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United States Senate

COMMITTEE ON THE BUDGET

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June 7, 2018

The Honorable Shelley Moore Capito
Chairman
Subcommittee on Homeland Security
Committee on Appropriations
United States Senate
Washington, DC 20510

The Honorable Jon Tester
Ranking Member
Subcommittee on Homeland Security
Committee on Appropriations
United States Senate
Washington, DC 20510

Dear Chairman Capito and Ranking Member Tester:

As Congress continues its work on the fiscal year 2019 appropriations bills, I invite your attention to an important tool for identifying and eliminating waste and duplication across the government: the Government Accountability Office (GAO) report, *Additional Opportunities to Reduce Fragmentation, Overlap, and Duplication and Achieve Other Financial Benefits*, GAO-18-371SP, issued in April 2018.

Since 2011, this annual report has introduced more than 700 action items across 275 issue areas for Congress and executive branch agencies to reduce, eliminate, or better manage fragmentation, overlap, or duplication; achieve cost savings; and enhance revenue. Agencies and Congress have completely or partially addressed approximately 76 percent of these actions, which GAO estimates has produced approximately \$178 billion in savings and other financial benefits.

But more work remains. This year's report, which was the subject of a recent hearing of the Senate Committee on the Budget, identifies actions that have yet to be addressed – including new actions identified for the first time and those that are only partially addressed. GAO estimates that by fully implementing these open actions, tens of billions of dollars could be saved without adversely affecting services on which many Americans rely. There are a number of actions relevant to your subcommittee, which I have provided in the enclosure attached along with a copy of the full report.

By implementing the actions in GAO's report, Congress can improve government performance and stewardship of taxpayer dollars. This is a goal that I believe both parties share, and I ask for your careful consideration of these items as the fiscal year 2019 appropriations process moves forward.

Thank you in advance for your attention to this matter. If you have any questions, please contact me, or have your staff contact Alison McGuire on my Budget Committee staff at (202) 224-2887.

Sincerely,

A handwritten signature in black ink, reading "Michael B. Enzi". The signature is written in a cursive, slightly slanted style.

Michael B. Enzi
Chairman

Enclosure

Recommendations of the Government Accountability Office on “Additional Opportunities to Reduce Fragmentation, Overlap, and Duplication and Achieve Other Financial Benefits”
GAO Report Number: GAO-18-371SP

Senate Committee on Appropriations
Homeland Security Subcommittee

Open GAO Recommendations to Congress:

- Congress may wish to require the Secretary of DHS to adjust the air passenger immigration inspection fees as needed so that collections are aligned with total inspection costs, if it is determined that total immigration fee collections do not cover total immigration inspection costs. (2012-49-02-C)
- Congress may wish to require the Secretary of DHS to direct U.S. Immigration and Customs Enforcement and Customs and Border Protection to establish a regular schedule to review and coordinate on the costs of their respective air passenger immigration inspection activities, and revise the proportion of the fee received by each agency accordingly. (2012-49-04-C)
- Congress may want to consider requiring DHS to report on the results of FEMA’s efforts to identify and prevent unnecessary duplication within and across its preparedness grant programs, and consider these results when making future funding decisions for those programs. (2012-17-03-C)
- Congress may wish to consider limiting the use of federal preparedness grant programs to fund only projects to fill identified, validated, and documented capability gaps that may (or may not) include maintaining existing capabilities. (2012-17-07-C)
- Congress should increase coordination between various levels of government and reduce duplication of effort, resources, and costs associated with collecting and maintaining accurate geospatial address data. (2013-11-14-C)
- Congress should consider requiring the Department of Homeland Security (DHS), the Department of Justice (DOJ), and the Department of the Treasury (Treasury) to collaborate on the development and implementation of a joint radio communications solution (2014-10-01-C)

Open GAO Recommendations to Executive Agencies:

- DHS should provide oversight for interagency border security forums to help prevent duplication of effort and to utilize personnel efficiently. (2011-22-01-E)

- DHS should establish a way to determine the benefits of participating in interagency border security forums to develop a framework for identifying costs incurred by all partners participating in each forum. (2011-22-02-E)
- DHS should strengthen acquisition management to reduce inefficiencies, cost overruns, and schedule and performance shortfalls by ensuring that requirements and cost estimates are defined up front. (2011-75-01-E)
- DHS should strengthen acquisition management by ensuring that its investment decisions are transparent and documented; budget decisions are informed by the results of acquisition reviews, including acquisition information, program alternatives, and cost estimates; and sufficient management resources are identified and aligned. (2011-75-03-E)
- DHS should take further actions to improve its management of research and development efforts and reduce costs in procuring and deploying programs that have not been fully tested. (2011-75-04-E).
- DHS should delay proposed investments for future acquisitions of border surveillance technology until the Department better defines and measures the benefits and estimates life-cycle costs to ensure the most effective use of future funding. (2012-47-02-E)
- The Secretary of DHS should determine the viability of re-establishing the service-level agreement between the United States Citizenship and Immigration Service and Immigration and Customs Enforcement to eliminate duplication in the processing of immigration files. (2015-10-01-E)
- The Secretary of DHS should direct the Under Secretary of Management to ensure that the Human Resources Information Technology executive steering committee is consistently involved in overseeing and advising the Information Technology program. (2016-08-02-E)
- The Secretary of DHS should direct the Under Secretary of Management to direct the Chief Human Capital Officer to direct the Human Resources Information Technology investment to update and maintain the department's human resources system inventory. (2016-08-05-E)
- The Secretary of Homeland Security should direct TSA to limit future funding support for the agency's behavior detection activities until scientifically validated. (2011-77-05-E)
- The Coast Guard should establish a plan to close unnecessarily duplicative search and rescue boat stations and follow through with the plan's target dates. (2018-07-01-E and 2018-07-02-E)

- FEMA should complete a national preparedness assessment of capability gaps to enable prioritization of grant funding. (2012-17-06-E)
- Customs and Border Protection should conduct an analysis and take steps to eliminate liquidation of duties that occurs outside the 6-month requirement, as well as to build predictive analytics tools to help identify which duties are most likely in danger of nonpayment. (2011-81-03-E, 2011-81-04-E, 2011-81-05-E)
- OMB should develop a better mechanism to measure investments in geospatial technology or products across the federal government and revisit disclosure restrictions under U.S. Code Title 13 Section 9 and Title 39 Section 412 that govern the release of personally identifiable information relating to geospatial information. (2013-11-10-E, 2013-11-11-E)
- OMB should direct all federal agencies to maintain an inventory of mobile devices that identifies levels of usage and spending. (2016-35-01-E, 2016-35-02-E, 2016-35-03-E, 2016-35-04-E)
- Congress should consider requiring the Secretaries of DoD, HLS, HHS, VA, and Treasury to conduct annual analyses on the operations and maintenance costs of information technology systems. (2013-30-01-E)
- Federal agencies should develop a complete commodity IT baseline and finish migrating to a new shared service management tool to enable better oversight and potential consolidation of their IT investment portfolios. OMB and the Federal Chief Information officer should more forcefully oversee the migration efforts and assess data reporting requirements. (2014-24-01-E, 2014-24-02-E, 2014-24-04-E, 2014-24-06-E, 2014-24-07-E, 2014-24-08-E)
- Federal agencies covered by the Chief Financial Officers Act of 1990 should implement previously codified recommendations to develop a comprehensive policy for centralized software license management that adheres to best practices. (2015-23-02-E, 2015-23-03-E, 2015-23-04-E, 2015-23-05-E, 2015-23-06-E, 2015-23-07-E)
- The Homeland Security Council should develop a national biodefense strategy to ensure efficiency accountability across governmental efforts. (2011-21-02-E)
- The Federal Emergency Management Agency (FEMA) should complete a national preparedness assessment of capability gaps at each level based on tiered, capability-specific performance objectives to enable prioritization of grant funding, and FEMA could identify the potential costs for establishing and maintaining those capabilities at each level and determine what capabilities federal agencies should provide. (2012-17-06-E)

- The Federal Emergency Management Agency (FEMA) Administrator should re-examine the basis for the Public Assistance per capita indicator and determine whether it accurately reflects a state's capacity to respond to and recover from a disaster without federal assistance. (2012-51-01-E)