U.S. General Services Administration

WORKING CAPITAL FUND

Fiscal Year 2023 Congressional Justification

CONTENTS

Appropriations Language

*For the Working Capital Fund of the General Services Administration, **$10,900,000,** to remain available until expended, for necessary costs incurred by the Administrator to modernize rulemaking systems and to provide support services for Federal rulemaking agencies.*

Working Capital Fund Overview

The FY 2023 funding level for the Working Capital Fund (WCF) is $802 million, including funding from all sources. The U.S. General Services Administration (GSA) continues to realize operational efficiencies, strengthen management controls, and improve performance by centralizing management and enterprise-wide functions and services within the WCF. This has allowed GSA to establish more consistent processes, uniform policies, and higher quality services while achieving economies of scale and stronger internal controls.

The FY 2023 WCF budget estimate for internal operations of $738 million which will:

- Invest in vital human capital resources across business lines;
- Bolster critical cybersecurity and technology infrastructure;
- Focus on Administration & GSA priorities; and
- Budget for a 4.6% pay raise

The FY 2023 budget request funds critical investments both in cyber security and GSA infrastructure. The Budget provides funding for high-priority investments to combat the increasingly sophisticated malicious cyber activity from both nation-state actors and cyber criminals. This initial investment will allow GSA to increase our adoption of security best practices by employing a zero-trust security model, accelerate a movement to secure cloud services, and continue deploying foundational security tools such as multi factor authentication and encryption.

GSA will also place an emphasis on improving our infrastructure and space by investing in our Regional Office buildings. This funding will allow GSA to focus on priority Regional Office locations to modernize work spaces, invest in technology, and potentially reduce our real estate footprint. Emphasis will be placed on designing flexibility for the future, enhanced employee health and safety, hybrid work technologies, and improved shared services to better support GSA's workforce and our customers.

The request also funds a Government-wide mandated enhancement of the Financial Management Line of Business (FMLoB) financial system to support Treasury's G-Invoicing initiative which has a deadline of October 2022 (FY 2023). GSA's G-Invoicing Implementation efforts are complex and require each impacted GSA Business System to conduct extensive

analysis, research to properly design, architect and develop each application for aligning with Pegasys (GSA's financial system of record) and normalizing with G-Invoicing seamlessly. This funding will support the WCF portion only as the other GSA business lines will be funded out of their own account, as appropriate.

These critical investments reinforce the customer-supplier relationship by aligning service delivery to demand, ultimately enabling WCF customers to execute their missions more effectively.

The FY 2023 Budget also requests $10.9 million in no-year appropriated funds for an additional installment toward modernization of the rulemaking systems. The modernization of these systems will help achieve a more modern, secure, scalable, and flexible IT platform that will be able to support new functionalities. These efforts will also result in decreased long-term operations and maintenance costs.

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

Program Description

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

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

External Services: The WCF provides or coordinates the delivery of administrative services to other Federal organizations including small boards and commissions as well as larger agencies like OPM. GSA provides human resource services, IT and telecommunications services, and payroll support to these customers. GSA is reimbursed for the cost of providing these services through Interagency Agreements. The WCF also provides administrative support to home state or district offices for members of Congress. To accommodate a growing set of external services as GSA expands its shared service offerings, the Budget requests the flexibility to receive advance payments in the WCF, as discussed in the "Administrative Provisions" section of this Congressional Justification.

Major Equipment Acquisition & Development: In accordance with 40 U.S.C. § 3173(d), the equipment acquisition and development activity may be utilized for agency-wide investments to implement the Chief Financial Officers Act of 1990 (CFO Act) such as: acquisition of capital equipment, automated data processing systems, and financial management and management information systems. These funds, which are composed of expired balances transferred from prior-year GSA appropriations, may be used only with the advance approval from the Committees on Appropriations of both houses of Congress.To enable GSA to better comply with the CFO Act, the FY 2023 Budget requests the ability to transfer expired balances in alignment with 40 U.S.C. § 3173(d) as well as the flexibility to use these funds on acquisition of services as well as equipment. The "Administrative Provisions" sections of this Congressional Justification contains two administrative provisions that would allow GSA to better comply with the CFO Act.

Direct Appropriations: The FY 2023 Request will support costs necessary for the modernization of critical rulemaking management systems. Also, in FY 2020 GSA received an appropriation in support of the Coronavirus Aid Relief Economic Security (CARES) Act that is being spent in FY20-FY22.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
Unobligated Balances:			
Carry forward	$ 120,888	$ 128,978	$ 154,340
Recoveries from prior year balances	$ 31,893	$ 20,000	$ 20,000
Transfers In (Lapsed Balances)	$ -	$ -	$ -
Transfers In (TMF)	$ -	$ 22,081	$ 6,400
Transfers Out (TMF)	$ (9,669)	$ -	
Direct Appropriations	$ -	$ -	$ 10,900
Revenue	$ 700,005	$ 740,413	$ 768,293
Obligations:	$(714,140)	$ (757,131)	$ (795,550)
Major Equipment Acquisition and Development	[70,695]	[70,695]	[70,695]
Total, Unobligated Balances	**$ 128,978**	**$ 154,340**	**$ 164,384**
Revenue:			
Operating Programs:			
Internal Services	$ 670,619	$ 690,019	$ 721,974
External Services	$ 29,386	$ 50,394	$ 46,319
Total, Revenue	**$ 700,005**	**$ 740,413**	**$ 768,293**
Obligations:			
Operating Programs:			
Internal Services	$ 684,483	$ 705,654	$ 738,331
External Services	$ 29,386	$ 50,394	$ 46,319
Major Equipment Acquisition and Development	$ -	$ -	$ -
Technology Modernization Fund Projects	$ 49	$ 22,643	$ 6,400
Direct Appropriations	$ 222	$ 521	$ 10,900
Total, Obligations	**$ 714,140**	**$ 779,212**	**$ 801,950**
Net Outlays	**$ (6,765)**	**$ 34,000**	**$ 1,000**
Total Employment (FTE)	**1,937**	**2,061**	**2,085**

Notes:

GSA requests $10.9 million to modernize rulemaking management systems in FY 2023.
FY 2021 and FY 2022 Direct Appropriation obligations are related to CARES Act funding.

Explanation of Changes
(Dollars in Thousands)

	Internal		External		Major Equipment		Technology Modernization/ARP		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
FY 2022 CJ	2,021	690,017	27	46,733	0	10,000	0	0	0	28,500	2,048	775,250
Revised FY 2022 Plan	2,034	705,654	27	50,394	0	0	0	22,643	0	521	2,061	779,212
Net Change	13	15,637	0	3,661	0	(10,000)	0	22,643	0	(27,979)	13	3,962
FY 2022 CJ	**2,021**	**690,017**	**27**	**46,733**	**0**	**10,000**	**0**	**0**		**28,500**	**2,048**	**775,250**
Increases - Investments												
GSA IT - Cyber Security		2,500									0	2,500
GSA IT - Financial Data Environment Modernization		1,384									0	1,384
GSA IT - Database Transformation								562			0	562
GSA IT - Zero Trust								22,081			0	22,081
OCE - Enterprise Digital Experience	5	994									5	994
OSC - GSA.gov website Normalization	1	450									1	450
OGP - Evidence & Evaluation	1	500									1	500
OHRM - DEIA	1	504									1	504
OHRM - Talent Teams	6	1,849									6	1,849
Subtotal, Increases - Investments	**14**	**8,181**	**0**	**0**	**0**	**0**	**0**	**22,643**	**0**	**0**	**14**	**30,824**
Increases - Base												
GSA IT - Evidence & Evaluation		155									0	155
GSA IT - Laptops to support PBS		903									0	903
GSA IT - Telecom Support	2	425									2	425
GSA IT - Privacy Mandate		50									0	50
OCFO - PC&B True Up	2	2,092									2	2,092
OGC - PC&B True Up		1,467									0	1,467
OGC - Approved FTE during FY 2021	3	1,211									3	1,211
OHRM - PC&B True Up		2,000									0	2,000
OSC - Approved FTE during FY 2021	8	1,108									8	1,108
OSC - Approved FTE during FY 2021		45									0	45
WCF - Increase to External Programs		0		3,661							0	3,661
Subtotal, Increases - Base	**15**	**9,456**	**0**	**3,661**	**0**	**0**	**0**	**0**	**0**	**0**	**15**	**13,117**
Decreases - Base												
OHRM - Transit Subsidy Savings		(2,000)									0	(2,000)
GSA IT - Reduction to Vacant FTEs	(10)	0									(10)	0
OAS - Reduction to Vacant FTEs	(6)	0									(6)	0
OCFO - Major Acquisition and Development						(10,000)					0	(10,000)
Direct Appropriations										(27,979)	0	(27,979)
Subtotal, Decreases - Base	**(16)**	**(2,000)**	**0**	**0**	**0**	**(10,000)**	**0**	**0**	**0**	**(27,979)**	**(16)**	**(39,979)**
Net Change	**13**	**15,637**	**0**	**3,661**	**0**	**(10,000)**	**0**	**22,643**	**0**	**(27,979)**	**13**	**3,962**
Revised FY 2022 Plan	**2,034**	**705,654**	**27**	**50,394**	**0**	**0**	**0**	**22,643**	**0**	**521**	**2,061**	**779,212**

	Internal		External		Major Equipment		Technology Modernization/ARP		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Revised FY 2022 Plan	2,034	705,654	27	50,394	0	0	0	22,643	0	521	2,061	779,212
FY 2023 Request	2,058	738,331	27	46,319	0	0	0	6,400	0	10,900	2,085	801,950
Net Change	24	32,677	0	(4,075)	0	0	0	(16,243)	0	10,379	24	22,738
Revised FY 2022 Plan	**2,034**	**705,654**	**27**	**50,394**	**0**	**0**	**0**	**22,643**	**0**	**521**	**2,061**	**779,212**
Transfers (In / Out)												
GSA IT - Transfer of PBS Support Contract to PBS Approp		(3,846)										(3,846)
Subtotal, Transfers (In / Out)	0	(3,846)	0	0	0	0			0	0	0	(3,846)
Increases - Investments												
GSA IT - Zero Trust								6,400			0	6,400
GSA IT - Cyber Security		2,500										2,500
GSA IT - Hardware for End of Life Equipment		2,218										2,218
GSA IT - G-Invoicing		3,100										3,100
GSA IT - Financial Data Environment Modernization		1,625										1,625
GSA IT - Internet Protocol 6 (IPV6)		3,000										3,000
OAS - Regional Office Modernization		5,000										5,000
OMA - PTT SCIF Refresh		300										300
TTS - Rulemaking Systems Modernization										10,900		10,900
OGP - Evidence & Evaluation		500										500
OCFO - Major Acquisition and Development											0	0
Subtotal, Investments	0	18,243	0	0	0	0	0	6,400	0	10,900	0	35,543
Increases - Base												
GSA IT - Additional Staffing	8	1,796									8	1,796
GSA IT - Laptops to support PBS		240										240
OAS - PC&B True Up		1,235										1,235
OCE - Additional Staffing	3	568									3	568
OCFO - Budget System Licenses		300										300
OCFO - PC&B True Up		293										293
OMA - SSCLoB Increase		46										46
OCR - iComplaint Database System		30										30
OCR - Civility & Respect in the Workplace Training		250										250
OGC - Additional Staffing	4	649									4	649
OGP - PC&B True Up		260										260
OGP - Additional Staffing	1	250									1	250
OGP - Teaching School Support		145										145
OHRM - Additional Staffing	5	850									5	850
OHRM - Contribution for FEB LoB		300									0	300
OSC - PC&B True Up		612										612
OSDBU - Additional Staffing & Travel	3	729									3	729
WCF - 4.6% Payraise		11,658										11,658
Subtotal, Increases - Base	24	20,211	0	0	0	0	0	0	0	0	24	20,211
Decreases - Base												
GSA IT - TMF (Non-Recur)								(22,643)				(22,643)
OAS - CARES ACT (Non-Recur)										(521)		(521)
OHRM - DEIA Non Recur		(62)										(62)
OHRM - Workers Compensation Efficiencies		(1,700)										(1,700)
OSDBU - IT Contract Savings		(169)										(169)
WCF - Reduction to External Programs				(4,075)								(4,075)
Subtotal, Decreases - Base	0	(1,931)	0	(4,075)	0	0	0	(22,643)	0	(521)	0	(29,170)
Net Change	**24**	**32,677**	**0**	**(4,075)**	**0**	**0**	**0**	**(16,243)**	**0**	**10,379**	**24**	**22,738**
FY 2023 Request	**2,058**	**738,331**	**27**	**46,319**	**0**	**0**	**0**	**6,400**	**0**	**10,900**	**2,085**	**801,950**

Working Capital Fund by Staff Office
(Dollars in Thousands)

	FY 2021		FY 2022		FY 2023	
	FTE	Actual	FTE	Plan	FTE	Request
Office of GSA Information Technology	480	$ 298,411	496	$ 295,590	504	$ 309,379
Office of Chief Financial Officer	531	$ 99,287	550	$ 104,463	550	$ 108,083
Financial Management Line of Business (FMLoB)	0	$ 53,579	0	$ 59,193	0	$ 59,193
Office of Human Resources Management	332	$ 69,604	345	$ 77,540	350	$ 78,654
Office of Administrative Services	126	$ 54,166	128	$ 49,744	128	$ 56,648
Office of Mission Assurance	102	$ 40,393	126	$ 43,511	126	$ 44,485
Office of General Counsel	165	$ 32,133	180	$ 34,692	184	$ 36,563
Office of Government-wide Policy	42	$ 9,562	41	$ 10,190	42	$ 11,617
Office of Strategic Communication	81	$ 14,809	94	$ 16,508	94	$ 17,626
Office of Civil Rights	17	$ 3,584	23	$ 4,037	23	$ 4,444
Office of Small Business Utilization	35	$ 6,991	38	$ 6,895	41	$ 7,694
Office of Customer Experience	8	$ 1,963	13	$ 3,291	16	$ 3,945
Subtotal, Staff Office Internal Authority	**1,919**	**$684,483**	**2,034**	**$705,654**	**2,058**	**$ 738,331**
Office of GSA Information Technology	0	$ 4,591	0	$ 4,591	0	$ 4,591
Office of Chief Financial Officer	9	$ 2,365	9	$ 12,136	9	$ 12,136
Financial Management Line of Business (FMLoB)	0	$ 564	0	$ 552	0	$ 552
Office of Human Resources Management	0	$ -	0	$ -	0	$ -
Office of Administrative Services	4	$ 1,400	6	$ 1,573	6	$ 1,573
Office of Mission Assurance	0	$ 1,278	0	$ 3,000	0	$ 3,000
Office of Government-wide Policy	5	$ 18,172	6	$ 16,197	6	$ 12,197
TTS eRulemaking Program	0	$ -	6	$ 10,800	6	$ 10,800
Office of Congressional & Intergovernmental Affairs	0	$ 911	0	$ 1,285	0	$ 1,210
Office of Customer Experience	0	$ 100	0	$ 200	0	$ 200
Office of Civil Rights	0	$ 5	0	$ 60	0	$ 60
Subtotal, Staff Office External Authority	**18**	**$ 29,386**	**27**	**$ 50,394**	**27**	**$ 46,319**
TMF - Database Transformation	0	$ 49	0	$ 562		$ -
Subtotal, Technology Modernization Funds	**0**	**$ 49**	**0**	**$ 562**	**0**	**$ -**
Emergency Paid Leave	0	$ 39	0	$ -	0	$ -
COVID-19	0	$ 183	0	$ 521	0	$ -
TTS Rulemaking Systems Modernization	0	$ -	0	$ -		$ 10,900
Subtotal, Direct Appropriations	**0**	**$ 222**	**0**	**$ 521**	**0**	**$ 10,900**
Total, Working Capital Fund (262X)	**1,937**	**$714,140**	**2,061**	**$757,131**	**2,085**	**$ 795,550**
TMF - American Rescue Plan	0	$ -	0	$ 22,081	0	$ 6,400
Subtotal, American Rescue Plan	**0**	**$ -**	**0**	**$ 22,081**	**0**	**$ 6,400**
Total, Working Capital Fund	**1,937**	**$714,140**	**2,061**	**$779,212**	**2,085**	**$ 801,950**

Working Capital Fund Obligations by Object Class
(Dollars in Thousands)

		FY 2021 Actual	FY 2022 Plan	FY 2023 Request
11.1	Full-time, permanent……………………………	$ 233,654	$ 250,108	$ 265,532
11.3	Other than full-time permanent……………..…	$ 3,391	$ 200	$ 200
11.5	Other personnel compensation……………..…	$ 8,666	$ 4,747	$ 4,877
11.8	Special personnel services payments…………	$ -	$ -	$ -
12.1	Civilian personnel benefits………………..…	$ 95,917	$ 88,101	$ 92,050
13.0	Benefits for former personnel……………..…	$ 521	$ 258	$ 156
21.0	Travel and transportation of persons………..…	$ 3,401	$ 5,573	$ 5,634
22.0	Transportation of things…………………..…	$ 832	$ 1,198	$ 1,198
23.1	Rental payments to GSA………………..…	$ 16,662	$ 18,661	$ 18,742
23.2	Rental payments to others………………..…	$ -	$ -	$ -
23.3	Communications and utilities……………..…	$ 21,696	$ 24,036	$ 24,251
24.0	Printing and reproduction………………..…	$ 84	$ 64	$ 64
25.1	Advisory and assistance services……………	$ 223,399	$ 229,874	$ 241,783
25.2	Other services from non-Federal sources…….	$ 3,871	$ 2,899	$ 2,956
25.3	Other goods & services from Federal sources	$ 38,783	$ 62,634	$ 62,699
25.4	Operation and maintenance of facilities……….	$ 97	$ 4,165	$ 9,215
25.6	Medical care………………………………..…	$ -	$ -	$ -
25.7	Operation and maintenance of equipment…….	$ 230	$ -	$ -
26.0	Supplies and materials…………………..…	$ 579	$ 644	$ 629
31.0	Equipment………………………………..…	$ 59,232	$ 63,965	$ 65,558
32.0	Land and structures……………………..…	$ 192	$ -	$ -
42.0	Insurance claims and indemnities……………	$ 2,933	$ 5	$ 5
43.0	Interest and dividends…………………..…	$ -	$ -	$ -
99.0	**Obligations, Appropriated (Annual)………**	**$ 714,140**	**$ 757,131**	**$ 795,550**
	Subtotal, PC&B…………………….....	*$ 342,149*	*$ 343,414*	*$ 362,815*
	Subtotal, Non-labor……………………..	*$ 371,991*	*$ 413,717*	*$ 432,735*

Note: GSA requests $10.9 million to modernize rulemaking management systems in FY 2023.

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

		FY 2021 Actual	FY 2022 Plan	FY 2023 Request
25.1	Advisory and assistance services……………...	$ -	$ 11,519	$ 6,400
31.0	Equipment……………………………………....	$ -	$ 10,562	$ -
99.0	**Obligations, Appropriated (Annual)…………**	**$ -**	**$ 22,081**	**$ 6,400**
	Subtotal, PC&B…………………………....	*$ -*	*$ -*	*$ -*
	Subtotal, Non-labor……………………...	*$ -*	*$ 22,081*	*$ 6,400*

Description of WCF Services by Office

Office of GSA Information Technology (GSA IT): FY 2023 Estimate - $314 million

Internal Services: FY 2023 Budget Estimate - $309.3 million
Providing IT support to all GSA offices, GSA IT designs and delivers innovative IT solutions that ensure integration between GSA systems and organizations. GSA IT directly supports GSA's management objectives to streamline and modernize IT, support cybersecurity, capture high-quality data to support decision making, and improve customer experience. In its execution of IT services, GSA IT incorporates its business knowledge and technological expertise to identify the best solution available for its customers.

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

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

External Services: FY 2023 Budget Estimate - $4.6 million

The Office of GSA IT provides a cost-effective, secure platform to deliver administrative systems services to external clients. The Office of Corporate IT Services provides professional systems support for payroll and labor distribution systems. This Office supports other IT functions such as business requirements and change management, systems operations and maintenance, financial data management and reporting, systems access control, security and integrity, systems user training, and help desk support. The Office of Acquisition IT Services also supports customers using GSA acquisition systems and IT knowledge to facilitate the development of requirements, cost estimates, and plans for replacing legacy systems.

Office of the Chief Financial Officer: FY 2023 Estimate - $120.2 million

Internal Services: FY 2023 Estimate - $108 million

The Office of the Chief Financial Officer (OCFO) provides GSA with financial management services including budget formulation and execution, financial reporting and operations, internal controls, data management and analytics, performance management, and audit management and accountability. OCFO is responsible for the development, submission, and execution of the annual GSA Budget, the GSA Strategic Plan, the Annual Performance Plan, and the Agency Financial Report.

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

OCFO will continue to deliver high performance in managing traditional financial management activities, such as improving internal controls, supporting the annual financial statement audit, and managing our financial management shared services provider, the U.S. Department of Agriculture. In addition, OCFO has established an office to improve program audit management that will include an objective assessment capability to ensure GSA is addressing potential risk areas that are identified by agency leadership or through the GSA Office of Inspector General (OIG) and Government Accountability Office (GAO).

External Services: FY 2023 Estimate - $12.1 million

OCFO provides payroll support to 33 independent agencies, boards, and commissions on a fee-for-service basis. OCFO is also leveraging GSA's deep experience in process automation and transformation to solve complex business challenges across the Government. This program promotes the adoption of emerging automation technologies and rapid process transformation through the Federal Robotic Process Automation (RPA) Community of Practice (COP).

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

Major Equipment Acquisition & Development: FY 2023 Estimate – $0
Per 40 U.S.C. § 3173(d), the equipment acquisition and development activity may be utilized for agency-wide investments to implement the Chief Financial Officers Act of 1990 such as: acquisition of capital equipment, automated data processing systems, and financial management and management information systems. GSA will submit any proposed projects requesting to use this funding to Congress for approval as required by 40 U.S.C. § 3173(d).

Financial Management Line of Business (FMLoB): FY 2023 Estimate - $59.8 million

Internal Services: FY 2023 Estimate - $59.2 million
In line with Government-wide efforts to utilize financial shared services, GSA divested its Financial Shared Service Provider (FSSP) Line of Business to the U.S. Department of Agriculture (USDA) in March 2015 to focus on its core mission. USDA also assumed responsibility for routine upgrades and O&M of GSA's primary financial management system, Pegasys. GSA continues to use this system through a partnership with USDA.

External Services: FY 2023 Estimate - $552 thousand
The FMLoB coordinates the delivery of financial management support to a variety of smaller agencies or commissions and boards enacted in legislation. Such enabling legislation outlines broad conditions that allow GSA to provide financial management or other administrative services. GSA enters into interagency agreements with these smaller agencies and recoups costs for arranging delivery of financial or administrative services on a reimbursable basis.

Office of Human Resources Management: FY 2023 Estimate - $78.6 million

Internal Services: FY 2023 Estimate - $78.6 million
The Office of Human Resources Management (OHRM) is focused on helping GSA attract, motivate, develop, retain, and reward employees. OHRM, led by the Chief Human Capital Officer, provides and maintains an evolving portfolio of effective and innovative end-to-end human resource and human capital solutions that meet partner and external stakeholder needs, including the delivery of meaningful Human Resource (HR) data, analysis, and consultation to help customers make informed business decisions. Through improved service delivery models, OHRM is focused on hiring, developing, and retaining a talented and diverse mission-ready GSA workforce in critical job series including building management, acquisition, information technology, finance and human resources.

OHRM provides HR services in a consolidated manner to reduce redundancy within business lines while still ensuring a high standard of service for recruitment, staffing, and employee development. These services include GSA enterprise-wide programs such as workers' compensation, transit subsidy, health room services, childcare subsidy, and unemployment compensation. Funding also provides training contracted through one of OHRM's multiple blanket purchase agreements that covers a wide range of classes and programs. Efficiencies gained through the recertification process in both the transit and childcare subsidies reduced costs by $2 million. In FY 2023, OHRM will remain focused on workforce planning efforts, continuing the Workforce Planning Community of Practice, and continuing to incorporate hiring assessment best practices through process and technology advancement.

The OHRM funding level includes $5.5 million to fund operations & maintenance (O&M) support for the HR Links system, that includes Time and Attendance functionality. OHRM will also continue to focus on return-to-work programs and workers' compensation case file reviews in an effort to reduce the overall costs of the workers' compensation program. Recent efficiencies reduced the internal cost of workers' compensation by $1.7 million, and additional efficiencies are expected with the purchase of a new workers' compensation case management system in FY 2021.

Due to the success of OHRM's Emerging Leaders Program (ELP), GSA will continue to improve and expand its capstone program for high potential entry levels into the Enterprise ELP (EELP). The EELP will allow Agency-wide participation, double the cohort size, and introduce several career tracks that are targeted towards GSA's mission-critical occupations. The budget comprises the training, salaries, benefits, career ladder promotions, and within-grade-increases for the participants.

Office of Administrative Services: FY 2023 Estimate - $58.3 million

Internal Services: FY 2023 Estimate - $56.7 million
The Office of Administrative Services (OAS) is responsible for administrative and management services for GSA. These include, but are not limited to: executive correspondence, forms, directives, internal contracting, and travel and purchase card oversight. OAS also staffs 11 locations and manages 10 workplace programs including: Internal Real Estate, Workplace Services, Fleet, Personal Property, Occupational Safety and Health, Print Services, Print Management, Acquisition Support, Mail, and Assistive Technology. OAS oversees rent and security expenditures for offices funded by the WCF in GSA-occupied space including GSA's Washington, DC, facility at 1800 F Street, NW.

OAS's FY 2023 estimate of $56.7 million funds major areas of responsibility including payment of GSA internal fleet program, funding nationwide space alteration and maintenance requests, and payments for rent and security costs of all GSA WCF organizations.

External Services: FY 2023 Estimate - $1.6 million
OAS' Office of Presidential and Congressional Agency Liaison Services provides Commissions and Boards (CABs) account management services and coordinates support with GSA and non-GSA service providers for Commissions, Boards, and small independent agencies. These services include but are not limited to: human resources (labor relations, employee relations, performance management), legal, payroll and financial management, assisted acquisition, realty and facilities, telecommunications, IT, records management, and equal employment opportunity for approximately 28 CABS customers.

Office of Mission Assurance: FY 2023 Estimate - $47.5 million

Internal Services: FY 2023 Estimate - $44.5 million
The Office of Mission Assurance (OMA) ensures resilience and continuity of GSA's critical business processes by integrating and coordinating activities across all domains of security (physical and personnel) and emergency management. This includes funding and managing all of GSA's background investigations for FTEs and contractors, Homeland Security Presidential Directive 12 credentialing, managing GSA's Insider Threat program, disaster response, and contingency and continuity of operations planning. OMA issues general emergency preparedness and response and security policy guidance for acquisition and assignments of Government controlled and leased space. OMA provides an enterprise-wide approach to mission assurance planning while ensuring the safety, privacy, and security of GSA facilities, people, and IT assets nationwide. OMA continues to leverage efficiencies, refine best practices, and, to the greatest extent possible, identify savings needed to offset cost increases due to mission priorities.

External Services: FY 2023 Estimate - $3 million
OMA is responsible for coordinating GSA's response to national emergencies and major disasters, as outlined in the National Response Framework - Emergency Support Function #7 *Logistics.* The costs of logistical services provided in response and recovery efforts are recovered through mission assignments issued by the Federal Emergency Management Agency. The requested level of authority ensures OMA will be able to immediately accept and begin any and all mission assignments in response to natural disasters or other emergencies, such as a particularly severe hurricane season or a pandemic.

Office of General Counsel: FY 2023 Budget Estimate - $36.6 million

Internal Services: FY 2023 Estimate - $36.6 million
The Office of General Counsel (OGC) provides legal support to all GSA offices and programs, except the Office of Inspector General and the Civilian Board of Contract Appeals (CBCA). This includes providing all the legal services for PBS, FAS, the Office of the Administrator, and the offices within the WCF.

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

OGC also advises on responses to congressional inquiries, assists in the preparation of congressional testimony, develops and manages the GSA ethics program, and supports alternative dispute resolution efforts. OGC also houses the GSA FOIA Office which processes and responds to FOIA requests received by GSA.

Office of Government-wide Policy: FY 2023 Budget Estimate - $23.8 million

Internal Services: FY 2023 Estimate - $11.6 million

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

OGP's Asset and Transportation Management Office provides support in compliance with the Federal Advisory Committee Act (FACA). In this role it oversees FACA policy and certain requirements relating to GSA's advisory committees.

In addition, OGP took over the responsibility for the Evidence-Based Policymaking Act of 2018 ("Evidence Act") Title 1 and GSA's Evaluation Function in FY 2021. OGP's Evaluation

Sciences Office will undertake a number of activities related to building and using evidence. The activities to build and use evidence including implementing and delivering on the multi-year Learning Agenda and the FY23 Annual Evaluation Plan, and addressing opportunities flagged in the GSA capacity assessment. Implementation of the Evidence Act offers an opportunity to improve how GSA builds and uses evidence and better align performance, budget, strategic planning, policymaking, data, and evidence-building activities.

External Services: FY 2023 Estimate - $12.2 million

External programs are supported through collections from participating agencies, who enter into Inter-Agency Agreements (IAAs) to reimburse GSA.

OGP provides support and manages GSA's IT Capital Planning and Investment Control (CPIC) program. The Folio application is a web-based, Government-owned, fee for service technology solution Federal agencies use to support their internal IT Portfolio Management, IT Capital Planning, and IT Governance processes. Folio provides Federal agencies with a Federal shared service solution. Member agencies use Folio to meet their external reporting requirements to the Office of Management and Budget (OMB). The CPIC PMO supports its member agencies by providing dedicated program management, centralized hosting services, Folio related user/admin training, and application related technical support. This community also shares best practices and lessons learned, as well as collaborates on the latest trends in IT portfolio management and IT Governance best practices.

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

Technology Transformation Service: FY 2023 Estimate - $21.7 million

External Services: FY 2023 Estimate - $10.8 million
The eRulemaking Program Management Office (PMO) that is part of GSA's Technology Transformation Service (TTS) is an E-Government program that fulfills the requirements under Section 206 of the E-Government Act of 2002, the Clinger-Cohen Act, and the Government Paperwork Elimination Act, as well as furthering the effectiveness and efficiency of Government. This program establishes Managing Partner and Partner Agency responsibilities and funding requirements in support of PMO operations including technical support related to the eRulemaking Program and the eRulemaking system.

<u>Direct Appropriations: FY 2023 Request - $10.9 million</u>
TTS in partnership with the OMB, Office of Information and Regulatory Affairs, and the Office of Government-wide Policy is reimagining business processes and creating a modern, flexible, and scalable architecture for a new Modernized Rulemaking Management system to enhance the Federal Docket Management System and regulations.gov and RISC/ROCIS/REGINFO. This request is the second-year installment of a four-year modernization plan, building on the President's FY 2022 request of $8.5M.

Pending funding availability, the Office will pursue modernization that is not only critical to remediating aging infrastructure and end-of-life software and bringing down long-term operations and maintenance costs, but will also deliver important new functionality for 221+ Partner Agencies along with the Office of Information and Regulatory Affairs. Specifically, the President's January 21, 2021 memorandum, "Modernizing Regulatory Review," directs agencies to identify "recommendations for improving and modernizing regulatory review." A modernized rulemaking management (MRM) system can support the President's priorities in several ways. For example, one of the President's priorities, listed in Section 2(b) (ii) of the memorandum is to assess the distributional effects of regulations; MRM has the potential to use data-tagging, Natural Language Processing, or other analytical tools to aggregate and synthesize such information. Such tools can also be used to aggregate data andprovide the Administration with important analysis of the wider impacts of regulations.

With respect to Section 2(b)(iv) in the President's memorandum, MRM is uniquely suited to help "promote the efficiency, transparency, and inclusiveness of the interagency review process." MRM has the capacity to support public comments, along with maintaining historical records

Through the application of modern machine reengineering and learning tools, modernization will also increase IT productivity, increase the willingness of users to recommend the services (as measured by Net Promoter scores), reduce the frequency and impact of system defects, increase data integrity, and reduce the time needed to incorporate new ideas and functionality.

Office of Strategic Communication: FY 2023 Estimate - $17.6 million

Internal Services: FY 2023 Estimate - $17.6 million
The Office of Strategic Communication (OSC), consisting of the Media Affairs, Operations, and Client Communication divisions, is GSA's singular resource for internal and external communication needs. OSC's main responsibility is to use communication to help the agency meet its mission and business goals. In FY 2023, OSC will continue to promote and enhance the performance and reputation of GSA by providing critical, integrated communication support to its clients.

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

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

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

Office of Civil Rights: FY 2023 Estimate - $4.5 million

Internal Services: FY 2023 Estimate - $4.4 million

The Office of Civil Rights (OCR) provides support and guidance on all aspects of equal employment opportunity (EEO), affirmative employment, nondiscrimination in federally assisted programs, and nondiscrimination in federally conducted programs within GSA. OCR's equal employment opportunity program keeps GSA in compliance with laws, guidance and authorities that prohibit discrimination and harassment in the Federal workplace. OCR provides a variety of services to GSA employees and applicants for employment who believe they have been discriminated against based on age, color, disability, race, national origin, religion, sex (including sexual harassment and pregnancy discrimination), sexual orientation, gender identity, genetic information, genetic information, or reprisal retaliation for protected EEO equal employment opportunity activity. OCR also processes informal and formal EEO complaints, encourages resolution of EEO disputes through the Alternative Dispute Resolution program, and adjudicates discrimination claims in accordance with Federal EEO regulations and guidance. To support full inclusion and equal opportunity for all persons, OCR leads a robust EEO training and outreach program aimed at preventing discrimination. OCR's Civility and Respect in the Workplace training will be promoted aggressively in coming months. The purpose of the training is to continue to reinforce a culture of diversity, equity, and inclusion at GSA.

OCR's civil rights program ensures that GSA's public-facing activities and programs are in compliance with applicable Federal laws and authorities. Through investigations, technical assistance, voluntary compliance efforts, policy development and education, the civil rights program ensures that recipients of Federal financial assistance from GSA comply with Federal laws that prohibit discrimination in the delivery of services or benefits based on the guiding principles of Equal Employment Opportunity and its established discrimination factors. Similarly, OCR ensures that programs, services and activities conducted by GSA do not discriminate on the basis of disability. By funding and administering GSA's Limited English Proficiency Program, OCR ensures that persons with limited English proficiency have meaningful access to the programs, services and information that GSA provides.

OCR's affirmative employment program leads GSA's annual assessment of its EEO program and the formation of GSA's affirmative employment strategy for eliminating barriers to workplace advancement by persons with disabilities.

Within the last few years, OCR has completed a reorganization and made significant strides in rebuilding and enhancing the civil rights and EEO programs to better serve its customers. OCR's FY 2023 estimate of $4.4 million will allow GSA to provide outstanding civil rights services and support compliance with Federal laws, regulations, and GSA policies to improve

mission achievement and support for the administration's priority of affirmatively advancing equity, civil rights, racial justice, and equal opportunity for all.

External Services: FY 2023 Estimate - $60 thousand

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

Office of Small and Disadvantaged Business Utilization: FY 2023 Estimate - $7.7 million

Internal Services: FY 2023 Estimate - $7.7 million
GSA's Office of Small and Disadvantaged Business Utilization (OSDBU) carries out our nationwide responsibility for delivering a successful small business program. OSDBU's mission is to maximize small business and socio-economic small business procurement opportunities within GSA and from Federal Government customers.

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

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

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

OSDBU's FY 2023 estimate of $7.7 million includes funding to deliver and expand a successful agency small business program, influence improvements for the small business community throughout the Federal Government, and reduce the burden for the acquisition workforce. This encompasses eliminating ineffective technologies and workflow processes, automating technology, enhancing small business vendor engagement and training, expanding small business training to the acquisition workforce, and improving efficiency and effectiveness.

Office of Customer Experience: FY 2023 Estimate - $4.1 million

Internal Services: FY 2023 Estimate - $3.9 million
The mission of the Office of Customer Experience (OCE) is to improve the end-to-end experience of GSA customers by aligning operations to customer needs. OCE was the first agency-wide organization in the Federal Government to focus solely on improving customer experience and fostering a customer-first mentality.

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

OCE advances these behaviors through four pillars of service:

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

OCE offers in-house centralized feedback collection and survey management expertise; it provides guidance on customer experience legislation, and it leads the effort to advance the

goals of the 21st Century Integrated Digital Experience Act (21st Century IDEA) by improving enterprise digital customer experience.

External Services: FY 2023 Estimate - $200 thousand
Funding will be used to continue the efforts to develop a strategy and scope of services for a Government-wide customer experience capacity (in support of the Federal Customer Experience work) and support with Executive Orders to create a more holistic strategy to measure employee experience and create an environment for equity of services. Funding will also be used to increase the Government-wide coordination of employee experience measurement efforts.

Office of Congressional and Intergovernmental Affairs: FY 2023 Estimate - $1.2 million

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

External Services: FY 2023 Estimate - $1.2 million
OCIA coordinates services to over 1,400 House district offices and Senate state offices nationwide. OCIA supports the acquisition of office space, furniture and furnishings, property disposal, equipment and supplies, and storage and relocation services.

Working Capital Fund Bill by Staff and Service Office

(Dollars in Thousands)

GSA Working Capital Fund Bill $(000)	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
Public Building Service	**$370,550**	**$ 379,436**	**$ 392,261**
Federal Acquisition Services	**$279,262**	**$ 289,430**	**$ 307,948**
FAS ASF	$274,333	$ 284,892	$ 300,684
FAS FCSF	$4,929	$ 4,538	$ 4,792
FAS FCSF (ARP)	$0	$ -	$ 2,472
Office of Governmentwide Policy	**$11,812**	**$ 11,514**	**$ 10,732**
Office of Inspector General	**$1,997**	**$ 2,352**	**$ 2,450**
Former Presidents	**$17**	**$ 24**	**$ 28**
Civilian Board of Contract Appeals	**$421**	**$ 280**	**$ 215**
Technology Modernization Fund	**$168**	**$ 120**	**$ 931**
Operating Expenses	**$6,387**	**$ 5,558**	**$ 5,731**
Executive Direction	$3,703	$ 3,028	$ 3,001
Real Property Disposal	$2,684	$ 2,530	$ 2,730
WCF External Programs	**$964**	**$ 1,304**	**$ 1,680**
OCFO - Payroll Shared Services	$202	$ 255	$ 264
OGP - Electronic Capital Planning & Investment Control	$138	$ 185	$ 282
OGP - eRulemaking	$550	$ 664	$ 916
OGP - PMLoB	$0	$ -	$ 36
OAS - Commissions & Boards	$74	$ 200	$ 182
Grand Total	**$671,578**	**$ 690,019**	**$ 721,974**

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