the time this document was developed.

Appropriated Funds

	FY 2023 Actual	FY 2024 Plan	FY 2025 Request
25.1 Advisory and assistance services.....	\$ 5,481	\$ 5,900	\$ 5,900
31.0 Equipment.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ 5,481	\$ 5,900	\$ 5,900
<i>Subtotal, PC&B.....</i>	\$ -	\$ -	\$ -
<i>Subtotal, Non-labor.....</i>	\$ 5,481	\$ 5,900	\$ 5,900

Description of WCF Services by Office

Office of GSA Information Technology (GSA IT): FY 2025 Estimate - \$362 million

Internal Services: FY 2025 Budget Estimate - \$358 million

Providing IT support to all GSA offices, GSA IT designs and delivers innovative IT solutions that ensure integration between GSA systems and organizations. GSA IT directly supports GSA's management objectives to streamline and modernize IT, support cybersecurity, capture high-quality data to support decision-making, and improve customer experience. In its execution of services, GSA IT incorporates its business knowledge and technological expertise to identify the best solution available for its customers. In FY 2025, GSA IT will continue to invest in 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, application, devices, and networks to defend critical infrastructure. GSA IT continues to invest in GSA's AI capabilities, building upon the foundations outlined in Executive Order 14110: Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence. In FY 2025, GSA IT will continue to expand its management and promotion of AI tooling while safely monitoring its use cases to ensure any rights or safety-impacting implementations are appropriately managed and controlled. GSA IT is also focused on making digital experiences better by delivering digital services focused on user needs, along with making data and analytics resources equitably accessible through modernization efforts.

GSA IT provides a standardized agency-wide approach to infrastructure management and operations designed to maximize resources and optimize the efficiency of enterprise systems and organizational staff. GSA IT manages internal IT assets, server resources, network resources, and end-user devices. These responsibilities include: planning and governance, system-access controls, system-user training, IT security and integrity, local support, help-desk functions, circuits, wireless services, teleconferencing, and telephony.

GSA IT faces increased demand for services from GSA business lines, while continuing to modernize the delivery of IT services to the agency. To enhance its delivery, GSA IT needs to have the right level of skilled staff and contractor support to meet business line needs, stay abreast of current technological initiatives, and remain innovative. To that end, GSA IT is working closely with the Office of Human Resources Management to identify appropriate training and conduct targeted hiring to acquire employees with the needed skills.

External Services: FY 2025 Budget Estimate - \$3.9 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

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as business requirements and change management, systems operations and maintenance, financial data management and reporting, systems access control, security and integrity, systems user training, and help desk support. The Office of Acquisition IT Services also supports customers using GSA acquisition systems and IT knowledge to facilitate the development of requirements, cost estimates, and plans for replacing legacy systems.

Office of the Chief Financial Officer: FY 2025 Estimate - \$206 million

Internal Services: FY 2025 Estimate - \$190 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.

This request includes the Financial Management Line of Business (FMLoB) financial systems, financial management support services, and staff, which returned to GSA in March of 2023 from the U.S. Department of Agriculture (USDA) when it divested its operations as a financial shared services provider. FMLoB includes the staff and infrastructure necessary to support the operation, maintenance, development, and upgrades of GSA's primary accounting system, Pegasys.

OCFO will continue to serve as a partner and financial advisor to GSA's Services and Staff Offices and lead value-generation for GSA and the Federal Government by delivering high-value services such as data analytics, business planning, and performance management. OCFO is leading GSA's efforts to implement robotic process automation to increase the agency's capacity to more efficiently and effectively manage workload, enhance employee experience, and drive increased value for internal and external partners.

OCFO will continue to deliver high performance in managing traditional financial management activities, such as the development, submission, and execution of the annual GSA Budget, and development and submission of the Agency Financial Report, as well as lead GSA's efforts to improve internal controls and produce the GSA Strategic Plan and the Annual Performance Plan.

External Services: FY 2025 Estimate - \$15.1 million

OCFO provides financial management and payroll support to a variety of independent agencies, boards, and commissions. GSA enters into interagency agreements 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 deep experience in process automation and transformation to solve complex business challenges across the Government. This program promotes the

adoption of emerging automation technologies and rapid process transformation through the Federal Robotic Process Automation (RPA) Community of Practice (CoP).

Leadership within the RPA CoP mentors other agencies and provides regular Government-wide engagements and best practices that include RPA, intelligent automation, and adoption of process transformation methodologies.

Major Equipment Acquisition & Development: FY 2025 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 Chief Financial Officers Act of 1990, such as acquisition of capital equipment, automated data processing systems, and financial management and management information systems. GSA will submit any proposed projects requesting to use this funding to Congress for approval as required by 40 U.S.C. § 3173(d).

Office of Human Resources Management: FY 2025 Estimate - \$89.8 million

Internal Services: FY 2025 Estimate - \$89.8 million

The Office of Human Resources Management (OHRM) is focused on helping GSA attract, motivate, develop, retain, and reward employees. OHRM, led by the Chief Human Capital Officer, provides and maintains an evolving portfolio of effective and innovative end-to-end human resource and human capital solutions that meet partner and external stakeholder needs, including the delivery of meaningful Human Resource (HR) data, analysis, and consultation to help customers make informed business decisions. Through improved service-delivery models, OHRM is focused on hiring, developing, and retaining a talented and diverse mission-ready GSA workforce in critical job series, including building management, acquisition, information technology, finance, and human resources.

OHRM provides HR services in a consolidated manner to reduce redundancy within business lines, while still ensuring a high standard of service for recruitment, staffing, and employee development. These services include GSA enterprise-wide programs such as workers' compensation, transit subsidy, health room services, childcare subsidy, and unemployment compensation. Funding also provides training contracted through one of OHRM's multiple blanket purchase agreements that covers a wide range of classes and programs. OHRM will continue to use a multiyear service delivery model improvement initiative that will allow OHRM to leverage industry best practices to enhance the customer experience as well as heavily invest in key functional areas that will further improve the efficacy and efficiency of the services OHRM provides. Additionally, OHRM will continue implementation of its HR Data Strategy, Governance Framework, and Operating Model.

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The OHRM funding level includes \$5.5 million to fund operations and maintenance (O&M) support for the HR Links system, which includes Time and Attendance functionality. OHRM will also continue to focus on organizational health and performance programs and workers' compensation case file reviews in an effort to reduce the overall costs of the workers' compensation program. These investments are a necessity for OHRM to provide required HR IT systems support and achieve additional cost efficiencies in the workers' compensation program. Rising retirement eligibility rates within GSA and across the Federal Government overall is a driving factor for increasing the entry-level talent pipeline. GSA will continue to build a talent pipeline focused on leveraging entry-level programs such as OHRM's Enterprise Emerging Leaders Program (EELP), and the Acquisition Talent Development program, which is focused on building the future acquisition corps for the agency. Equally important is the establishment of Talent Teams to improve and modernize hiring assessment tools such as Subject Matter Expert Qualification Assessments (SME-QA) for the 1102 series as well as GSA's other mission-critical occupations. The budget comprises the training, salaries, benefits, career ladder promotions, and within-grade-increases for the participants.

Office of Administrative Services: FY 2025 Estimate - \$56.7 million

Internal Services: FY 2025 Estimate - \$55.2 million

The Office of Administrative Services (OAS) is responsible for administrative and management services for GSA. These include, but are not limited to: executive correspondence, forms, directives, internal contracting, and travel and purchase card oversight. OAS also serves as the tenant representative for the agency, providing workspace planning, facility design, facilities management, and workplace services tenant support on a national scale. OAS staffs 10 locations and manages 10 workplace programs, including Internal Real Estate, Workplace Services, Fleet, Personal Property, Occupational Safety and Health, Print Services, Print Management, Acquisition Support, Mail, and Assistive Technology. OAS plans to spend \$1.4 million in FY 2025 to acquire zero-emission vehicles (ZEVs), to comply with Executive Order 14057, which requires the Federal Government to reach 100 percent ZEV acquisition by 2035. OAS oversees rent and security expenditures (Working Capital Fund (WCF) and appropriated accounts) for GSA-occupied space, including GSA's Washington, DC, headquarters facility at 1800 F Street, NW. OAS's FY 2025 budget decreased by \$7 million from FY 2023 due to a planned release of space in the Central Office and resulting reduced rent bill.

External Services: FY 2025 Estimate - \$1.6 million

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 independent agencies. These services include but are not limited to: human resources (labor relations, employee relations, performance management), legal, payroll and financial management, assisted acquisition, realty and facilities, telecommunications, IT, records management, and equal employment opportunity for approximately 30 CABs customers. OAS's CABs Account

Management team partners with the Office of Human Resources Management (OHRM) CABs Human Resource Services Center to provide human resources services and access to platforms such as HR Links.

Office of Mission Assurance: FY 2025 Estimate - \$50.5 million

Internal Services: FY 2025 Estimate - \$47.5 million

The Office of Mission Assurance (OMA) ensures resilience and continuity of GSA's critical business processes by integrating and coordinating activities across all domains of security (physical and personnel) and emergency management. This includes funding and managing all of GSA's background investigations for FTEs and contractors, Homeland Security Presidential Directive 12 credentialing, managing GSA's Insider Threat program, industrial security, operational security, disaster response, and contingency and continuity of operations planning. In FY 2025, 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 regional offices to 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, and co-leading as the Sector Risk Management Agency responsible for the Government facilities critical infrastructure sector. 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, its National Essential Functions (NEFs) as well as those supporting the National Response Coordination Center (NRCC), Emergency Support Functions (ESFs), and 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, refine best practices, and, to the greatest extent possible, identify savings needed to offset cost increases due to mission priorities.

External Services: FY 2024 Estimate - \$3 million

OMA is responsible for coordinating GSA's response to national emergencies and major disasters, as outlined in the National Response Framework - Emergency Support Function #7 *Logistics*. The costs of logistical services provided in response and recovery efforts are recovered through mission assignments issued by the Federal Emergency Management Agency. The requested level of authority ensures OMA will be able to immediately accept and begin any and all mission assignments in response to natural disasters or other emergencies, such as a particularly severe hurricane season or a pandemic.

Office of the General Counsel: FY 2025 Budget Estimate - \$40.5 million

Internal Services: FY 2025 Estimate - \$40.5 million

The Office of the General Counsel (OGC) provides legal support to all GSA offices and programs, except the Office of Inspector General and the Civilian Board of Contract Appeals (CBCA). This includes providing all legal services for PBS, FAS, the Office of the Administrator, and the offices within the WCF.

OGC also provides legal support for litigation before the CBCA, defends the agency against contract claims under the Contract Disputes Act; defends against protests before the U.S. Government Accountability Office; and assists the U.S. Department of Justice with claims filed in Federal court. OGC defends the agency against tort claims, injury, or other damage claims arising out of the management of Federal buildings and the operation of GSA fleet vehicles. Other legal services involve contracting, acquisition policy, management of real and personal property, historic preservation, environmental compliance and litigation, personnel and labor relations, ethics, appropriations law, Freedom of Information Act (FOIA), the Privacy Act, the Federal Advisory Committee Act, compliance with technology-related laws and regulations implementing GSA authorities including the Federal Acquisition Regulation, the Federal Travel Regulation, and the Federal Management Regulation.

OGC also advises on responses to congressional inquiries, assists in the preparation of congressional testimony, develops and manages the GSA ethics program, and supports alternative dispute resolution efforts. OGC also manages the GSA FOIA program, which processes and responds to FOIA requests received by GSA. The General Counsel serves as GSA's Designated Agency Ethics Official and as GSA's Chief FOIA Officer.

Office of Government-wide Policy: FY 2025 Budget Estimate - \$30.4 million

Internal Services: FY 2025 Estimate - \$18.9 million

The Chief Acquisition Officer (CAO) and the Senior Procurement Executive (SPE) in the Office of Government-wide Policy (OGP) develop acquisition policy and aid in ensuring an informed and engaged workforce to help GSA deliver high-value acquisition mission solutions. OGP also provides services and support for acquisition professionals throughout GSA, including the Federal Acquisition Service, the Public Buildings Service, and GSA's internal acquisition functions.

Starting in the FY 2024, GSA has established a dedicated Acquisition Talent Development (ATD) Program. OGP will be responsible for managing and coordinating training for this new program. The primary objective of this program is to support the GSA 1102 Contracting Practices and Procedures Credential. To achieve this, the program will identify any competency gaps and collaborate with agency Subject Matter Experts (SMEs) to develop

contracting courses specifically tailored for the GSA 1102 credential. These courses will be designed to replace traditional in-person classes with automated alternatives.

The ATD Program will coordinate with SMEs to actively participate in the development of new training materials for the GSA 1102 credential. They will work in coordination with the Federal Acquisition Institute (FAI) and contractors to build these courses within the FAI CSOD (Continuous Service On-Demand) system, ensuring a seamless learning experience for the participants. To assess the skills of individuals undergoing on-the-job training (OJT), the ATD Program will utilize the FAI 1102 Experience Development Tool. This tool will enable them to conduct comprehensive skills assessments, ensuring that the training provided is effective and tailored to the needs of each individual.

Members of the ATD Program will also serve as Contracting Officer's Representatives (CORs) for BPA (Blanket Purchase Agreement) calls related to the purchase of FAC-C (Federal Acquisition Certification in Contracting) professional services. This will further enhance their expertise and contribute to the overall success of the program.

From FY 2020, the Office of Asset and Transportation Management (MA) provides support for GSA's Committee Management Program in compliance with the Federal Advisory Committee Act (FACA). The Program, located in the Committee Management Secretariat (MAK), has adequate funding, which covers the cost of one FTE. The Program 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, consistent with GSA Order ADM 5420.40E. The CMC is responsible for the coordination and tracking of GSA intergovernmental, intragovernmental committees, and GSA employee membership on extra-governmental committees consistent with GSA Order ADM 5420.1.

OGP took over the responsibility for supporting GSA's responsibilities outlined in the Evidence-Based Policymaking Act of 2018 ("Evidence Act") Title 1 and GSA's Evaluation Function in FY 2021. OGP's Office of Evaluation Sciences (OES) will undertake a number of activities related to building and using evidence. The activities to build and use evidence include implementing and delivering on the multiyear Learning Agenda and the FY 2024 Annual Evaluation Plan, and addressing opportunities flagged in the GSA capacity assessment. Implementation of the Evidence Act offers an opportunity to improve how GSA builds and uses evidence and to better align performance, budget, strategic planning, policymaking, data, and evidence-building activities.

The Office of Evidence and Analysis will serve as the GSA Statistical Official, providing Statistical Analysis using mathematical models to quantify relationships between variables

and outcomes and make predictions based on those relationships from collected evaluations data. The Statistical Official is the agency champion for data quality and confidentiality protection across GSA to harness existing data, ensure its relevance, anticipate future uses and protect access for GSA data collected with legal or other restrictions on use or release. The Statistical Official will establish policy and implementation guidance to enable GSA to produce and disseminate relevant and timely statistical information and provide important checks and validation of the GSA evaluations and evidence building capacity.

Newly established Chief Sustainability Officer (CSO) Support Office includes GSA shared services for the Climate Change Risk Management Planning and Implementation, which leverages contract services for the agency-wide climate vulnerability assessment, climate literacy training, and cross business line coordination for climate risk management planning and progress reporting. Outcomes promote risk-informed priority actions for innovative economic opportunities, job creation, optimized appropriate funds, and maintain ongoing coordinated progress on priority climate adaptation actions aligned with agency strategic objectives, and resourcing. The CSO is actively addressing vulnerabilities in real property assets, devising plans to mitigate liabilities, and adapting to changing circumstances. This initiative aligns with GAO's high-risk report recommendations on real property risk, demonstrating GSA's commitment to meeting customer expectations for climate preparedness.

Also, OGP manages and actively addresses Supply Chain Risk Management (SCRM) in its budget, focusing on mitigating risks and ensuring the resilience of the supply chain. The budget input includes strategic measures to enhance SCRM capabilities, safeguarding critical processes and resources against potential disruptions. The Carbon Disclosure Project (CDP) of the Supply Chain Program is a membership program through which agencies collect data from and engage their suppliers to improve their environmental performance. The program enables agencies to drive action in their supply chains and achieve their supply chain goals.

In summary, GSA-wide CSO support will help GSA maintain its leadership position in climate and sustainability Government-wide—leading to reduced costs, pollution, and climate-related risks and more efficient Government for the American people.

External Services: FY 2025 Estimate - \$11.5 million

External programs are supported through collections from participating agencies, who enter into Interagency Agreements (IAAs) to reimburse GSA. OGP provides support and manages GSA's IT Capital Planning and Investment Control (CPIC) program. The CPIC program manages the Folio application, a web-based, Government-owned, fee-for-service technology solution, that Federal agencies use to support their internal IT Portfolio Management, IT Capital Planning, and IT Governance processes. Folio provides Federal agencies with a Federal shared service solution. Member agencies use Folio to meet their external reporting

requirements to the Office of Management and Budget (OMB). The CPIC PMO supports its member agencies by providing dedicated program management, centralized hosting services, Folio-related user/admin training, and application-related technical support. This community also shares best practices and lessons learned, as well as collaborates on the latest trends in IT portfolio management and IT Governance best practices.

The Performance Management Line of Business (PMLoB) is an interagency effort to develop Government-wide performance management capabilities to help meet the transparency requirements of the Government Performance and Results Act Modernization Act of 2010 (GPRAMA), and support Government-wide performance management efforts, including Performance.gov.

The \$1.9 trillion American Rescue Plan (ARP) represents a unique opportunity to invest in a range of programs and policies that are designed to build an equitable recovery, and will have long-lasting effects on individuals and communities. Building evidence to support equitable delivery of ARP resources and future policy interventions is integral to rebuilding existing Government-wide services and building trust with the public. Extending ARP evaluations will continue FY 2022 to 2024 achievements, the Office of Evaluation Sciences will complete a portfolio of 10 rapid evaluations in support of the Administration's efforts to advance an equitable recovery, and to better understand which program changes and innovations within ARP investments contributed to producing equitable outcomes: <https://oes.gsa.gov/american-rescue-plan/>

Technology Transformation Services: FY 2025 Estimate - \$17.4 million¹

External Services: FY 2025 Estimate - \$11.5 million

The eRulemaking Program Management Office (PMO), part of GSA's Technology Transformation Services (TTS), is an E-Government program that fulfills the requirements under Section 206 of the E-Government Act of 2002, the Clinger-Cohen Act, and the Government Paperwork Elimination Act, in supporting about 180 Federal agencies in the rulemaking process. eRulemaking 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. The \$11.5 million in agency WCF contributions will support the maintenance of the legacy FDMS along with

¹ In January 2024, the TMF announced the investment of \$19.7 million as part of a multi-year modernization effort of GSA's rulemaking systems. This investment will allow GSA 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 multi-year effort to transition to a modernized architecture that will better meet the needs of public and Government users. This funding is not included GSA's FY 2025 CJ due to timing constraints.

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regulations.gov and PMO support. Per below, \$5.9 million in appropriations are requested in order to invest in a modernized system that will be more cost-effective in the long run as well as deliver better services.

In FY 2023, the eRulemaking program continued to provide continuity of services and supported the operations and maintenance of FDMS and regulations.gov. In addition, TTS implemented modest improvements to the comment deduplication feature, providing continuity of services to one of the program's most highly desirable features: comment deduplication. With TMF funding and the requested appropriation, the program plans to improve on its comment deduplication feature and improve the commenting experience for both the public and agencies. FY 2023 accomplishments also include User Experience research to identify desired features for a modernized system as well as insights into technology options for the target solution architecture.

In FY 2024 and FY 2025, 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. In FY 2025, GSA will provide updates to the modernized public-facing regulations.gov site (e.g., enhanced searchability, navigability), as well as restore some features to the legacy FDMS (e.g., permissions feature, reporting functionalities).

Direct Appropriations: FY 2025 Request - \$5.9 million

TTS in partnership with the OMB, Office of Information and Regulatory Affairs is reimagining business processes and creating a modern, flexible, and scalable architecture for a new Modernized Rulemaking Management system to enhance the FDMS and regulations.gov. This request is the next installment of a multi-year modernization plan, building on the FY 2022 enacted amount of \$4 million and FY 2023 enacted amount of \$5.9 million. GSA notes that the enacted amounts are significantly less than proposed levels, and that lack of full funding has prevented GSA from making significant progress on modernization.

The \$5.9 million received in FY 2023 from direct appropriations supports both stabilization of rulemaking systems and the provision of support services for Federal rulemaking agencies. This funding supports a stabilization plan for the legacy FDMS and will remediate a portion of the technical debt that FDMS has accumulated over the years, enabling the legacy system to continue to operate. Completion of these tasks will ensure that FDMS continues to maintain its Authority to Operate (ATO) as well as improves system performance and reliability. The activities encompassed by the system stabilization include supporting all actions necessary to create a Virtual Private Cloud (VPC) and foundations for each of the lower-level environments, supporting the Cyber Solutions Network migration (infrastructure and data migration), software development, upgrading Documentum to the most current version, migrating from on-premise data centers (EPA's National Computer Center) to GSA's cloud environment, and migration from an Oracle database to the PostgreSQL EDB database. These stabilization activities will produce the interim version 6 of FDMS. While FDMS v6 will be significantly more secure and

stable than legacy FDMS, v6 will still reside on a costly, inefficient, and monolithic technology platform.

The Office will pursue modernization that is not only critical to remediating aging infrastructure and end-of-life software and bringing down long-term operations and maintenance costs, but also delivering important new functionality for about 180 partner agencies along with the Office of Information and Regulatory Affairs. Specifically, the President's April 6, 2023, Executive Order on Modernizing Regulatory Review, directs agencies to identify recommendations for improving and modernizing regulatory review, including the public commenting process. A modernized rulemaking management (MRM) system will not only provide an efficient and secure platform for managing the rulemaking process, but will also support the Administration's priorities to better engage the public in the rulemaking process and streamline the process of comment reviews.

Office of Strategic Communication: FY 2025 Estimate - \$22 million

Internal Services: FY 2025 Estimate - \$22 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 to its clients. OSC comprises the Public Affairs and Operations Divisions and the Office of Client Engagement.

OSC's Public Affairs Division carries out the agency's effort to help Federal agencies, the media and the public understand the important work performed by GSA in buildings, acquisitions and technology. The Media Affairs Branch acts as the official point of contact for national media inquiries and works closely with communication teams in all 11 GSA regions to ensure there are experts available to reply to media queries at national and local levels. The Public Affairs Division also maintains editorial control over GSA's social media presence and approves and manages all requests for outside speaking engagements. Additionally, this team oversees stakeholder engagement to ensure internal and external engagement around key issue areas.

The Operations Division includes the immediate office and both the Digital and Visual Communication Program Management Offices (PMOs). The Digital Communications PMO manages the agency's primary website (www.gsa.gov) and its intranet site. It also provides enterprise-wide web governance and develops strategy, standards, policies, and guidelines on the agency's web content and the presentation of that content, including facilitating the implementation of OMB and agency decisions concerning online content and presentation. The Visual Communications PMO maintains the agency's brand and produces and provides quality-assurance oversight on all of GSA's visual and broadcast products, including videos, graphics,

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podcasts, and photos. The Visual Communications PMO also provides live streaming and event services for the agency.

The Office of Client Engagement includes both client-focused and regional branches. OSC Client branches are in-house communication teams, working directly with GSA's business lines and staff offices to promote and enhance the performance of GSA. They provide complete communication services, including developing and executing strategic communication plans and solutions to support high-priority GSA initiatives. Regional communication branches support the communication needs of all 11 regions. Support ranges from using targeted tactics to deliver news and updates to regional staff and media to developing regionally focused features for national distribution to staffing urgent and emergency situations that require local GSA representation.

Office of Civil Rights: FY 2025 Estimate - \$5.5 million

Internal Services: FY 2025 Estimate - \$5.5 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's equal employment opportunity program keeps GSA in compliance with laws, guidance, and authorities that prohibit discrimination and harassment in the Federal workplace.

OCR's civil rights and civil liberties program provides oversight to GSA's public-facing activities and programs and services to ensure they are conducted in a non-discriminatory manner and are in compliance with the applicable Federal civil rights laws, regulations, executive orders, and policies. OCR oversees the provision of equitable and meaningful access to external stakeholders with disabilities or those who are limited English proficient. OCR's affirmative employment program leads GSA's annual assessment of its EEO program to promote equal opportunity.

External Services: FY 2025 Estimate - \$60 thousand

OCR provides equal employment opportunity services to other Federal agencies on a cost-reimbursable basis. These services include equal employment opportunity counseling, mediation, investigations, and complaint adjudication.

Office of Small and Disadvantaged Business Utilization: FY 2025 Estimate - \$8.3 million

Internal Services: FY 2025 Estimate - \$8.3 million

GSA's Office of Small and Disadvantaged Business Utilization (OSDBU) carries out our nationwide responsibility for delivering a successful small business program. OSDBU's mission

is to maximize small business and socio-economic small business procurement opportunities within GSA and from Federal Government customers.

OSDBU monitors and implements small business policies and executes a range of programs as directed by the Small Business Act of 1953, as amended by Pub. L. 95-507. This includes, but is not limited to:

- Managing OSDBU's small business program funding to ensure timely, efficient, and effective use of appropriated resources;
- Evaluating, refining, proposing, and ensuring compliance with small business policy to ensure maximum practicable opportunity for small and disadvantaged businesses to participate in the Federal procurement arena, while prioritizing the accomplishment of the GSA mission;
- Through data analytics and in coordination with the U.S. Small Business Administration, establishing challenging small business procurement goals for GSA, monitoring performance across small business and socio-economic small business categories and implementing initiatives to achieve statutory goals;
- Contributing to the forecasting of opportunities, market research, influencing acquisition strategy, and negotiating higher subcontracting goals to ensure small and disadvantaged businesses receive the maximum practical opportunity to provide innovative, cost-competitive, and timely products and services to satisfy Federal procurement requirements; and
- Providing training and resources to GSA's acquisition workforce and the vendor community.

GSA's small business programs foster entrepreneurial opportunities to new business horizons and enhance technological capabilities. OSDBU's work is critical to the achievement of GSA's prime and subcontracting small business goals.

OSDBU's FY 2025 estimate of \$8.3 million includes funding to deliver and expand a successful agency small business program, influence improvements for the small business community throughout the Federal Government, and reduce the burden for the acquisition workforce. This encompasses eliminating ineffective technologies and workflow processes, automating technology, enhancing small business vendor engagement and training, expanding small business training to the acquisition workforce, and improving efficiency and effectiveness.

Office of Customer Experience: FY 2025 Estimate - \$5.8 million

Internal Services: FY 2025 Estimate - \$5.8 million

The mission of the Office of Customer Experience (OCE) is to improve the end-to-end experience of GSA customers by aligning operations to customer needs. OCE works with

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internal clients to enhance relationships with customers, industry partners, and both internal and external stakeholders. The office utilizes human-centered design approaches to promote three key behaviors: conducting representative customer research; synthesizing findings into actionable insights; and making incremental, measurable, and customer-focused improvements.

OCE advances these behaviors and the goals of Executive Order 14058 through four pillars of service:

- Strategy: OCE works across GSA to develop strategies and action plans to achieve customer-centric goals based on customer research and administrative data;
- Customer Research: OCE collaborates with teams to frame, study, and understand GSA customer needs through qualitative and quantitative research;
- Capacity Building: OCE helps teams and individuals across GSA to better understand customer experiences and adapt to shifting needs and preferences; and
- Pilots: OCE partners with GSA teams to prototype service, product, and process innovations to improve customer experiences. Along the way, we gather user feedback to test, evaluate, and refine big ideas.

OCE offers in-house centralized feedback collection and survey management expertise; provides guidance on customer experience legislation; and leads the effort to advance the goals of the 21st Century Integrated Digital Experience Act (21st Century IDEA) to improve enterprise-digital customer experience by strengthening digital governance, providing training, analyzing website performance and customer centricity, and advising teams on website modernization.

Office of Congressional and Intergovernmental Affairs: FY 2025 Estimate - \$1.2 million

The Office of Congressional and Intergovernmental Affairs (OCIA) is funded out of the Operating Expenses appropriation; however, the office uses the WCF for the reimbursable services it provides to Members of Congress across the country. This requirement is based on the best information available and subject to change as necessary to support the requirements of the President or Congress.

External Services: FY 2025 Estimate - \$1.2 million

OCIA coordinates services to over 1,400 House district offices and Senate state offices nationwide. OCIA supports the acquisition of office space, furniture and furnishings, property disposal, equipment and supplies, and storage and relocation services.

Working Capital Fund Bill by Staff and Service Office

(Dollars in Thousands)

GSA Working Capital Fund Bill \$(000)	FY 2023 Actual	FY 2024 Plan	FY 2025 Plan
Federal Buildings Fund	\$ 395,272	\$ 418,316	\$ 434,938
Federal Acquisition Services	\$ 312,453	\$ 356,728	\$ 377,233
Acquisition Services Fund	\$ 304,256	\$ 343,665	\$ 361,861
Federal Citizens Services Fund	\$ 5,725	\$ 11,368	\$ 15,372
Federal Citizens Services Fund - ARP	\$ 2,472	\$ 1,694	
Office of Governmentwide Policy	\$ 10,732	\$ 11,645	\$ 12,656
Office of Inspector General	\$ 2,450	\$ 1,498	\$ 1,514
Former Presidents	\$ 28	\$ 28	\$ 21
Civilian Board of Contract Appeals	\$ 215	\$ 143	\$ 174
Technology Modernization Fund	\$ 1,553	\$ 1,780	\$ 1,882
Operating Expenses	\$ 6,931	\$ 6,265	\$ 6,766
Executive Direction	\$ 4,201	\$ 3,169	\$ 3,394
Real Property Disposal	\$ 2,730	\$ 3,095	\$ 3,372
WCF External Programs	\$ 1,608	\$ 2,295	\$ 2,175
OCFO - Payroll Shared Services	\$ 264	\$ 316	\$ 258
OCFO - Pegasys Financial Services	\$ -	\$ -	\$ 643
OGP - Electronic Capital Planning & Investment Control	\$ 282	\$ 211	\$ 166
OAS - Commissions & Boards	\$ 182	\$ 186	\$ 222
TTS - eRulemaking	\$ 844	\$ 799	\$ 240
OGP - PMLOB	\$ 36	\$ 38	\$ 45
OGP - AWTF	\$ -	\$ 746	\$ 602
Grand Total WCF Bill	\$ 731,242	\$ 798,698	\$ 837,359
Funded from Reserves	\$ (19,322)	\$ (38,585)	\$ (3,600)
Total WCF Operating Plan	\$ 750,564	\$ 837,283	\$ 840,959

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