**U.S. General Services Administration**

**ACQUISITION SERVICES FUND**

**Fiscal Year 2025 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, the Transportation Audits permanent indefinite 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**

The mission of the Federal Acquisition Service (FAS) is to:

*Provide an exceptional customer experience by delivering best value goods and services through an increasingly digital environment.*

The FAS mission reflects a commitment to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with both customer agencies and private sector vendors. FAS accomplishes this mission by providing solutions to partner agencies through six business portfolios, helping agencies buy smarter and achieve administrative cost savings throughout the Government.

In order to better carry out this mission, FAS works to improve tools and systems for agency buyers and suppliers by:

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

In addition, FAS is identifying ways to provide more centralized services and platforms for agency partners.

FAS tailors its current offerings to help partner agencies improve transparency, increase competition, and reduce duplication to minimize administrative costs so the agencies can focus on mission-critical activities.

The ASF currently funds six business portfolios, one strategic initiative, and integrator support offices within FAS:

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

*Office of General Supplies and Services Categories (GS&S)* - This portfolio provides partner agencies with general products such as furniture, office supplies, and hardware products. GS&S centralizes acquisitions on behalf of the Government to strategically procure goods and services at reduced costs, while ensuring regulatory compliance for partner agency procurements. This portfolio also provides personal property disposal services to partner agencies, which are partially funded by the Operating Expenses appropriation.

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

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

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

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

*Integrated Award Environment (IAE) -* This strategic initiative provides centralized technology to support a cohesive Federal award environment. As a result of a reorganization in FY 2022, IAE was realigned organizationally to the Technology Transformation Services (TTS). IAE provides a Government-wide service, in collaboration with the 24 CFO Act agency-led governance groups, encompassed by interagency experts, 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 navigating the Federal acquisition lifecycle.

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

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

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

To pursue these priorities, FAS will continue to deliver best-value products and services to enable its customers' missions and will continuously work to improve the overall experience for buyers and suppliers. FAS's "Framing FAS for the Future" (F4) initiative realigned FAS's organizational structure to strengthen operations, improve consistency, reduce complexity, and better serve customers.

FAS will use its refocused resources to leverage its buying power, partnerships, and unique position across Government to improve socioeconomic impact, equity, and racial justice; drive nationwide policy on environmental protection; and fuel our continued economic recovery and expansion. This will create lasting changes beneficial to the many communities that FAS serves.

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

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

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

1. ***Add tremendous value to our customers' mission***

*Initiative:* ***User Experience***

FAS is working to improve the overall user experience through development and implementation of an FAS Enterprise User Experience Strategy, including documenting the inventory of FAS digital experience scope, brand, purpose, applications, user functionality, and siloed strategies throughout FAS. The organization is collecting this information by engaging end-users through user research campaigns and direct usability testing to validate the utility of identified features and functions. This work will result in higher-quality experiences for all of FAS's stakeholders when interacting with its systems, tools, and solutions.

*Administration Priority(ies) Supported:*

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

*Initiative:* ***Services Marketplace***

The Services Marketplace provides services solutions and digital tools in response to the policy and market landscape. Within the Services Marketplace, GSA aims to improve the services contracting experience for customers, suppliers, and the services acquisition workforce. The goals of the Services Marketplace initiative are to provide modern, accessible, and flexible solutions and to be a trusted business partner. FAS will achieve these two goals by awarding new Indefinite Delivery/Indefinite Quantity (IDIQ) contracts, improving visibility of supplier capability and customer ordering behavior, and adding enhanced pricing data in digital tools.

*Administration Priority(ies) Supported:*

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

*Initiative:* ***Acquisition Workforce***

The acquisition workforce is foundational to FAS's ability to serve and support its customers. To support this group of individuals, the organization is focused on establishing, maintaining, and improving upon the methods to recruit, engage, and retain a workforce that can create value for FAS's partners and other stakeholders. This will be accomplished by strategically improving overall workforce planning and identifying and removing barriers for talent acquisition and development.

*Administration Priority(ies) Supported:*

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

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

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

FAS continues to build its SCRM program capability and to implement regulatory mandates for Supply Chain Resilience. In implementing its organizational-level SCRM plan, FAS is developing policy, governance, tools and training to manage supply-chain risks throughout the acquisition lifecycle. Supply-chain security statutes drive FAS prioritization as FAS continues to support the Federal Acquisition Security Council and its Information Sharing Agent mandate to mature SCRM across the Federal Government.

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

*Administration Priority(ies) Supported:*

- Prioritizing IT Modernization & Cybersecurity

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

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

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

*Initiative:* ***Fleet Electrification***

The Fleet Electrification initiative will be a major contributing factor in the Federal Government's deployment of Zero Emission Vehicles (ZEVs) and meeting the electrification goals of the Administration. GSA Fleet will continue to deploy ZEVs within the GSA Leased Fleet as models become available that will meet agency mission requirements. GSA Fleet will also continue to provide purchasing channels for agencies to purchase ZEVs for agency-owned fleets. The Federal Government purchases approximately 40,000 vehicles annually through GSA Fleet, which positions GSA to be a major contributor to the electrification effort. GSA Fleet also provides access to charging infrastructure for customers through a blanket purchase agreement and developed an enhanced Government-wide solution that provides the latest models and technology to support ZEV charging requirements. These actions and this initiative support near-term global reductions in greenhouse gas emissions and a long-term goal of net-zero global emissions through fleet electrification.

*Administration Priority(ies) Supported:*

- Tackling the Climate Crisis

*Initiative:* ***Integrated Award Environment (IAE)***

IAE operates, maintains, and is modernizing a portfolio of systems (including SAM.gov, FPDS, eSRS, FSRS, and CPARS) required by statute and regulation which allow the entire Federal Government to conduct procurement and financial assistance to enable agency missions. IAE systems support over 100 Federal agencies, more than 3 million registered users, and over 450 interfacing systems facilitating trillions in Federal awards each year. Success is delivering a central, secure business environment that facilitates a fair and transparent Federal award process allowing the entire U.S. Government to equitably meet its mission and goals.

GSA and OMB are partnering to identify the right path to improve the long-term solvency and overall operational health of the IAE program. The program is currently operating at an annual financial shortfall of approximately $75 million excluding investments for statutorily-driven and regulatorily-driven modifications and enhancements funded by the ASF.  To address this shortfall, IAE is evaluating a variety of potential options, including cost rationalization, potentially charging modest transaction fees on a subset of users (for instance, excluding grantees), amendments to governance to better manage costs and enhance user experience, and potential future increases in agency contributions. As GSA and OMB further explore these options to reach full cost recovery, GSA will work to gain feedback from impacted stakeholders through the appropriate channels, such as engagement with Congressional stakeholders. GSA and OMB will leverage the feedback from key stakeholders when determining the best path forward for IAE on a timeline that aims to achieve full-cost recovery by FY 2026.

*Administration Priority(ies) Supported:*

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

### 3. ***Make it incredibly easy to do business with FAS***

*Initiative:* ***Supplier Portal***

FAS will build a custom Supplier Portal on FAS Cloud Services platform to deliver the best customer experience for suppliers to do business with the Government and for the acquisition workforce who administers the process. The Supplier Portal will provide a single point of entry for GSA's industry partners (potential offerors, offerors, contract holders) to input, upload, and store information in support of proposals and contract modifications.

*Administration Priority(ies) Supported:*

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

*Initiative:* ***Catalog Management***

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

*Administration Priority(ies) Supported:*

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

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

The Contract Acquisition Lifecycle Management (CALM) system is working to establish a modernized FAS enterprise-wide contract writing system to support the full lifecycle of the acquisition process. CALM is continuing to integrate more seamlessly with both internal digital tools and external data systems to provide the acquisition workforce with a better end-to-end user experience.

*Administration Priority(ies) Supported:*

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

**Summary of Request**

The FY 2025 Budget Estimate for the ASF provides a total of $29.762 billion and 4,258 full-time equivalent (FTE) employees. This is an increase of $1.244 billion in obligations and an increase of 105 FTE from the FY 2024 Plan. The FY 2024 Plan and FY 2025 Estimate reflect FAS's concerted effort to increase savings Government-wide by increasing the utilization of current offerings and achieving internal operational efficiencies.

The FY 2025 Estimate includes an increase of $1.244 billion from the FY 2024 Plan:

- $621.8 million in additional business volume through FAS Offerings
- $555.6 million for inflation on goods and services sold
- $197.4 million for increases in capital outlays for the Fleet Leasing program
- $29.2 million in FTE costs to support business priorities
- $19.2 million for increases in the WCF Contribution
- $11.5 million for increased costs for Operation and Maintenance of equipment
- $11.4 million for the FY 2025 Pay Increase
- $4.8 million for increases in Login.gov obligations funded through the TMF ARP award
- -$1.3 million decrease in Operational Contractual Services and Miscellaneous Spending
- -$38.5 million decrease in Reserve Investment Spending
- -$167.1 million in decreased Costs of Goods Sold due to the agencies' Telecom Transition from Networx to EIS

**Explanation of Changes**
(Dollars in Thousands)

| | FTE | | Obligations |
|---|---|---|---|
| 2024 Plan................................................ | 4,152 | $ | 28,517,622 |
| 2025 Plan................................................ | 4,258 | $ | 29,761,649 |
| **Net Change................................................** | **105** | **$** | **1,244,028** |

| | FTE | | Obligations |
|---|---|---|---|
| **Maintaining Current Levels:** | | | |
| FY 2025 Pay Increase................................................ | | $ | 11,435 |
| Inflation on Goods and Services Sold................................................ | | $ | 555,580 |
| **Subtotal, Maintaining Current Levels................................................** | **-** | **$** | **567,014** |
| **Program Changes** | | | |
| Increase in Business Volume through FAS Offerings....................................... | | $ | 621,830 |
| Increase in Capital Outlays for the Fleet Leasing Program............................... | | $ | 197,370 |
| Increase in FTE to Support Business Priorities................................................ | 105 | $ | 29,194 |
| Increase in WCF Contribution................................................ | | $ | 19,151 |
| Increase in Costs for Operation and Maintenance of Equipment...................... | | $ | 11,540 |
| Increase in Login.gov Obligations funded through TMF ARP Award................. | | $ | 4,811 |
| Decrease in Operational Contractual Services & Other Misc. Spending........... | | $ | (1,318) |
| Decrease in Reserve Investment Spending................................................ | | $ | (38,450) |
| Decrease in ITC Cost of Goods Sold due to Telecom Transition^1................. | | $ | (167,114) |
| **Subtotal, Program Changes................................................** | **105** | **$** | **677,013** |
| **Net Change................................................** | **105** | **$** | **1,244,028** |

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.

## Obligations by Object Classification
(Dollars in Thousands)

| | | | 2023 Actual | | 2024 Plan | | 2025 Plan |
|---|---|---|---|---|---|---|---|
| 11.1 | Full-time permanent | $ | 451,646 | $ | 542,642 | $ | 571,689 |
| 11.3 | Other than permanent | $ | 26,459 | $ | 58 | $ | 61 |
| 11.5 | Other personnel compensation | $ | 11,859 | $ | 12,461 | $ | 13,135 |
| 11.8 | Special personnel services payments | $ | (2,144) | $ | - | $ | - |
| 11.9 | Total personnel compensation | $ | 487,820 | $ | 555,161 | $ | 584,885 |
| 12.1 | Civilian personnel benefits | $ | 177,228 | $ | 207,155 | $ | 218,060 |
| 13.0 | Benefits for Former Personnel | $ | - | $ | 7 | $ | 9 |
| 21.0 | Travel and transportation of persons | $ | 8,615 | $ | 11,216 | $ | 11,405 |
| 22.0 | Transportation of things | $ | 255,339 | $ | 7,020 | $ | 7,312 |
| 23.1 | Rental payments to GSA | $ | 28,520 | $ | 20,031 | $ | 19,731 |
| 23.2 | Rental payments to others | $ | 12 | $ | - | $ | - |
| 23.3 | Communications, utilities, and miscellaneous charges | $ | 140,187 | $ | 394,048 | $ | 231,015 |
| 24.0 | Printing and reproduction | $ | 1,838 | $ | 2,796 | $ | 2,727 |
| 25.1 | Advisory and Assistant Service | $ | 20,270,342 | $ | 20,272,836 | $ | 21,161,983 |
| 25.2 | Other good and services from non-Federal sources | $ | 19,399 | $ | 5,278 | $ | 5,686 |
| 25.3 | Other purchases of goods and services from Federal sources | $ | 345,834 | $ | 355,303 | $ | 374,342 |
| 25.4 | Operation and maintenance of facilities | $ | 59 | $ | - | $ | - |
| 25.7 | Operations and maintenance of equipment | $ | 287,167 | $ | 183,656 | $ | 195,196 |
| 26.0 | Supplies and materials | $ | 1,895,210 | $ | 1,738,611 | $ | 1,851,743 |
| 31.0 | Equipment | $ | 3,346,513 | $ | 4,718,602 | $ | 5,046,157 |
| 32.0 | Land and structures | $ | 1,875 | $ | 234 | $ | 921 |
| 42.0 | Insurance claims and indemnities | $ | 2,574 | $ | - | $ | - |
| 43.0 | Interest and Dividends | $ | - | $ | 5 | $ | 5 |
| | **Total new obligations** | **$** | **27,268,532** | **$** | **28,471,960** | **$** | **29,711,177** |
| | *Subtotal, PC&B* | *$* | *665,048* | *$* | *762,323* | *$* | *802,954* |
| | *Subtotal, Non-labor* | *$* | *26,603,484* | *$* | *27,709,636* | *$* | *28,908,222* |
| 99.0 | *Obligations, appropriated (multi-year)* | *$* | *51,165* | *$* | *45,662* | *$* | *50,473* |
| **99.9** | ***Total obligations*** | ***$*** | ***27,319,697*** | ***$*** | ***28,517,622*** | ***$*** | ***29,761,649*** |
| | Civilian full-time equivalent employment | | 3,885 | | 4,152 | | 4,258 |
| | Net Outlays | | (67,648) | | 237,230 | | 119,948 |

**Summary of Results of Operations**

The ASF's authorizing legislation requires the Administrator to establish rates to be charged to agencies receiving services that: (1) recover costs; and (2) provide for the cost and capital requirements of the ASF. After making provision for operating needs, any uncommitted balances at the end of the year are returned to the Treasury. In order to fulfill this requirement, GSA projects estimated income and expenses as part of the budget process. Below are highlights of this process as they relate to growth in revenue and utilization of reserves.

In FY 2023, the ASF returned $13.1 million in net proceeds from the sale of personal property across the Federal Government to the Treasury in accordance with 40 U.S.C. § 573. In FY 2024 and FY 2025, total ASF Revenue is projected to be $25.7 billion and $26.9 billion, respectively. The projected ASF Revenue in FY 2025 is less than the total obligation request for FY 2025, because the total obligation request includes anticipated flow-through obligations that will not be recognized as Revenue until subsequent fiscal years. The ASF revenue is generated across FAS's six business portfolios and initiatives. Revenue is projected to increase from FY 2024 to FY 2025 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 $1,246.9 million increase in anticipated Revenue from FY 2024 to FY 2025:

- $856.7 million increase in AAS due to continued growth in customer orders

- $403.3 million increase in TTL due to increased miles driven, increased use of Zero Emission Vehicles (ZEV), and increased rates to cover increased costs related to growth in maintenance and repair prices, vehicle acquisition costs, and other fleet-related expenses

- $100.1 million increase in GSS associated with the expansion of store operations and increased volumes through the Global Supply program

- $41.3 million increase in TTS through continued growth of the Login.gov program

- $9.8 million increase in IAE due to a 15 percent increase in contributions from partner agencies

- $3.0 million increase in PSHC due to continued growth across all business lines, as well as increased volumes through the new OASIS + offering

- -$167.2 million decrease in ITC as agencies transition from ITC's Networx contract to the lower rates on the Enterprise Infrastructure Solutions (EIS) contract

In FY 2024 and FY 2025, reserve expenses include funding the modernization of business systems and offerings (Contract Acquisition Lifecycle Management (CALM), Catalog Management, ETSNext initiative), 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.

In FY 2018, FAS began using an operating efficiency metric to monitor how it converts resources into business offerings that recover costs. This metric is calculated by dividing FAS's direct operating expenses by the total gross margin earned (the fees collected) by FAS's various business lines (in this methodology, a lower percentage indicates greater efficiency). FAS's direct operating expenses are defined as the costs over which FAS has direct control, i.e., those costs not related to customer orders or controlled by a part of GSA other than FAS. Examples of costs excluded from FAS's direct operating expenses include maintenance costs of vehicles leased to customers and payments to GSA's Working Capital Fund.

FAS achieved a result of 32.0 percent in FY 2023 compared to the target of 36.4 percent. FAS was more efficient than the target in FY 2023 due to strong growth in gross margin coupled with lower expenses driven primarily by below-plan FTE levels. For FY 2024 and FY 2025, FAS is targeting 39.1 percent and 36.3 percent, respectively. The efficiency metric is projected to decrease (higher percentage) in FY 2024 and FY 2025, as FAS plans to actively grow its staffing levels to support the growth in business volumes experienced over the last few years, while also continuing to spend in support of Administration priorities. However, overall efficiency in FY 2025 is improved as projected growth in gross margin exceeds projected growth in operating costs as staffing levels normalize after the ramp up in staffing in FY 2024. 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.

**Results of Operations by Program**

(Dollars in Thousands)

| Income and Expense Statement | FY 2023 Actual | FY 2024 Plan | FY 2025 Plan |
|---|---|---|---|
| **1. Assisted Acquisition Services (AAS)** | | | |
| Revenue | $ 16,948,154 | $ 18,331,733 | $ 19,188,416 |
| Acquisition Training Fund^1 | $ - | $ - | $ - |
| Cost of Goods Sold | $ 16,483,918 | $ 17,824,898 | $ 18,658,553 |
| Gross Margin | $ 464,236 | $ 506,835 | $ 529,863 |
| *Cost of Operations* | | | |
| Program Expenses | $ 235,460 | $ 300,082 | $ 319,572 |
| Corporate Overhead | $ 82,617 | $ 95,858 | $ 103,860 |
| Other Cost of Operations | $ 1,986 | $ 2,140 | $ 2,153 |
| Total Cost of Operations | $ 320,063 | $ 398,080 | $ 425,585 |
| Net Operating Results | $ 144,173 | $ 108,755 | $ 104,278 |
| Reserve Expenses | $ 19,016 | $ 24,168 | $ 17,284 |
| Net Financial Impact | $ 125,157 | $ 84,586 | $ 86,994 |
| **2. General Supplies and Services (GSS)** | | | |
| Revenue | $ 1,716,802 | $ 1,715,675 | $ 1,815,739 |
| Acquisition Training Fund^1 | $ (2,999) | $ (4,565) | $ (4,605) |
| Cost of Goods Sold | $ 1,412,224 | $ 1,426,785 | $ 1,513,179 |
| Gross Margin | $ 301,579 | $ 284,325 | $ 297,955 |
| *Cost of Operations* | | | |
| Program Expenses | $ 192,777 | $ 227,341 | $ 225,077 |
| Corporate Overhead | $ 50,945 | $ 57,320 | $ 58,865 |
| Other Cost of Operations | $ 14,790 | $ 933 | $ 898 |
| Total Cost of Operations | $ 258,512 | $ 285,594 | $ 284,841 |
| Net Operating Results | $ 43,067 | $ (1,269) | $ 13,114 |
| Reserve Expenses | $ 8,907 | $ 12,999 | $ 4,159 |
| Net Financial Impact | $ 34,160 | $ (14,267) | $ 8,955 |
| **3. Information Technology Category (ITC)** | | | |
| Revenue | $ 1,046,460 | $ 746,579 | $ 579,389 |
| Acquisition Training Fund^1 | $ (11,019) | $ (15,466) | $ (15,840) |
| Cost of Goods Sold | $ 629,646 | $ 403,085 | $ 234,708 |
| Gross Margin | $ 405,795 | $ 328,028 | $ 328,840 |
| *Cost of Operations* | | | |
| Program Expenses | $ 231,729 | $ 253,674 | $ 250,851 |
| Corporate Overhead | $ 65,446 | $ 65,021 | $ 66,354 |
| Other Cost of Operations | $ 3,763 | $ 991 | $ 583 |
| Total Cost of Operations | $ 300,938 | $ 319,686 | $ 317,789 |
| Net Operating Results | $ 104,857 | $ 8,342 | $ 11,052 |
| Reserve Expenses | $ 13,095 | $ 17,513 | $ 11,852 |
| Net Financial Impact | $ 91,762 | $ (9,171) | $ (800) |

| Income and Expense Statement | | FY 2023 Actual | | FY 2024 Plan | | FY 2025 Plan |
|---|---|---|---|---|---|---|
| **4. Professional Services & Human Capital (PSHC)** | | | | | | |
| Revenue | $ | 139,737 | $ | 131,595 | $ | 134,610 |
| Acquisition Training Fund^1 | $ | (6,769) | $ | (9,967) | $ | (9,853) |
| Cost of Goods Sold | $ | - | $ | - | $ | - |
| Gross Margin | $ | 132,968 | $ | 121,628 | $ | 124,757 |
| *Cost of Operations* | | | | | | |
| Program Expenses | $ | 87,017 | $ | 108,098 | $ | 109,619 |
| Corporate Overhead | $ | 24,806 | $ | 27,687 | $ | 28,767 |
| Other Cost of Operations | $ | 636 | $ | 388 | $ | 351 |
| Total Cost of Operations | $ | 112,459 | $ | 136,174 | $ | 138,737 |
| Net Operating Results | $ | 20,509 | $ | (14,546) | $ | (13,979) |
| Reserve Expenses | $ | 3,644 | $ | 13,939 | $ | 4,062 |
| Net Financial Impact | $ | 16,865 | $ | (28,486) | $ | (18,042) |
| **5. Travel, Transportation, and Logistics (TTL)^2** | | | | | | |
| Revenue | $ | 3,882,466 | $ | 4,568,804 | $ | 4,972,122 |
| Acquisition Training Fund^1 | $ | (1,251) | $ | (2,051) | $ | (2,417) |
| Cost of Goods Sold | $ | 2,224,427 | $ | 2,841,390 | $ | 2,980,716 |
| Gross Margin | $ | 1,656,788 | $ | 1,725,362 | $ | 1,988,989 |
| *Cost of Operations* | | | | | | |
| Program Expenses | $ | 582,519 | $ | 539,634 | $ | 582,432 |
| Corporate Overhead | $ | 58,020 | $ | 61,377 | $ | 62,673 |
| Other Cost of Operations | $ | 614,225 | $ | 624,643 | $ | 716,260 |
| Replacement Cost Pricing^3 | $ | 463,960 | $ | 584,970 | $ | 693,702 |
| Total Cost of Operations | $ | 1,718,724 | $ | 1,810,624 | $ | 2,055,067 |
| Net Operating Results | $ | (61,936) | $ | (85,262) | $ | (66,079) |
| Reserve Expenses | $ | 30,269 | $ | 37,598 | $ | 23,486 |
| Net Financial Impact | $ | (92,205) | $ | (122,860) | $ | (89,565) |
| **6. Integrated Award Environment (IAE)** | | | | | | |
| Revenue | $ | 68,112 | $ | 65,025 | $ | 74,779 |
| Acquisition Training Fund^1 | $ | - | $ | - | $ | - |
| Cost of Goods Sold | $ | 94,265 | $ | 120,715 | $ | 141,012 |
| Gross Margin | $ | (26,153) | $ | (55,690) | $ | (66,233) |
| *Cost of Operations* | | | | | | |
| Program Expenses | $ | 9,305 | $ | 12,213 | $ | 12,891 |
| Corporate Overhead | $ | 6,381 | $ | 7,701 | $ | 8,125 |
| Other Cost of Operations | $ | 4,402 | $ | (31) | $ | (32) |
| Total Cost of Operations | $ | 20,088 | $ | 19,882 | $ | 20,984 |
| Net Operating Results | $ | (46,241) | $ | (75,572) | $ | (87,216) |
| Reserve Expenses | $ | 36,073 | $ | 24,701 | $ | 20,959 |
| Net Financial Impact | $ | (82,314) | $ | (100,273) | $ | (108,175) |

| Income and Expense Statement | FY 2023 Actual | FY 2024 Plan | FY 2025 Plan |
|---|---|---|---|
| **7. Technology Transformation Services (TTS)** | | | |
| Revenue | $ 110,883 | $ 108,508 | $ 149,790 |
| Acquisition Training Fund^1 | $ - | $ - | $ - |
| Cost of Goods Sold | $ 64,993 | $ 43,319 | $ 56,861 |
| Gross Margin | $ 45,890 | $ 65,188 | $ 92,928 |
| *Cost of Operations* | | | |
| Program Expenses | $ 72,760 | $ 100,688 | $ 120,906 |
| Corporate Overhead | $ 15,094 | $ 28,148 | $ 33,604 |
| Other Cost of Operations | $ 450 | $ 455 | $ (221) |
| Total Cost of Operations | $ 88,304 | $ 129,291 | $ 154,290 |
| Net Operating Results | $ (42,414) | $ (64,102) | $ (61,361) |
| Reserve Expenses | $ 1,335 | $ 4,322 | $ 4,584 |
| Net Financial Impact | $ (43,749) | $ (68,425) | $ (65,945) |

| Income and Expense Statement | FY 2023 Actual | FY 2024 Plan | FY 2025 Plan |
|---|---|---|---|
| **8. Total Acquisition Services Fund (ASF)** | | | |
| Revenue^4 | $ 23,912,614 | $ 25,667,919 | $ 26,914,844 |
| Acquisition Training Fund^1 | $ (22,038) | $ (32,049) | $ (32,715) |
| Cost of Goods Sold | $ 20,909,473 | $ 22,660,193 | $ 23,585,029 |
| Gross Margin | $ 2,981,103 | $ 2,975,677 | $ 3,297,100 |
| *Cost of Operations* | | | |
| Program Expenses | $ 1,411,567 | $ 1,541,731 | $ 1,621,349 |
| Corporate Overhead | $ 303,309 | $ 343,113 | $ 362,248 |
| Other Cost of Operations | $ 640,252 | $ 629,518 | $ 719,992 |
| Replacement Cost Pricing^3 | $ 463,960 | $ 584,970 | $ 693,702 |
| Total Cost of Operations | $ 2,819,088 | $ 3,099,332 | $ 3,397,291 |
| Net Operating Results | $ 162,015 | $ (123,655) | $ (100,192) |
| Reserve Expenses | $ 112,339 | $ 135,241 | $ 86,386 |
| Net Financial Impact | $ 49,676 | $ (258,895) | $ (186,578) |

1 - The FY 2024 and FY 2025 amount for Acquisition Training Fund reflects the Legislative Proposal to increase the FAS contributions to the Acquisition Workforce Training Fund (AWTF) from the current 5% to the proposed 7.5% in FY 2024.

2 - TTL Portfolio Revenue and Cost of Goods Sold include $1,062.8 million, $1,710.0 million, and $1,907.4 million in intra-GSA sales of vehicles that GSA Fleet plans to purchase from GSA Automotive in FY 2023, FY 2024, and FY 2025, for its leasing program for Federal agencies.

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

4 - Total FY 2025 ASF Revenue is $2,846.8 million less than the total obligation request of $29,761.5 million for FY 2025. The total obligation request includes anticipated increases in flow-thru obligations that will not be recognized as Revenue until subsequent fiscal years.

**FTE by Portfolio, Initiative, and Integrator Office**

| | FY 2023 Actual | FY 2024 Plan | FY 2025 Plan |
|---|---|---|---|
| **Portfolios & Initiatives** | **3,242** | **3,592** | **3,696** |
| Assisted Acquisition Services | 802 | 961 | 1,015 |
| General Supplies Services | 496 | 572 | 579 |
| Information Technology Category | 647 | 669 | 665 |
| Professional Services & Human Capital | 272 | 292 | 293 |
| Travel, Transportation, & Logistics | 710 | 737 | 741 |
| Integrated Award Environment | 32 | 41 | 41 |
| Technology Transformation Services | 283 | 320 | 362 |
| **Integrators** | **643** | **560** | **561** |
| Office of the Commissioner | 13 | 14 | 14 |
| Catalog & Solicitation Management PMO^1 | - | 27 | 26 |
| Regional Commissioners | 102 | - | - |
| Office of Strategy & Innovation | 170 | 208 | 210 |
| Office of Customer & Stakeholder Engagement | 248 | 248 | 248 |
| Office of Policy & Compliance | 58 | 63 | 63 |
| Contracting | 51 | - | - |
| **Total ASF FTE^2** | **3,885** | **4,152** | **4,258** |

1 - The Catalog & Solicitation Management Program Management Office (PMO) was previously funded under the Region 3 Regional Commissioner & Staff budget. With the F4 Realignment, this office now reports directly to the Deputy Commissioner for FAS.
2 - The sum of the individual office's FTE may not add up to the total ASF FTE levels due to rounding.

**FAS Portfolio and Integrator Initiatives**

**Assisted Acquisition Services**

The Assisted Acquisition Services (AAS) portfolio offers customized acquisition, project management, and financial management services for large and complex projects at best value to the Government. AAS's highly trained contracting, project, and financial management professionals provide direct assistance to partner agencies for the Government's complex IT, professional services, facilities maintenance, research and development, and cybersecurity challenges. This commitment to mission ensures agency requirements are met on time and within budget while reducing contracting risk. AAS provides best value in acquisition, so that partner agencies can focus on their mission-critical activities instead of overseeing acquisition and project management personnel.

In FY 2023, AAS's business continued to grow significantly over prior years with obligations increasing by 17 percent from FY 2022 levels, and Business Volume finishing at $16.5 billion. To ensure quality as AAS expands, the portfolio continues its Acquisition Quality Initiative, focusing on increasing knowledge sharing across the enterprise, as well as providing greater enterprise-wide guidance, templates, and training to improve contract filing and create a more consistent experience for customers and industry.

Effective at the start of FY 2024, AAS transitioned to Acquisition and Procurement Centers of Excellence (APEXs) in lieu of Client Support Centers (CSCs). AAS reorganized from 12 CSCs to five APEXs that are organized by client - one each for Army, Navy/Air Force, Civilian, Innovation, and Defense.

The AAS Innovation APEX awards and administers Small Business Innovation Research (SBIR) / Small Business Technology Transfer (STTR) work consistent with the 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 continues to find opportunities to stand up expanded operational support with customer agencies. For example, AAS has worked closely with DHS's Cybersecurity Division (CSD) and Capacity Building (CB) program since 2019. During FY 2023, AAS has helped the CB program achieve a 99.94 percent obligation rate. The staff provide outstanding support to CSD by demonstrating immense flexibility and cooperation in working with their program office and their Acquisition and Budget Branch to contribute to CSD's continued success and to meet the needs of the CSD existing and emerging cybersecurity programs.

In FY 2024 and FY 2025, AAS will continue to promote transparent, sustainable, and superior quality acquisitions across the Government. To meet significant year-over-year increases in customer demand, AAS is increasing agency-partner support through commensurately higher staffing levels and by expanding its best practice and information sharing programs. Additionally, AAS continues to use a business model that channels demand to acquisition and project-management professionals who have the expertise and greatest capacity to meet agency requirements.

**Office of General Supplies and Services Categories**
At the beginning of FY 2024, the Office of General Supplies and Services Categories (GS&S) completed a significant organizational redesign that changed the structure and lines of support for the Portfolio. However, the mission and goals for GS&S are unchanged moving forward and will continue to be focused on the three focus areas: delivery/contractor performance, price/value, and catalog management.

GS&S leverages the Government's buying power to procure products and services at reduced prices, with fast delivery times and in compliance with the Federal Acquisition Regulation (FAR). GS&S provides value to Federal agencies by establishing acquisition solutions that can be used Government-wide, thereby avoiding contract duplication and eliminating the need for agencies to develop their own contract vehicles for commercially available products and services. GS&S also provides personal property disposal and offers sales services to partner agencies. GS&S delivers these services through the following customer-facing Business Lines: GSA Global Supply (GGS), Retail Operations, Assisted Solutions, Multiple Award Schedule (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.

*Office of Program Operations - Supply Chain Management (SCM)* — serves as the program office for the Office of Management and Budget (OMB) designated Best-In-Class (BIC) GSA Global Supply program, which provides Federal agencies access to competitively priced products as part of the National Supply System. The direct vendor delivery and assisted acquisition models enable the program to efficiently meet agency demands for competitively priced products, faster delivery, and lower administrative costs.

In FY 2023, SCM continued to build on key initiatives and improve the program. The highest priority for the program was to continually improve the speed and quality of order deliveries, both domestically and abroad. The Alaska Forward Supply Point (FSP) was implemented in February and an acquisition is underway to expand this ‘Outside Continental United States (OCONUS)’ fast delivery initiative to Puerto Rico. These solutions are designed to vastly improve service delivery times for customers in these areas from 45 to 60 days to 3 to 5 business days. These added efforts will further expand the Global Supply product base for high-demand items, while continuing to improve the customer ordering experience in obtaining these items. In FY 2024, SCM will extend this solution into the U.S. Central Command (CENTCOM) Area of Responsibility (AOR) (Middle East), complementing previously implemented FSPs in the Europe and Pacific AORs.

SCM continues to manage its commercial third-party logistics provider (3PL) solution designed to significantly reduce the cost to ship orders to OCONUS military customers. The 3PL solution is a less costly and more efficient alternative than the previous approach, and SCM has saved several million dollars per year with the 3PL solution and $1.7 million in FY 2023.

SCM is also playing a significant role in supporting the U.S. response to events occurring in Ukraine, having processed over 54,000 Ukraine-related customer orders placed by the U.S. Department of Defense valued at over $18.4 million in FY 2023.

Several years ago, SCM saw growing customer demand for part-number products and has capitalized on that growth. Part-numbered products are a natural complement to long-standing National Stock Number (NSN) product sales. Contracted part-number sales have grown significantly since the initiative began in 2017. Through the end of FY 2023, there has been $26.4 million sales. In addition to the contracted part-number sales, SCM has implemented a non-contracted part-number sales initiative that has itself generated over $92 million in sales in FY 2023, for a total of $118.5 million in part number sales. SCM is also working through the acquisition process to add Information Technology part numbers to GSA Global Supply® for customers to requisition, and anticipates execution for this new product line award in FY 2024.

SCM continues to expand the growing-in-popularity special order program (SOP–Global Supply assisted acquisition) while the modernization of NSN Management (Cataloging) will lead to faster/more timely NSN updates and improved customer service via movement to cloud technology.

*Office of Program Operations - Retail Operations (RO)* — Plans, directs, and coordinates the development and execution of strategic retail supply chain operations for the U.S. Department of Defense (DoD), the U.S. Department of Homeland Security (DHS) and other civilian agencies. RO leverages GSA’s contracting and acquisition experience and the product-fulfillment expertise of commercial industry leaders and AbilityOne partners to manage the acquisition, storage, merchandising, delivery, and billing aspects of a comprehensive requisition-based supply solution that provides common commercially available products. This 4th Party Logistics, or 4PL, is the business model that allows RO customers to easily access needed supplies, gather business intelligence on their spending and be freed from the resource constraints inherent in operating their own supply systems. Although there is no “standard” service offering, and each customer’s needs are different, RO operates retail stores, tool rooms, issue points, and an online portal to provide customers with commercial industrial supplies and office supplies through a fast, convenient, fiscally integrated and compliant requisition method.

The value-add proposition of the 4PL model is to provide a greater level of expertise, and by completely outsourcing the logistics functions a customer can have greater focus on their core competencies. The 4PL focus on savings is on the entire supply-chain process to include competitive product value. Additionally, the larger cost savings is related to the acquisition of products, inventory, receiving process and the reconciliation of products. All of this effort normally accomplished by the customers is now handled through the 4PL program.

Operationally in FY 2023, Retail Operations (RO) supported by 13 Commercial Vendor Partners, had 100 locations that had sales (34 stores, 8 shipyards, 58 Naval Facilities Engineering Systems Command (NAVFAC) locations). GSA RO continued the expansion of the NAVFAC Enterprise by adding 17 Public Works Department (PWD) locations to the 4PL Program, to bring the total of supported NAVFAC locations to 79. Additionally, RO is establishing the agreements and framework to support NAVFAC operations in OCONUS to include NAVFAC Far East and projected locations in NAVFAC Europe, Africa, Central Region (EURAFCENT) to be implemented in the coming fiscal years. GSA’s partnership with NAVFAC is projected to provide support to over 100 locations worldwide by FY 2027. NAVFAC engagement reflects brick and mortar operations, issue points, satellite PWD locations, and the USMC Virtual Store.

*Office of Program Operations - Assisted Solutions -* The newly formed Assisted Solutions Business Line is the Special Order component of the *GGS and MAS* Business Lines and continues to expand this increasingly popular program.

*Office of Program Operations - Multiple Award Schedules (MAS)* - GSS offers millions of non-IT products and services to Federal customers worldwide. (There are also narrow niches available to state and local buyers.) GSS negotiates prices and terms with thousands of suppliers and displays these online at GSA Advantage!®. Customers are not required to buy on this site but can contact a supplier directly and purchase using the vendor website or other mutually convenient mechanism. Vendors ship to buyers and typically bill a customer’s Government purchase card.

*Office of Program Operations - Personal Property Management (PPM)* — provides sales services to Federal agencies through the Property Sales Program. Personal Property Sales staff work with agencies to conduct sales of surplus, seized, and forfeited or non-excess personal property with a continuing need under the Exchange/Sale authority. The majority of the sales proceeds are reimbursed to the partner agency. PPM returned $166 million to partner agencies in FY 2022, and returned $177 million in FY 2023.

Between March 2021 and September 2023, GSA conducted 11 cryptocurrency sales on the legacy GSAauctions.gov website and one sale outside the system which account for over 4,833 bids collectively.

In FY 2024 and FY 2025, the PPM program will focus on new Exchange/Sale opportunities, and expanding opportunities with DoD customers. The sale of Black Hawk Helicopters continues under a partnership with the U.S. Army since 2014.

The Sales Program is aggressively working to modernize its business systems to better serve customers, improve the reuse of Federal assets, and reform outdated business processes. The Personal Property Management System (PPMS) will merge multiple legacy systems covering all aspects of the disposal process into one system, providing integral interfaces for GSA users and customer agencies. PPM deployed the new modernized PPMS during FY 2023.

Additionally, this program provides reimbursable services to agencies for activities necessary to make excess Federal personal property ready for transfer and reutilization. Program functions include scheduling intake of Federal excess property, receiving and cataloging property, securing and storing property, facilitating the onsite screening of property, processing transfers and donation of property, releasing property to recipients, updating accountability records, and IT functions associated with the PPMS Internal Screening module. Federal agencies utilize the services offered at the warehouse due to lack of space, security, and other mission requirements.

*Office of Program Operations - Commercial Platforms program (CPP)* -- GSA implemented this Government-wide program as a managed channel for online purchases of routine items, through competitively-awarded contracts with multiple commercial platforms at Congress' direction. The program offers agencies a modern buying experience, the tools and data to better manage their growing online spend, and the ability for GSA to help inform future platform features. The program's original 3-year contracts were awarded in June 2020 and were recently extended pending award of its next-generation set of contracts, anticipated in Spring 2024. The intent of these new contracts is to broaden and expand the number of participating platforms to support the more than 35 agencies participating in the program.

*Office of Contract Operations (QSC)* — provides Federal agencies with direct access to vendor goods and services through Federal Supply Schedule contracts and assisted acquisitions. It awards and administers contracts to support GSA Global Supply, MAS, Assisted Solutions, Retail Operations, Personal Property Management, and the Commercial Platforms program.

The acquisition teams specialize in office solutions, furniture, hardware and facilities maintenance and management, and general products. They also monitor and enforce scores for order status, delivery times, and cancellation rates for orders placed through GSA Advantage!®.

The GSA Global Supply contract vehicles ensure access to an easy-to-use sourcing solution across Federal agencies, saving contracting officers and the vendor community time and money, while facilitating billions in Federal purchases each year. QSC's management of the underlying contracts for the supply-related Requisition program facilitates easy ordering and direct delivery through Government-to-Government transfers of NSN and commercial part number items via GSA Global Supply.

QSC's goals for FY 2024 and FY 2025 with regard to Global Supply are to continue to award contracts to support customers outside the United States (for faster delivery than shipping from the U.S.), and to continue to have contractors report order status and improve delivery times.

QSC awarded new Blanket Purchase Agreements (BPAs) to support the growth of RO stores across the globe. The new process allows new stores to be opened without awarding a site-specific BPA and assists RO to expand quickly in response to demand.

In June 2020, GSS awarded three contracts with online platform providers to support the Commercial Platforms program's initial implementation. The program continues to receive strong interest from over 30 participating agencies, as a 'managed channel' for their routine online spend. The original contracts were recently extended pending the award of its next-generation set of contracts, anticipated in Spring 2024. The intent of these new contracts is to broaden and expand the number of participating platforms to support the more than 35 agencies participating in the program.

QSC will continue to partner with the Public Buildings Service (PBS) to provide furniture to Federal agencies through GSA's Total Workplace solution. GSA's Total Workplace solution provides resources and expertise to encourage Federal agencies to reduce their office space, foster collaboration, better manage IT spending, and increase efficiency. FAS and PBS expanded their partnership to address the needs of smaller tenants who do not qualify for FIT but lack the resources to procure their own furniture. The services established three single-award BPAs that can be used by either service to assist customers with furniture requirements less than $1 million.

**Information Technology Category**

The Office of Information Technology Category (ITC) integrates emerging technology and innovation into a portfolio of offerings in excess of $38 billion annually, with over $250 billion in contract ceiling value, $1.6 billion annually in customer savings, and a small business utilization rate of 51.7 percent.

The portfolio includes the high-profile, highly competitive Government-wide acquisition contracts (GWACs) program, IT MAS, agency and Government-wide BPAs, and other contract solutions that connect Federal buyers with large, diverse industry partner pools, including eight OMB designated Best-in-Class (BIC) vehicles. These vehicles position ITC as a key player and partner in Government IT modernization.

ITC helps agencies deliver successful acquisitions in alignment with Administration priorities by:

- **Delivering superior customer and supplier experiences (CX/SX):** ITC is continuously enhancing end-to-end experience that supports customer requirements and makes it easier for suppliers to sell to the Government, using data and feedback gathered throughout the acquisition lifecycle. This drives what offerings ITC delivers, and how ITC delivers it, using digital tools and training.

- **Driving equity:** ITC's dedication to DEIA initiatives is demonstrated by providing opportunities for historically underserved groups. Since the inception of the GSA's Socioeconomic Small and Small Business GWACs, Federal customers have utilized them to fulfill over $39.1 billion in IT requirements. These ITC vehicles:
  - Provide life cycle opportunities for socioeconomic small and small business growth;
  - Ensure socioeconomic small and small business set-asides are available to GSA's customers;
  - Expand opportunities to maximize competition for underserved communities; and
  - Leverage on-ramps to grow the industrial base by offering opportunities to new entrants.

- **Improving cybersecurity and supply chain risk management (C-SCRM):** ITC's GWACs program, IT MAS, agency and Government-wide BPAs, and other contract solutions offer a valuable partner to agencies as they work to enhance cyber resilience and enable agencies to procure ever-advancing technology, allowing them to adapt and improve their processes, saving time and taxpayer dollars while creating new opportunities for the supplier community.

GSA's vehicles enable agencies to procure ever-advancing technology, allowing them to adapt and improve their processes, saving time and taxpayer dollars, while creating new opportunities for the supplier community.

The totality of solutions and offerings is encompassed in the ITC value proposition:

- **Customer commitment**
    - Acquisition and IT subject matter expertise
    - Responsive customer support to assist with emerging tech needs
    - Training and decision support tools available

- **Convenience**
    - Variety and flexibility with uncompromising value and quality
    - Easy to identify and secure vendors, products, and services
    - Achieve small business/socio-economic goals

- **Cost savings**
    - Reduce costs and save time and resources for the mission
    - Solutions with pre-negotiated and competitive pricing
    - Access to Best-In-Class offerings recommended by OMB

- **Compliance**
    - Align with complex Federal regulations, laws, directives, and guidance
    - Reduce security and acquisition risks
    - Safeguard cyber assets and supply chains

ITC also serves as the Government-wide IT Category Manager, overseeing 13 BIC acquisition vehicles housed in GSA, the U.S. Department of Health and Human Services (HHS), the National Aeronautics and Space Administration (NASA), and DoD Army. This includes the Information Technology Vendor Management Office (ITVMO), which provides Government-wide market intelligence services to Federal agencies to support better IT buying practices for the Federal Government.

**ITC Subcategories:**

***Office of Enterprise Technology Solutions (ETS)*** - helps Federal agencies acquire network and telecommunications services needed to accomplish their missions efficiently and at the best possible price. The subcategory consists of network infrastructure, satellite communications, wireless, mobility, managed security, network support, and cloud services provided via Enterprise Infrastructure Solutions (EIS), Complex Commercial SATCOM Solutions (CS3), and the MAS Special Item Number (SIN) for Wireless and Mobility.

The EIS contracts address all aspects of Federal agency IT telecommunications, infrastructure, and cybersecurity requirements. With nine contracts and a ceiling of $50 billion, EIS is providing a pathway for 228 Federal agencies and other Government entities with $2 billion in annual requirements to evolve from legacy services to more modernized and secure IT infrastructures.

To promote a successful transition from expiring contracts to EIS, ETS has assisted agencies with planning, acquisition development, service migration, inventory tracking, and project management.

In 2019, GSA extended expiring contracts through May 31, 2023, providing agencies with additional time to execute their transition to EIS. Because many agencies needed more time beyond May 31, 2023, GSA invoked the Continuity of Service (CoS) clauses on the expiring contracts, which gives agencies that signed a Memorandum of Understanding (MOU) with GSA up to May 31, 2024, to complete their transition or develop an alternative solution to ensure their services continue. Additionally, GSA is requiring additional detailed justification to support extensions not to exceed May 31, 2026, for agencies that have indicated they cannot complete their transition by May 31, 2024. These customers must also sign an MOU with GSA acknowledging there will be no further extensions of expiring contracts and that they must complete their transition or implement an alternative solution by May 31, 2026.

If agencies do not use the additional time to complete transition or implement an alternative solution, all remaining services will be disconnected at the end of the extension period.

**IT Services** — invests in the development of the next generation of Government-wide Acquisition Contracts (GWACs). Agencies spend approximately $12.3 billion annually through GSA’s GWACs, which represents approximately 32 percent of ITC’s total business volume. All of the GWAC vehicles continue to meet the rigorous category management performance criteria and have been designated Best In Class vehicles by OMB.

- **8(a) STARS III:** Awarded in June 2021, with a 5 year base period, a 3 year option, and a $50 billion ceiling. The Small Business GWAC provides opportunities to over 1,000 8(a) businesses and promotes the goals outlined in Executive Order 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, securing over $1.5 billion in obligations through 797 task orders since the award in June 2021. This positive growth and equitable offerings resulted in the award of over 200 task orders to new industry partners that have never received an award through GSA.

- **VETS 2:** As part of GSA’s efforts to support service-disabled veteran-owned small businesses, GSA exercised the five-year (2028) option period for the VETS 2 GWAC. This action ensures that VETS 2, the only GWAC set-aside for service-disabled veteran-owned small businesses, will continue to provide opportunities to veterans owning technology firms. Federal agencies have awarded more than $1.4 billion in obligations across 214 task orders since award in February 2018, and agency utilization is expected to remain strong during the option period. A testament to the success of this GWAC is that in nearly 5 years, it had already reached half of its $5 billion ceiling.

- **Alliant 2:** GSA increased its contract ceiling from $50 billion to $75 billion in August 2022 to help ensure customer demand continues to be met while Alliant 3 is in development. Alliant 2, while not a small business GWAC, provides best-value IT solutions to Federal agencies while increasing opportunities in Federal contracting for small businesses through subcontracting. Alliant 2 has set new benchmarks by surpassing small business subcontracting goals with an overall rate of 55.5% during the fourth contract year, July 1, 2022 - June 30, 2023. This has improved prospects for socioeconomic small and small businesses to gain subcontracting opportunities within the Federal Government.

- **Polaris:** Serves as a flagship demonstrating ITC's commitment to the DEIA initiatives outlined in Executive Order 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government. Polaris will be the first GSA GWAC to feature multiple socioeconomic groups through a single offering. Polaris will contain pools to accommodate set-asides for small businesses, women-owned small businesses (WOSB), service-disabled veteran-owned small businesses (SDVOSB), and businesses located in an Historically Underutilized Business zone (HUBZone). It will bring innovation from the socioeconomic and small business community to Federal agencies and the acquisition workforce leading to substantial benefits to the supplier community, improved technology for Federal agencies, and greater flexibility for acquisition professionals across Government. GSA continues to move forward with the Polaris GWAC, and contract award announcements for Polaris are anticipated in late FY 2024.

***IT Products*** — provides traditional software and hardware products, licensing, and maintenance services, cloud products and services, purchase, lease, and maintenance options for communications, computing, electronics, and fiber-optic equipment through initiatives and offerings, to include:

- **2nd Generation IT (2GIT) Products BPAs:** Operationalizes improved standards for the customer-buying experience, Supply Chain Risk Management (SCRM), data collection, and vendor support for IT hardware and software purchasing through ITC's Best-In-Class MAS contracts. ITC is beginning development of requirements for the next generation solution based on lessons learned and stakeholder/customer consultations.

- **Government-wide Strategic Solutions for Desktops and Laptops:** Helps agencies purchase desktops and laptops with standard configurations, transparent contract terms and conditions, and better pricing.

- **Ascend:** ITC is progressing with the phased acquisition of the Ascend Blanket Purchase Agreement (BPA), a Government-wide, multiple-award BPA that will allow agencies to buy secure commercial cloud services to modernize and replace legacy enterprise IT services and products.

***IT Security*** — provides products and services to protect information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction through solutions including:

- **Highly Adaptive Cybersecurity Services (HACS):** Offers ongoing vendor technical evaluation and customer outreach to assist agencies in complying with Government-wide requirements to assess, monitor, and manage High-Value Assets.

- **USAccess HSPD-12 Managed Service Office:** Provides Federal Information Processing Standard Publication 201 compliant Personal Identity Verification (PIV) card issuance services to over 1 million Federal employees and contractors with 120 Federal agencies, commissions, and boards. In FY 2022, GSA operationalized the USPS Credentialing Post Sites with five sites in the DC, Maryland, and Virginia area. In FY 2023, eight additional sites were opened, and the plan is to add 14 additional sites by the end of calendar year 2024.

- **Federal Public Key Infrastructure (FPKI) Management Authority:** A shared service enabling identity management practices for secure physical and logical access and information sharing across Federal agencies and external business partners through the execution of digital certificate policies and standards.

**Professional Services and Human Capital Categories**

The Office of Professional Services and Human Capital Categories (PSHC) 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 four Government-wide non-IT professional and human capital services contract programs, as well as the GSA SmartPay® 3 commercial payment solutions program, supporting a total of nearly $65 billion of customer spend. These contracts are designed to deliver best-in-class professional services and human capital services contracting solutions that meet agency needs, drive spend under management, decrease the creation of duplicative contracts, create savings, and support the Government's socio-economic interests.

PSHC improves the strategic acquisition of professional services and human capital solutions and charge-card management services by:

- Being tenaciously customer-centric, improving Federal agencies' and its suppliers' experience, by making it easier to work with the organization and the contract programs it manages

- Seeking innovation by developing market-leading shared services that help customers more efficiently use taxpayer dollars
- Shifting toward modernization by providing secure marketplaces—of quality services providers—which drives standardization, integrates solutions, and responds to agency business needs

PSHC also leads the Federal Government's professional services category management activities. The Government-wide Professional Services category is the second-largest category with more than $111 billion of contract spend in the Federal Government in FY 2023. Of that, approximately 70 percent was considered Spend Under Management (SUM), an increase of 16 percent over target, with approximately $3 billion was obligated toward small businesses. With the award of OASIS+ anticipated in FY 2024, which has a much broader scope compared to OASIS, GSA anticipates an increase in customer usage to meet expanding and more complex mission requirements.

In FY 2024 and FY 2025, PSHC will continue to support agencies in achieving their professional services and category management goals through various efforts. Such efforts include:

- Co-leading a cross-functional team focused on improving the Services Marketplace for Federal agencies' use to streamline access to acquisition tools, simplify market research, and provide commonly used documents, templates, and pricing resources for services that that enhance supplier capability and buyers' ordering behavior
- Awarding *OASIS*+, a new suite of expanded Government-wide contracts for non-IT services with a complement of small business set-asides, increased vendor onboarding opportunities and improved systems and tools
- Building on the progress to-date to fully execute the MAS consolidation plan, while exploring the path to further reduce burden to industry by streamlining the evaluation criteria to participate in the contract program
- Expanding use of the best-in-class OASIS contracts, while providing a centralized task order management tool for customers to ease ordering for customers
- Conducting market research into the viability of an eCommerce solution for services
- Strategically supporting high-spend Federal agencies with procurement spend analysis, market research, and tailored acquisition strategies
- Hosting professional services contract opportunities forecasting events for industry
- Educating and training agency acquisition professionals and industry partners through webinars, social media, and in-person events
- Expanding its supplier-relationship management program with an industry relations community of practice, including post-award support for new and recent entrants to the Federal marketplace
- Utilizing enhanced Government-wide procurement equity data tools to diversify the services supplier base
- Increasing use of performance based acquisition across Government by expanding the

*Civilian Services Acquisition Workshops* (CSAW)

***Civilian Services Acquisition Workshops (CSAW)*** - CSAWs are facilitated requirements development workshops built around a specific acquisition and its multi-functional integrated project team (IPT). The workshop walks the complete team through the Steps to Performance Based Acquisition (PBA) process from beginning to end. First launched in FY 2021, the CSAW Program has:

- Delivered more than 34 requirements development and acquisition strategy planning workshops with a focus on performance-based acquisition methods since FY 2020 affecting over $33 billion in services spend.
  - In FY 2023, the program held 10 CSAWs, with a total estimated award value of more than $8 billion in services spend
- Awarded more than 15,000 CLPs to acquisition professionals (in addition to CLPs earned by CSAW workshop participants).
- Developed acquisition facilitation competency at other agencies providing facilitation training to more than 50 people across Government (50 percent GSA, 50 percent other agencies) and have had more than 40 people observe or co-facilitate workshops with a CSAW Facilitator.
- Worked with 18 agencies, including: DOC, DOE, DOI, DOJ, DOL, DOT, Education, EPA, FAS, HHS, HUD, NASA, OPM, PBGC, PBS, SSA, USDA, VA.
- Cross-category work has included systems consolidation, IT modernization, professional services, medical records management, benefits administration, facilities maintenance, ground keeping, administrative/clerical services, physical security, FOIA, records management, contract administration, Government-wide MACs, travel and transportation systems, Federal city management, engineering services, and more.
- In early FY 2024, CSAWs were incorporated into the White House's Better Contracting Initiative, further cementing the importance of performance based acquisition in Federal procurement. In FY 2024 and FY 2025, the CSAW Program will work closely with the Office of Management and Budget and customer agencies to deliver workshops and training to agencies across Government.

**Professional Services**

PSHC currently offers two contracts to help customer agencies meet their mission requirements and SUM targets:

- Professional Services under the Multiple Award Schedule (MAS-PS)
- One Acquisition Solution for Integrated Services (OASIS)

These solutions help agencies focus on their mission, reduce procurement lead times and administrative costs commonly associated with acquiring professional services, meet small business goals, and maintain regulatory compliance while bringing increasing SUM. In addition, the final Request for Proposals have been issued for OASIS+.

***MAS-PS*** - The MAS-PS offers Federal agencies access to thousands of experienced professional services related contractors who provide a range of commercial professional services. In FY 2023, agencies purchased approximately $11.9 billion of professional services through this contract solution, an increase of 10.8% over FY 2022, with $4.9 billion (45 percent) of sales awarded to small businesses. Of the 4,528 MAS-PS contractors, more than 80 percent or 3,622 are small businesses.

In FY 2024 and FY 2025, the program will be focused on:

- Continuing forward progress on MAS consolidation
- Increasing spend under targeted SINs based on customer demand
- Engaging with industry partners on a regular basis to improve bid rates and reduce the number of industry partners with low to no sales
- Promoting the newly added Program Evaluation sub-SIN, which provides Federal agencies a curated set of vendors to provide the specific service needed
- Increasing HBCU participation on the program, creating more diversity in the vendor pool, while tapping into the capabilities of educational institutions.

***OASIS*** - *GSA's* OASIS programs are Tier 3, best-in-class solutions that make procuring complex professional services expedient by maximizing streamlined acquisition processes. Since 2015, more than $70 billion have been awarded through the OASIS contract family, including more than $28.8 billion to small businesses. In FY 2023, OASIS business volume was $14.5 billion, more than 16 percent growth over the previous fiscal year. Of that total, $5.7 billion was awarded to small businesses through 341 task orders.

The on-ramps completed in 2020 have significantly increased competition and opportunities for small businesses, especially through net new business through OASIS 8(a). The largest OASIS 8(a) task order awarded under the OASIS 8(a) contract vehicle was issued by the U.S. Department of Transportation valued at $25 million. OASIS SB on-ramps have resulted in a significant increase in small business opportunities, with about 150 newly added small businesses having won at least one task order since the on-ramps in fiscal year 2020.

The OASIS unrestricted and small business contracts period of performance will end in FY 2024 and FY 2025 respectively. To support Federal agencies' procurement requirements for services, PSHC has spent the last 2 years developing a new multi-agency contract (MAC) called OASIS+.

***OASIS+*** - Building off the success of its predecessor contract (OASIS), the OASIS+ family of contracts will consist of competitively awarded, multiple-award indefinite-delivery indefinite-quantity (MA-IDIQ) multi-agency contracts (MACs), including five distinct socioeconomic set-aside contracts and one unrestricted contract:

- Total Small Business (SB)
- 8(a) SB
- HUBZone (HZ) SB
- Service-Disabled Veteran-Owned SB (SDVOSB)
- Women-Owned SB (WOSB)
- Unrestricted (UR)

OASIS+ represents a bold step by GSA to innovate on the successes and opportunities gleaned from the OASIS program over the years by building a more robust suite of IDIQ contracts for the next generation professional services solutions that will be flexible to meet Federal customers' increasingly complex and frequently changing requirements.

The OASIS+ solicitations closed in early FY 2024, and proposal evaluations are underway, with the first tranche of awards estimated in FY 2024. The program will focus on ensuring each Domain has an adequate industry base to ensure adequate competition to enable customer ordering and to conduct robust training and communication with our industry partners and customers.

***GSA SmartPay®*** - GSA SmartPay is the world's largest government charge card and related payment services program, supporting over 500 Federal agencies, organizations, and Native American governments. The program provides customer agencies with a portfolio of commercial purchase, travel, fleet, and integrated payment solutions with no upfront cost. World-class master contracts with multiple commercial banks allow agencies and organizations across the Government to obtain innovative payment solutions to support their mission needs.

GSA SmartPay® generated more than $5.6 billion in agency refunds since its inception in 1998. In FY 2023, the program supported more than 88 million agency transactions through almost 4.6 million accounts, totaling $37.5 billion in spend, a 15 percent increase over FY 2022, resulting in $464.7 million in agency refunds, an increase of nearly 9 percent over FY 2022
In FY 2024 and FY 2025, GSA's Center for Charge Card Management will continue to work with agencies to assist them in optimizing the use of the GSA SmartPay® program, particularly as it relates to using the program for contract payments. Additionally, the program is applying optimization measures internally and capturing lessons learned in order to share with customer agencies.

**Human Capital -** PSHC also supports the Federal Human Capital category led by the Office of Personnel Management (OPM), by offering a wide variety of human resources and administrative services to improve the quality of human capital outcomes through simplified buying processes. PSHC, through the Multiple Awards Schedule - Human Capital (MAS-HC) and Human Capital and Training Solutions (HCaTS), a multi-agency contract (MAC), provides Federal buyers access to contractors with both simple and complex services that support the entire human-capital life cycle as described in the Federal Human Capital Business Reference Model (HCBRM).

***MAS-HC*** - MAS-HC manages approximately 600 Tier 2 SUM contractors through GSA's MAS program. With the advent of telework and remote work for many agencies, human capital and training requirements are trending upward, contributing to growth for the MAS-HC program. In FY 2023, agencies purchased more than $495.4 million in human capital solutions through MAS-HC, an increase of 6.6 percent over FY 2022.

In FY 2024 and FY 2025, MAS-HC will continue to focus on consolidating its contracts as part of FAS's MAS consolidation initiative and will expand training for both agency buyers and industry on how to use and manage their MAS-HC contracts and task orders.

***HCaTS*** - HCaTS is a PSHC's BIC contract that provides complex human capital and training services through over 200 contracts. In FY 2023, agencies purchased $510 million in human capital and training solutions through HCaTS, a 48.3 percent increase over FY 2022. The U.S. Department of Homeland Security, the U.S. Agency for International Development, and the Defense Health Agency (DHA) have awarded major task orders under HCaTS in FY 2022 at an estimated value of $443 million. In the first quarter of FY 2023, DHA awarded a $445 million task order award.

In FY 2024 and FY 2025, PSHC will focus on supporting Federal buyers using the HCaTS contracts through the program's expanded industrial base. The program will actively engage with vendors and Federal customers to ensure agency requirements are well defined and that the industrial base is well positioned and informed to meet agency needs. The HCaTS Program Management Office provides continual training and advice on how to provide equitable procurements through the use of Small Business and particularly businesses with various underserviced socioeconomic status. Additionally, the program will continue its efforts to partner with industry and customers to provide training, seminars, and workshops. The program will also focus on transitioning GSA's Human Capital Solutions to the new OASIS+ suite of contracts.

**Technology Transformation Services**
Technology Transformation Services (TTS) aims to transform the way Government agencies build, buy, and share technology. The operations for TTS are funded by both the ASF as well as through appropriations, reimbursable work, and agency contributions to the Federal Citizen Services Fund (FCSF). The operations funded by the FCSF enable public access and engagement with the Government through an array of public and agency-facing products and

programs. The FCSF-funded initiatives within TTS help individuals, businesses, other governments, and the media to easily interact with Federal information, services, benefits, and business opportunities. Additionally, the ASF-funded portions of TTS help agencies make their services more accessible, efficient, and effective by building, providing, and buying technology applications, platforms, processes, personnel, and software solutions. TTS emphasizes transparency and user-centered design. In FY 2024 and FY 2025, TTS will continue to partner with agencies, industry, and the digital technology community to build the foundation for the Government's digital transformation through the offices and programs described below.

*TTS Office of Consulting* - At the start of FY 2024, the Office of TTS Consulting was established to combine management of the 18F and Centers of Excellence programs under a single entity. Although 18F and Centers of Excellence will continue as distinct brands with existing missions intact, bringing these programs together under a single office allows TTS to gain efficiencies by combining and streamlining redundant functions and processes, including front office operations, business development, and financial management. Ultimately, the TTS Office of Consulting will allow TTS to better scale the 18F and Centers of Excellence programs, improve service delivery, create a more consistent partner experience, and increase our ability to improve both the public's experience with Government technology and the Government's ability to build, buy and manage technology.

*Office of 18F* - is a team of designers, engineers, product managers, account managers and acquisition specialists. 18F is a technology consultancy for the Government, inside the Government, that works with partners to help them build and buy technology that instills trust, is accessible, secure, delivered efficiently, meets the needs of users, and strengthens technology practices to last beyond its partnerships. 18F works in the open to share approaches, practices, templates, and examples, such as the 18F De-Risking Guide for use by its partners and all those working to better deliver services to the public.

In FY 2023, 18F continued partnerships across Federal partners such as High-Impact Service Providers (HISPs), USDA, DOJ, CISA, IRS, and more. 18F also continued to engage past and potential future partners at the Federal, state and local levels to better understand their needs and the role 18F is playing in supporting their delivery to the public. Through this customer engagement and direct partnership 18F has continued helping our partners better build and buy technology to improve the user experience of Government.

In FY 2023, 18F has also continued to track the long tail of its impact in creating durable improvements in Government-wide technology practices. Including but not limited to;

- The U.S. Department of Justice, Civil Right Division's launch of ada.gov following an engagement with 18F, where we partnered to create not only the foundation of user research, human centered design, acquisition, roadmap, and technical approach to launch beta.ada.gov, but also the core practices and capacity, which have empowered DOJ to continue iterating on the product and delivering value to the public.

- 18F published materials, artifacts, examples, and content to continue to empower practitioners everywhere to deliver better services to the public. One example includes the FY 2023 release of the Federal Small Agency CIO and IT Executive Handbook, which heavily references 18F content and our approaches to Software Application Development and Delivery.

In FY 2024 and FY 2025, 18F will continue delivering value to the public through our partners and practices on efforts including but not limited to, partnering with the IRS on implementation of the Inflation Reduction Act and a direct filing option, as well as partnering with the National Oceanic and Atmospheric Administration. 18F will seek new opportunities to improve the public's most meaningful priority life experiences, broadly share its practices and approaches, help its partners meet the needs of those who depend on their services, strengthen Government technology practices and also continue to focus on improving, streamlining, and gaining efficiencies in the core functions and operations of the organization.

*Centers of Excellence (CoE)* — focuses on enterprise-wide modernization by engaging agencies on Artificial Intelligence, Cloud Adoption, Contact Center, Customer Experience, Data Analytics, and Infrastructure Optimization, along with Practice Areas for Innovation Adoption and Acquisition.

Demand for CoE's fee-for-service consulting services remained strong in FY 2023, with a total of 34 new partnership agreements valued at over $60 million signed during the period. Major accomplishments from the portfolio include but are not limited to:

- Centers for Disease Control and Prevention (CDC) - By helping CDC implement a centralized approach to DevSecOps and data management best practices, CoE helped CDC save an estimated 5,400 labor hours per day across the enterprise through automated checks implemented on data imported from CDC health partners. This represents approximately $200 million per year that can be redirected to higher-value activities.
- USDA Farm Service Agency (FSA) - CoE helped FSA improve the Loan Assistance Tool (LAT) that directly supports economic relief for the American farmer. CoE created a system that abstracts the forms associated with any of the farm loans, so when filling out the application the applicable data falls into the appropriate fields, reducing duplication of effort and reducing complexity for users. Modernization of the existing LAT process and system will result in reducing wasted time by over 1.96 million person-hours per year.

In addition, the CoE connected USDA and National Institutes of Health - National Library of Medicine clients to AAS to do technology modernizing assisted acquisitions totaling over $600 million. CoE also connected its CDC client to AAS for a $1 billion cloud acquisition, which was awarded in September 2023.

FY 2023 also saw the continuation of the CoE hosting, through funding from the American Rescue Plan, several Communities of Practice (CoP) aligned to its Centers and Practice Areas, including the Artificial Intelligence CoP. Of particular note, CoE partnered with Stanford University, OMB and the AI CoP operations team to deliver a comprehensive six-module Artificial Intelligence training program open to all Federal agencies. The goal of this training was to educate the Federal workforce (particularly the acquisition workforce) on the basics of AI, provide access to academic AI leaders for all Federal employees, and mature how the Federal Government uses AI to improve operations. The training was a great success, drawing the participation of 4,842 unique Federal employees, and across six sessions, a total of 13,598 individuals attended.

In FY 2024 and FY 2025, CoE will continue to focus on delivering excellence for Federal partners in the fee-for-service consulting space, with a focus on working with the 35 agencies designated as High Impact Service providers. At the same time, CoE will continue hosting CoPs for Artificial Intelligence, Customer Experience, Contact Center, Acquisitions and Innovation Adoption, with the goal of either identifying a long-term funding source to support them. Finally, CoE will continue on improving its hiring practices to bring on more employees to better align staffing levels with market demand.

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

In FY 2023, the PIF program was transferred from the ASF to the FCSF to facilitate improved operations. Some fellows remained in the ASF at the start of the fiscal year because they were on existing Interagency Agreements (IAAs) that carried into FY 2023, but will transfer to the FCSF when their agreements end. The PIF program is fully cost recoverable and currently operates under the Economy Act, which prevents it from entering into agreements across fiscal years. Transferring PIF to the FCSF enables the program to use the broadened reimbursable authority of the FCSF, granted to the FCSF in FY 2023, which allows the program to better serve its partner agencies by entering into agreements that can cross fiscal years. In FY 2024, the PIF program will be fully transitioned and funded out of the FCSF.

*Login.gov* — is an authentication and identity verification system available for use by Government partners. Login.gov simplifies secure access to online Government benefits and services for members of the public by enabling them to reuse one secure account across

Government agencies and improves the security of Government systems by enabling agencies to leverage a shared technology service to provide digital identity services to their customers.

The system was designed and developed as a partnership between TTS and the U.S. Digital Service and leverages numerous private-sector tools and services.

Through FY 2023, Login.gov has served 80 million users to date across more than 45 agencies and 450 applications. In FY 2023, the program has focused on scalability of its product, positioning itself to accommodate high-impact partners with increasingly diverse user needs. To that end, Login.gov accomplished a number of key initiatives during that time:

- Launched an in-person identity verification pilot at over 18,000 locations throughout all 50 states, Washington, D.C., and five U.S. Territories.
- Established a dedicated fraud program with enhanced capabilities around prevention and redress.
- Made infrastructure and network improvements to allow it to scale to support the largest Government-wide programs.
- Increased its contact center capabilities to accommodate 24/7 user support via phone and email in multiple languages.
- Increased transparency with partners by implementing a regular newsletter and webinar cycle to keep partners informed on product changes and program updates.
- Improved its governance by creating a Partner Advisory Group to meet regularly with key partners for strategic advice and operational alignment.

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

For FY 2024 and 2025, the Login.gov program has outlined strategic priorities that build upon the accomplishments made in the previous years. Its focus areas include improving the end-user experience, expanding partner support, refining the pricing model, and accelerating adoption of Login.gov. More specifically, the Login.gov program is seeking to achieve IAL2 compliance; improve its proofing rates; implement off-ramps to remote identity proofing; increase the accessibility and equity of its product; support additional languages; build self-service tools for its partners; and expand and strengthen its cybersecurity and fraud programs.

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 (ATO), security compliance processes, and 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, cloud-based hosting platform-as-a-service for websites, 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 user-centered way. Cloud.gov maintains a FedRAMP Joint Authorization Board Moderate-level authorization and provides a strong security and compliance foundation for new digital services. In FY 2023, Cloud.gov operated in 19 Federal agencies, with 134 .gov public-agency websites, 2,353 managed cloud services, and 1,519 hosted applications. Cloud.gov has a renewal rate of 95 percent and maintains a growing and dedicated user-base. In FY 2024 and FY 2025, Cloud.gov anticipates increased demand for cloud services and is well positioned to expand to new offices and agencies.

Cloud.gov Pages, previously known as Federalist Pages, is a modern publishing platform for Government websites that is built on Cloud.gov's infrastructure. In a matter of minutes, a team can build a new website using the U.S. Web Design System, allowing agencies to be accessible and mobile friendly as required by law. In FY 2023, Cloud.gov Pages hosted over 140 production and demo websites with 11 agencies, serving over 70 million visitors per year, 500 million requests per month, or an average of 17 million requests per day. Cloud.gov has seen increased demand for Cloud.gov Pages services and anticipates this increased demand to continue into FY 2024 and beyond.

*Made in America (MiA) -* The MadeinAmerica.gov website and underlying technology platform are essential for agencies, industry, and the Made in America Office (MIAO) at the Office of Management and Budget to ensure agency compliance with the myriad of laws and policies related to Made in America, including the Infrastructure and Investment Jobs Act. The website and platform must work together seamlessly to ensure that waivers from Made in America laws are applied clearly, consistently, and transparently across Federal agencies. This, in turn, enables the MIAO to support U.S. manufacturing and more resilient supply chains and make waivers transparent to the public. TTS will continue to partner with MIAO to operate and maintain the existing site while also assessing opportunities  to improve the website and the technical platform for better customer experiences and operational workflows in FY 2024 and FY 2025.

*Office of Integrated Award Environment (IAE)* - is an E-Government initiative that provides centralized technology and processes to support a cohesive Federal award environment. IAE operates SAM.gov, along with several legacy systems that are in the process of being technologically modernized, converged, and updated to current mission requirements, to reduce the administrative burden and improve user experience, security, and compliance for Federal and industry officials alike across the Federal award processes.

IAE continues to make regular updates to its systems to incorporate new policy requirements, security upgrades, address issues, and make minor enhancements using technology to reduce burden for those doing business with the Government. In addition, IAE continues to pursue the large-scale modernization, integration, and systems update effort to consolidate its portfolio of 10 disparate systems into a cohesive, unified, and up-to-date infrastructure.

In April 2022, as part of a Government-wide modernization initiative, IAE transitioned from the DUNS Number to a Government-issued and -managed unique entity identifier, updated and integrated the entity validation process into SAM from the third-party Dun & Bradstreet website, as well as transitioned to a new entity validation service provider. While IAE faced some challenges during the transition due to extremely high demand for entity validation and Unique Entity IDs, GSA was able to expeditiously resolve those issues. Now, entities doing business with the Federal Government use the Unique Entity ID created in SAM.gov. By separating the Government requirement for a Unique Entity ID from the Government requirement to validate that the entities are unique, competitiveness was introduced into entity validation services procurement. The transition in identifiers was a one-time event, so even if in the future a different entity validation service provider is selected, no identifier change will be needed. Demand for entity validation has been extremely strong with many entities seeking services for reasons not required by Federal policy. Since FY 2021, IAE has seen a year-over-year 15 percent increase in daily usage and a 40 percent increase in registered users.

IAE is actively supporting the executive agencies preparing to and implementing grant programs enacted in the Bipartisan Infrastructure Law and the Inflation Reduction Act, ensuring that these grant programs in support of these once-in-a-generation investments are able to realize the intent, revitalize the American economy, and provide the economic security of American companies.

In FY 2024 and FY 2025, IAE plans to build upon the work done in FY 2023 and continue to make progress on Federal award-data improvement initiatives that improve the user experience and provide a cohesive application. IAE will continue to use human-centered design principles, partner with agency users, and communicate with stakeholders Government-wide to leverage opportunities to update information architecture to tie pre-award to post-award data, streamline data entry and eliminate duplication, increase data quality, and address customer requests to eliminate “siloed” data. IAE will continue to bring systems into full compliance with law and regulation and ensure capabilities therein support users’ own compliance with legal requirements.

**Travel, Transportation and Logistics Categories**

The Travel, Transportation and Logistics Categories (TTL) portfolio provides agencies with a broad scope of innovative and cost-effective services covering travel, transportation and relocation services, motor vehicle acquisition, and fleet management services.

The COVID-19 pandemic had a significant impact on TTL in recent years and while the lingering impacts continued in FY 2023, overall the impacts are showing signs of improvement. Travel increased in FY 2023, and restrictions are no longer in place resulting in Federal travel resuming to near pre-pandemic levels. The overall miles driven by the Federal Government in the GSA-leased fleet still remains lower than pre-pandemic levels but continued to increase in FY 2023. There are still supply-chain challenges in the automotive industry that are impacting the ability to purchase electric as well as conventional vehicles; however, these impacts are expected to lessen in FY 2024 and FY 2025.

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

GSA Fleet delivers vehicle and vehicle-related equipment buying, leasing, and short-term rental shared service programs across the Federal Government and is composed of the Fleet Purchasing and Fleet Leasing business lines.

During FY 2023, GSA Fleet continued its active role in helping agencies to plan for and deploy zero emission vehicles (ZEVs) within available resources. This is a major priority of the Administration that requires dedicated resources, including GSA appropriations requested in the Electric Vehicles Fund, to support a surge in electrification. GSA has been working with agencies to plan and deploy ZEVs within current budget levels. In FY 2023 and beyond this type of support will continue and is anticipated to grow as dedicated funds are provided to purchase and deploy ZEVs and charging infrastructure. GSA Fleet also is actively engaged with suppliers to ensure that as new models of vehicles are released, they can be made available to Federal customers and incorporated into the Federal fleet.

In FY 2024, GSA Fleet will continue to build upon the progress made in FY 2023 to modernize and migrate its suite of fleet management applications and their datasets from mainframe-based legacy systems to a single application with a cloud-based architecture called GSAFleet.gov. The system's modernization will bring efficiencies to the program by using IT to reduce duplication, automate manual tasks, collect and analyze data, and improve the user experience. This investment will improve the customer and supplier experience when using GSA Fleet systems to buy, lease, and rent vehicles and equipment.

*Fleet Purchasing* — GSA is the mandatory source for DoD and Executive agencies purchasing non-tactical vehicles in the United States. The program provides services to reduce overhead costs across the Government associated with multiple motor-vehicle acquisition programs. By aggregating demand and thus increasing the negotiating power of the Federal Government, the Fleet Purchasing program saves on the overall cost of vehicles, obtaining prices substantially lower than dealer invoice. Each year, the Federal Government procures up to 50,000 vehicles through GSA Fleet's Purchasing program. The program also offers standardized equipment packages that are mission ready for agency customers, including law enforcement, ambulatory/wheelchair accessible, medium/heavy-duty trucks, and other first-responder vehicles, such as firefighting, counterterrorism, diplomatic/executive security, and disaster/recovery vehicles. In addition to purchasing vehicles, GSA established BPAs for charging infrastructure and is pursuing new contracting actions to update its charging infrastructure offerings to continue to support the Federal Government's electrification efforts.

The Fleet Purchasing program has to operate in alignment with the Statutory Price Limitation (SPL), which is legislation that establishes the maximum price the Government can pay for passenger motor vehicles, including the systems and equipment that are customarily standard on vehicles. The cap for the SPL is set annually in fiscal year appropriations through the Government-wide general provision included in Section 702 of that year's appropriations act.

For FY 2025, the Administration and GSA are requesting to amend the SPL provision through the proposed Section 702 of the President's Budget Request:

*Sec. 702. 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 an amount to reflect average transaction prices paid for passenger vehicles, as determined by the Administrator of General Services by analyzing multiple published automotive industry prices paid indices, averaging the data, and adjusting for inflation: Provided, That the limits set forth in this section may not be exceeded by more than 5 percent for electric or hybrid vehicles purchased for demonstration under the provisions of the Electric and Hybrid Vehicle Research, Development, and Demonstration Act of 1976: Provided further, That the limits set forth in this section may be exceeded by the incremental cost of clean alternative fuel vehicles acquired pursuant to Public Law 101–549 over the cost of comparable conventionally fueled vehicles: Provided further, That the limits set forth in this section shall not apply to any vehicle that is a commercial item and which operates on alternative fuel, including but not limited to electric, plug-in hybrid electric, and hydrogen fuel cell vehicles.*

The request to amend the SPL through Section 702 of the FY 2025 Appropriations Act proposes alternative language from previous appropriations act to change the SPL from a static amount published in Sec. 702 to an amount arrived at by calculating the automotive industry average transaction price paid for passenger carrying vehicles and adjusting the result for inflation. This modernization of the SPL is required because the SPL is extremely outdated and obsolete given modern automotive industry practices. Manufacturing processes have changed and industry no longer manufactures vehicles in the way the SPL asks industry to price vehicles. Additionally, modernizing the SPL will streamline vehicle procurement processes, but will not affect awarded vehicle pricing, agency budget requirements, or other policy measures. The SPL applies to only about 25 percent of Federal vehicles purchased annually and is not an effective control measure. There are many other regulatory acquisition, price, and programmatic-control mechanisms in place and working well to stimulate free market competition, including for the remaining 75 percent of Federal vehicles purchased. GSA is seeking to modernize the SPL to mirror these control mechanisms.

*Fleet Leasing* — provides full-service leases for more than 228,000 non-tactical vehicles to Federal agencies and other eligible customers each year. The program provides agencies with end-to-end fleet management services including:

- Vehicle acquisition and disposal
- Maintenance control and accident management
- Fuel and loss prevention services
- A fleet-management system to provide data and analytics on fleet operations

The National Maintenance Control Center and the National Accident Management Center support all leased vehicles by offering agencies preventive maintenance, repair, and accident management services at best value, helping to prevent the Government from incurring higher maintenance costs. Additionally, the program also provides a GSA Fleet Card with each vehicle for the purchase of fuel and minor maintenance, helping the program control costs, and monitor waste, fraud, and abuse.

Fleet Leasing is committed to improving fuel efficiency across the leased fleet; each year, GSA replaces eligible vehicles in the GSA-leased fleet with new, more fuel-efficient vehicles. In support of the Administration’s goal of electrifying the Federal fleet, GSA is requesting $10 million in funding in FY 2025 for the Electric Vehicles Fund. If authorized, this funding will be transferred and merged with the funds of Federal agencies, including the ASF, for the procurement of ZEVs and the associated charging equipment. The GSA Fleet Leasing operating model provides agencies self-sustaining options for obtaining ZEVs as they become available in the commercial marketplace, into perpetuity. GSA can leverage the stability of its program and this additional funding to significantly increase the number of ZEVs in the GSA-leased fleet through purchasing ZEV replacements.

Additionally, GSA Fleet continues to work with Federal agencies to consolidate agency-owned vehicles, replace costly commercial leasing arrangements, and improve the collection and management of data that are essential in effectively acquiring and managing fleet vehicles. In FY 2022, GSA Fleet successfully transitioned 511 agency-owned vehicles into GSA’s leased fleet and ordered approximately 1,700 additional vehicles for customers to support expanded mission requirements, replace commercial leases, or replace agency-owned vehicles. FY 2023 levels significantly outpaced those seen in FY 2022, with 2,381 vehicles consolidated and 3,217 additional vehicles ordered. Demand for additional vehicles is expected to remain strong in FY 2024.

In FY 2023, GSA Fleet continued rolling out its telematics program, installing devices on leased vehicles. Installations of telematics devices will continue in FY 2024, leading to improved data collection and better fleet management both by GSA and its customers. The current contract that provides support to GSA is approaching the end of its period of performance; as such, GSA Fleet's telematics requirement is being recompeted and a new contract is expected to be awarded in FY 2024.

The Fleet program did see an increase in miles driven in FY 2023 as the impact of COVID-19 and remote work decreased in comparison to FY 2021 and FY 2022. However, miles-driven rates did not return to pre-pandemic levels in FY 2023 and remained 12 percent lower per vehicle, on average, compared to FY 2019. Supply-chain disruptions and shortages of materials to produce automobiles continued to be a challenge for industry and GSA, though there were signs late in FY 2023 that these challenges are easing. The limited supply of vehicles has led to longer lead times to get replacement vehicles and higher pricing.  In FY 2023, the average price per vehicle increased 25 percent compared to FY 2022 levels. There is a downstream impact of these delivery delays, as GSA is unable to sell vehicles that are replacement eligible until the replacement arrives. The resale of vehicles provides a vital revenue stream for the program to help enable the purchase of replacement vehicles. One final challenge in FY 2023 were the increases in maintenance and repair costs, which were 35 percent higher than FY 2022 levels, due largely to inflation in the industry. In FY 2025, GSA Fleet is expected to sustain large increases in vehicle maintenance and repair costs similar to the last few years as the result of continued inflation in the market, more expensive repairs as vehicle technology becomes more complex, and an aging fleet that is more costly to maintain. Meanwhile, vehicle sales proceeds are falling back to normal levels as the new vehicle market stabilizes and manufacturing outputs of new vehicles meet consumer demand. This stabilization in the new vehicle market is expected to help flatten the growth of new vehicle prices, though the Federal fleet will likely experience continued year-over-year growth in average prices paid as more costly ZEVs are purchased. Fuel outlooks appear stable at the moment, but are more vulnerable to large, unforeseen changes alongside geopolitical and environmental events.

*Travel, Employee Relocation, and Transportation* — manages three program and acquisition centers offering a variety of services related to the travel and relocation of Federal employees and the transportation of Federal property: the Travel Management Division, the Employee Relocation Resource Center Division, and the Transportation Management Division.

In FY 2024, the programs will continue to focus on category management principles and supplier relationship management strategies. Specifically, the programs will improve data collection and analytics for better performance management and increase category spend under management. Additionally, the ETSNext initiative will be a high priority for the program and will deliver a single, shared, travel and expense technology managed service to support missions of Federal agencies. The E-Gov Travel Service (ETS) was designated the shared service provider for the travel and expense service area by the Office of Shared Solutions and Performance Improvement (OSSPI).

*Travel Management Division* — manages the E-Gov Travel Service 2 (ETS2), GSA's City Pair Program (CPP), FedRooms®, Rideshare, and the Travel Category Schedule.

The Travel Management Division witnessed significant declines in travel in FY 2020 through FY 2022 because of COVID-19. In FY 2023, travel utilization rebounded significantly and finished the year at 81 percent of pre-pandemic (FY 2019) levels based on airfare data. The program anticipates travel will continue to rebound in FY 2024 and beyond. Preliminary projections of utilization in FY 2024 are somewhere between 85 to 95 percent of pre-pandemic levels.

The E-Gov Travel Service 2 (ETS2) is a Government-wide, web-based, and world-class travel management service. In FY 2023, FAS continued to strategize and plan for the next generation solution (ETSNext) by conducting market research with industry and customer agencies, which reinforced the recommendation to deliver an end-to-end travel and expense service that results in a more efficient Government-wide travel and expense marketplace. This service would build upon the recently implemented travel and expense business standards and have a user-centric design that integrates all travel products for an improved customer experience that is in line with the objectives outlined by the 21st Century Integrated Digital Experience Act (IDEA). The solution will be centrally acquired and delivered as a shared service, allowing GSA to focus on prioritizing customer needs, cost efficiencies, security, and environmental benefits. In FY 2023, the program completed a draft Request for Proposal (RFP), released in June of 2023, with the Final RFP issued in early FY 2024.

Currently in ETS2, 60 percent of Federal agencies are under an embedded Travel Management Company (TMC) model, meaning the ETS2 vendor controls and contracts with the TMC, not the agency. ETSNext will shift TMC support services to a completely accommodated model, giving agencies contractual ownership with their TMC. Over the next year, GSA will create a set of business standards and identify a contract vehicle to simplify the selection of TMCs for over 50 agencies. With Category management principles driving this process, the TMC team will leverage the Government's buying power to optimize savings and cost avoidance and to streamline the buying process.

The City Pair Program leverages the Government's buying power and negotiates discounted airfares with commercial airlines for scheduled airline passenger transportation services. In FY 2023, partner agencies used the City Pair Program to purchase about 2.66 million tickets, saving about $2.38 billion Government-wide when compared to similar commercial airfares.

The GSA Schedule provides a full suite of lodging negotiation and management services for short-term stay, extended stay, and corporate housing needs. The Government-wide Temporary Duty Travel (TDY) Lodging solution is the backbone for the FedRooms and DoD Preferred programs. The FedRooms lodging program offers Federal employees hotel accommodations at or below per diem and in FY 2023 included access to over 10,000 properties in more than 2,700 markets globally. In FY 2023, the program is saved $84 million Government-wide.

The Emergency Lodging Service (ELS) supports Federal agencies as well as state, tribal, and local governments that need lodging support prior to, during, and/or after incidents requiring a coordinated Federal response. ELS can be utilized for both planned and unplanned emergency related events. In FY 2023, ELS provided over 322,000 room nights in support of Hurricane Ida. In FY 2024 and beyond, the program will continue to lead a campaign to educate customer agencies and increase spend for planned emergency events, which historically has been an underutilized market for ELS.

The Long Term Lodging (LTL) solution is a CONUS-focused program that supports all Federal and military personnel who are traveling for 30 days or more. LTL has a dedicated network of more than 350 pre-negotiated rates across the country and sourcing capabilities for small, medium, and large markets.

In FY 2024 and FY 2025, the Travel Management Division will look to increase utilization of its business offerings in alignment with Category Management principles targeting 80 percent utilization Government-wide by FY 2029, specifically with regard to ETSNext, DoD travel management center services, ride-share, and long-term lodging.

*Employee Relocation Resource Center* — The Employee Relocation Resource Center (ERRC) is a Government-wide center for employee relocation products and services, with sustained high customer and supplier engagement and loyalty. The ERRC offers Federal civilian agencies a streamlined procurement process with flexible programs, subject matter expertise, and program support for two primary offerings for executive agencies: household goods shipping services and comprehensive employee relocation services, which includes the Best-in-Class (BIC) Homesale Services Solution. Among civilian Federal agencies that provide relocation assistance, more than 90 percent of moves were completed using ERRC programs (FY 2018 through FY 2023). In FY 2024 and FY 2025, the ERRC will explore opportunities to assist partner agencies to procure relocation services effectively through a shared services managed solution.

*The Transportation Management Division* — provides two categories of services and products, self-service and assisted, that enable agencies to execute efficient transportation management. Self-service transportation management is offered through the GSA Schedule and the access and use of the transportation management system, TMSS 2.0, to self-schedule transportation assets utilizing GSA rates. The Division also offers assisted transportation management services for multimodal freight, warehousing, and various other transportation services.

In FY 2023, the program continued its assisted transportation management services, coordinating distribution and storage for HHS. This work will likely continue through FY 2024 and FY 2025. The program will also continue to apply category management principles as a Tier 2-designated solution by working to streamline the customer request process using digital solutions and leverage vendor management best practices to increase competition.

Additionally, the Division continues to implement technical improvements to the TMSS 2.0 system, enhancing the user management experience, and developing critical transportation reports that can be used for analysis of operations

**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 the Voice of the Customer (VoC), Voice of the Supplier (VoS), data analytics, and customer feedback. CASE manages the FAS opportunity pipeline and uses the principles and practices for strategic account management to ensure FAS is coordinated with customers and industry partners. CASE engages with the vendor community and Federal, state and local agencies, as well as tribal and territorial governments, through communications, training, industry events, and the FAS corporate content on the GSA.gov and buy.gsa.gov channels.

In FY 2024 and FY 2025, CASE will continue to support improving service to suppliers and customers by coordinating with FAS Portfolios and FAS Integrators. In FY 2023, CASE launched a Customer 360 platform for FAS data analysts. The platform pulls information from various sources to enable data analysts and specialists to have a view of all customer engagements and purchase history, helping to identify key factors that influence customer buying decisions in order to develop 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 will also continue to expand on GSA-sponsored virtual training events to share lessons learned and acquisition techniques in key market segments.

*Office of Strategy and Innovation (OSI)* - provides product management support in reengineering processes and their associated systems, leads the transition to an integrated digital experience, and provides support to the 10 Government-wide category managers while working with agencies on adoption of category management practices. In addition, OSI leads governance of FAS data assets to ensure data standardization, transparency, and privacy. OSI manages FAS's strategic planning and governance bodies, helps FAS programs develop and execute business plans to meet their goals, while also leading the enterprise in talent recruitment and retention efforts.

OSI serves as the program and product management resource for FAS, working with FAS business lines as well as all integrator functions to reengineer existing FAS business processes, enhance existing acquisition systems, and integrate new IT product systems and tools. As the program and product management resource for many enterprise-level initiatives, OSI will continue to provide customized levels of support for FAS's systems modernization and promote the use of Agile best practices incremental value delivery, improved user experience, and delivery of quality, secure, and user-centered solutions to the FAS internal and external users.

OSI will continue to refine the digital tools and services available to agency buyers, suppliers, and the FAS acquisition workforce. OSI is working with OMB to enhance the efficiency and quality of Federal acquisitions by expanding access to data at the point of need. As part of this broad effort, OSI will launch a new tool in FY 2024 that will provide acquisition professionals access to Government-wide prices-paid contract data to improve the efficiency and quality of market research.

OSI will also continue its efforts to make it easier to do business with FAS through improvements to the MAS program and the underlying data supporting product and service search capabilities offered through GSA contracts. OSI will continue its work to streamline FAS acquisition systems in support of a more efficient back-end process to drive efficiency and transparency for both the acquisition workforce and users.

In FY 2023, OSI partnered with OMB to develop and launch the Procurement Equity Tool, which helps agencies research and identify qualified businesses to satisfy the Administration's equity in procurement goals. Since its inception, the efforts of the category management program have led to more than $83 billion in cost avoidance Government-wide, 76 percent spend under management, 12.5 percent spend through Best-in-Class solutions, and over 99,000 acquisition professionals trained.

These results are the product of systemic, Government-wide maturity procurement best practices that the category management program drives, and in FY 2024, the category management maturity assessment framework will be piloted with all agencies and categories, in addition to continued evaluation of the primary key performance indicators that the program has developed. The framework follows the four cornerstone areas outlined in GAO’s framework for assessing the acquisition function: 1) organization alignment and guidance, 2) policies and processes, 3) human capital, and 4) knowledge and information management.

OSI leads FAS data governance and has enhanced FAS-wide data management, cataloging and analysis through integrated capabilities in the Enterprise Data Architecture platform. In FY 2024, FAS will further leverage these capabilities to enable faster modernization of legacy systems by centralizing data assets to improve understanding of the current and future data environment, as well as increasing data quality by identifying issues and the business rules required to resolve them. Additionally, expanded use of these tools will support analysis at all levels of FAS and improve data sharing inside FAS and across all of GSA.

OSI continues to drive evidence- and performance-based decisions that align to and reflect the enterprise strategy. OSI provides insight and analysis across FAS’s strategic investments to ensure transparency in execution and delivery of defined success criteria. Additionally, OSI will continue to grow and challenge the workforce by moving to higher levels of GSA’s workforce planning maturity model, as well as build a strong pipeline of FAS leaders through entry-level and mid-career development programs.

*Office of Policy and Compliance (OPC)* - establishes policies and procedures that support the FAS acquisition workforce, monitors compliance to enhance contract integrity, and facilitates a consistently positive agency partner experience in order 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 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. OPC will continue its efforts to develop FAS’s SCRM expertise and mature FAS offerings as they relate to SCRM. These efforts have bolstered FAS’s Vendor Risk Assessment Program by monitoring contractors on risk factors during the acquisition cycle, provided FAS with C-SCRM visibility into GSA’s critical upstream suppliers, equipped FAS to deliver footprint analysis and vendor risk assessment requests from both the FASC and the Committee on Foreign Investment in the United States, and equipped FAS in identifying open-source data to substantiate findings from partners in the intelligence community.

OPC leads the development of strategic policy objectives and implementation under the Office of Industrial Climate to ensure FAS has a healthy supply chain. Additionally, OPC leads efforts on the FAS industrial base to meet customer needs and fulfill important public-policy objectives, such as small business, domestic sourcing, equity and diversity, climate, cyber, and labor objectives. In regard to Climate and Sustainable Acquisition, OPC serves as the FAS Sustainability Advocate leading the FAS-wide sustainability and climate adaptation working group. In FY 2024 and beyond, this group will focus on achieving GSA and FAS-wide goals, monitor rules and regulations impacting climate/environmental risk management efforts, and propose solutions to address needs and increase FAS maturity.

Additionally, OPC will continue to monitor changes to the statutory/regulatory environment and execute policy actions associated with Administration priorities.

*FAS IT Systems* - provides development, operational, and management support to FAS business systems and applications. The ASF's FAS IT budget includes the contractual support and equipment funding for FAS's business systems. The GSA IT organization manages FAS's business systems in partnership with 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 2023, FAS IT continued to utilize its multiple award BPA for system development and operations (COMET). Since awarding the COMET BPA in FY 2019, 18 call orders have been awarded for management and modernization of the FAS portfolio of applications, and an additional eight small business vendors were on-boarded. The BPA and its initial set of task orders will be recompeted in FY 2024 into FY 2025. In FY 2024 and FY 2025, FAS IT will continue to partner with OSI and the FAS portfolios to plan, architect, develop, and deploy modernized systems, which leverage the cloud native tools and technologies, open source, and incorporate COTS when it is advantageous to the Government.

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