

**United States Senate**

**Committee on Homeland Security and Governmental Affairs**

**Hearing on the Nomination of Edward C. Forst**

**To be Administrator of the U.S. General Services Administration**

**October 23rd, 2025**

**Washington, D.C.**

Chairman Paul, Ranking Member Peters, and Members of the Committee -

Thank you for the opportunity to appear before you today. I am honored by President Trump's nomination to serve as the next administrator of the U.S. General Services Administration (GSA), and I am grateful to this committee for its consideration.

If confirmed, I will bring nearly four decades of experience in financial services, real estate, and executive management. My time in the private sector taught me that disciplined execution, operational efficiency, risk management, and rigorous accountability are the cornerstones of performance. I have led large, complex organizations through changing markets, managing capital allocation, cost control, and strategic investment. I understand how to align incentives, enforce accountability, and sustain a culture of continuous improvement. I know how to lead a big team and set a clear vision.

Early in my career, I learned a simple principle that holds true in business and government: every dollar counts. Each dollar represents the hard work of the American taxpayer and should be used wisely, measured carefully, and spent only when it delivers clear value and measurable outcomes.

As administrator, I will bring that same rigor to GSA. The agency should serve as a multiplier for efficiency and modernization, driving cost savings and operational excellence across federal real estate, procurement, information technology, and administrative support.

Our government established the GSA with a straightforward but critical mission: to make government more efficient and effective. Today, that mission extends far beyond office space and supply contracts. GSA provides essential services that enable agencies to

accomplish their core missions, supporting federal employees in acquisition, real estate, transportation, and technology.

President Trump has charged every federal agency with building an accountable, streamlined, and efficient government. GSA stands at the tip of the spear in achieving that vision.

If given the opportunity to serve and lead GSA, I will focus the agency on four central priorities: right-sizing our federal real estate portfolio, unifying our federal acquisition system, encouraging and promoting more small businesses to do business with the federal government, and leading the way for a technology transformation across federal agencies.

GSA must examine underused and outdated properties, renegotiate leases where possible, and consolidate space to reflect how federal agencies actually work today.

American taxpayers shoulder billions of dollars in deferred maintenance costs under the federal government's current real estate portfolio. Those costs are likely underestimated and will only grow if left unaddressed.

By right-sizing our federal footprint, we can ensure taxpayers no longer pay for underutilized space and properties that may never fully be repaired while providing federal employees with modern, mission-ready work environments. Innovative property management is not simply about saving money but empowering agencies to perform better in their spaces. I know the dedicated men and women of the Public Building Service are ready to take the management of the building portfolio to the next level.

The federal government's acquisition system must operate as a unified enterprise, not as a patchwork of disconnected transactions. Centralizing and streamlining procurement can reduce duplication, lower costs, and improve speed and consistency across the government. I'm confident the Federal Acquisition Service (FAS) team is prepared to fully embrace this once in a generation opportunity that will help agencies improve their mission delivery.

We must also make it easier for innovative and small companies to do business with the federal government. Simplifying regulations and eliminating unnecessary barriers will open doors for small businesses and emerging technologies. These reforms will strengthen our supply chains, fuel innovation, and enhance national security. I'm confident that the men and women of the Office of Government-wide Policy, FAS, and GSA's small business team are leaning into this opportunity to reduce unnecessary regulatory barriers for our sister agencies and for our private sector partners.

When procurement works intelligently, every hardworking taxpayer wins.

GSA must continue to lead the way in technology transformation across the government. Under President Trump's leadership, the Administration has prioritized the responsible and accelerated adoption of artificial intelligence (AI) and automation to improve service delivery and efficiency.

Through initiatives such as OneGov and the USAi platform, GSA is deploying secure, mission-ready AI tools that streamline operations and improve responsiveness to the public. At the same time, GSA continues to operate the government's core digital infrastructure, delivering secure platforms for identity, shared services, cybersecurity, and cloud modernization under a zero-trust framework. Protecting Americans' data and privacy rights is paramount and thoughtful implementation of new technologies is required.

Technology modernization is not a luxury; it is a necessity for a government that intends to meet 21st-century challenges head-on. GSA will play an important leadership role in helping advance the Trump White House's AI Action Plan.

Finally, GSA must strengthen its culture of performance and accountability. The agency's internal metrics should align directly with the mission outcomes of its client agencies. These metrics, which include cost savings, execution speed, customer satisfaction, system uptime, and risk reduction, must be measured transparently and used to drive decisions.

Fiscal discipline should be our operating language, and results should be our report card. Every process should be scrutinized for duplication or waste, and every success should be scaled.

If confirmed, I will work to make GSA an administrative partner agency and a catalyst for excellence, efficiency, and innovation in federal service. GSA is uniquely positioned to advance a bold agenda that puts America first by demanding accountability, driving modernization, and aligning every function with our national priorities.

When GSA excels, every federal agency benefits, and the taxpayers, our ultimate stakeholder, receive the return they deserve.

Thank you again for considering my nomination and for your commitment to public service. I would be humbled to lead the talented team of public servants at GSA. I look forward to working with you to ensure that GSA continues to deliver value, efficiency, and results for the American people.

Submitted for the Record:

Edward C. Forst

Nominee to be Administrator of the U.S. General Services Administration

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