

2012 GAO Duplication Report

Issue	Description	Potential Savings (millions)
Unmanned Aircraft Systems (Page 26)	The Department of Defense currently has 15 separate unmanned aerial system (UAS) programs. The Navy will spend \$3 billion to develop its own version of the Air Force Global Hawk UAS. Additionally, there are four separate Air Force systems, two Navy systems, and two Army systems that all perform signals intelligence (collection of enemy communications). DOD will spend \$32.4 billion to complete 8 of these separate UAS's, several of which overlap in the areas of missions and payload capacity. Savings are over five years.	\$ 2,000
Electronic Warfare (Page 21)	The Navy, Marine Corps, Army, and Air Force are all separately procuring aerial vehicles to perform an airborne electronic attack mission. These aircraft will all be used to 'jam' (eliminate or neutralize) enemy air defense and communications systems during combat operations. In particular the Army and Marine Corps systems will duplicate their missions. Savings are through 2016.	\$ 2,600
Space Launch Contract Costs (Page 157)	The Department of Defense, NASA, and the Intelligence Community currently must use the United Launch Alliance (ULA), a joint Boeing-Lockheed Martin company for all launches of payloads into space. ULA enjoys a de facto monopoly in this area. The federal government (mainly these three areas: DOD, NASA, Intelligence) plans to spend \$15 billion over the next five years on space launches. Opening up this for competition could save billions. Savings are over five years, though it assumes that other providers will not be able to compete for at least two years.	\$3,000
Coordination of Space Systems Organizations (Page 150)	The federal government has an extremely fragmented approach to acquisition of space assets on which it spends around \$25 billion per year for research, development, and procurement. Specifically, there is a severe lack of coordination over assets that are shared throughout the government such as the Global Positioning System (GPS), space radar, and space situational awareness. DOD programs alone have seen cost increases of \$13.9 billion from initial to current costs, a nearly 300% increase. Savings estimated are per year based on an overall cost of \$25 billion per year.	\$ 8,300
Stabilization, Reconstruction, and Humanitarian Assistance Efforts (Page 45)	The Department of Defense, Department of State, and United States Agency for International Development have collectively spent \$72 billion in funding for stabilization, reconstruction, and humanitarian assistance for Afghanistan and \$62 billion in similar funding for Iraq. (This funding is much less than the more than \$1 trillion spent in the overall conduct of the war. A great deal of money went for supplying troops in Iraq and Afghanistan and using contracts with local Iraqi and Afghan vendors that are	\$ 4,000

	not counted in these totals). GAO found significant levels of potential overlap of programs administered by DOD, State, and USAID due to a lack of coordination, a lack of a common database to track specific programs in specific areas, and a lack of a common tool to monitor effectiveness and make comparisons among agencies. Savings are one-year and based on an estimate of \$12 billion per year in reconstruction costs for Afghanistan (and zero dollars for Iraq).	
Defense Language and Cultural Training (Page 39)	The Department of Defense has created 18 different products or programs to teach language and culture to military of the military (and in some cases civilians). These courses all overlap with at least one other product. The Army, Air Force, and Marine Corps each developed separate "Smart Books" through contractors at a cost of \$1.6 million that had similar content to the Defense Language Institute's Foreign Language Center - who spent \$15 million on similar products.	\$ 25
Counter-improvised Explosive Device Efforts (Page 33)	The Department of Defense spends over \$6.5 billion each year (on average) on technology and tactics to overcome the threat of Improvised Explosive Devices (IEDs). While the Department of Defense did create the Joint IED Defeat Organization (JIEDDO) which was funded by Congress to streamline this effort, many major counter IED missions have been funded outside of JIEDDO. As a result DOD has no centralized database to measure and evaluate the effectiveness of these programs. The military has developed six separate systems for directed-energy weapons to counter IEDs. The Army and Navy still do not work together on radio-frequency jamming devices, with the Army pursuing a \$1 billion separate system from the Navy - who DOD has put nominally in charge of all radio jamming devices in DOD. Savings are per year.	\$2,166

<p>Personnel Background Investigations (Page 79)</p>	<p>The government spent more than a billion dollars last year to conduct personnel background investigations for government employees in 2011. The Department of Defense requested close 787,000 background investigations. The Office of Personnel Management (OPM), who conducts the investigations. Other agencies use electronic case management systems to identify employees “who need investigations and monitor the status of investigations.”</p> <p>Previous legislation requires that agencies accept the background investigation or clearance review by any authorized agency. To manage these reviews, multiple agencies have invested in “or are beginning to invest in potentially duplicative electronic case management and adjudication systems” despite government-wide efforts “that agencies leverage existing technologies to reduce duplication.” Since 2007, GAO found that the Department of Homeland Security, Department of Justice and DOD have all implemented new case management systems.</p> <p>The GAO concludes that the federal government has not developed guidance how agencies “should leverage existing technologies to prevent agencies from making duplicative investments” for electronic case management systems. The result is that specific agencies “can decide to develop their own new systems without evaluating whether utilizing an existing system would be a more cost-effective approach.”</p>	
<p>Science, Technology, Engineering, and Mathematics (STEM) Education (Page 214)</p>	<p>Federal agencies spent \$3.1 billion on STEM education programs in FY2010. Encouraging learning in these fields has been a federal initiative since the early Cold War years and the Sputnik launch of 1957. Congress and the executive branch have created many STEM education programs over the past half century. According to GAO, 173 of the federal government’s 209 STEM education programs (or 83 percent) administered by 13 federal agencies was duplicative to at least some degree with at least one other federal STEM programs. The Department of Health and Human Services, National Science Foundation, and the Department of Energy administer 112, more than half, of these 209 programs.</p> <p>Unfortunately, the federal government has increased, rather than streamlined, the number of STEM education programs in recent years. GAO reports that a third of all federal STEM programs funded in 2010 were first funded during the previous five years.</p> <p>The federal government’s 209 STEM education programs should be reviewed and streamlined to improve coordination and performance, minimize duplication, and eliminate unnecessary expenditures.</p>	

<p>Employment for People with Disabilities (Page 203)</p>	<p>There are at least 50 programs run by nine federal agencies designed to assist the disabled in finding employment, costing \$3.5 billion per year. 30 of these programs are designed exclusively to help the disabled, while the remainder are broad enough to include them. Unfortunately, coordination among these programs is so poor that it was a major factor in placing "federal disability programs" on GAO's High-Risk List. Despite making a recommendation for several years that a "coordinating entity" be established, none was ever created. In the meantime, the programs are spread through various agencies, each administering several programs: Labor (15); Education (10); Defense (9); SSA (6); HHS (5); Veterans Affairs (4); USDA (1); IRS (1); and U.S. AbilityOne Commission (1). According to GAO, overlap was greatest in programs related to "veterans and service members" and "students and young adults." There 18 employment programs exclusively for disabled veterans, six for students/young adults and 14 more broad enough to include both groups.</p>	
<p>Social Security Benefits Coordination (Page 180)</p>	<p>Social Security benefits are available to people for a variety of reasons, ranging from old-age to disability to limited income. These same benefits are coordinated with programs such as Medicaid, Medicare and workers' compensation, primarily to prevent individuals from receiving similar payments for the same reasons. The means of coordinating these benefits is a series of "offsets" by which the Social Security or workers' compensation (called "FECA" for federal workers) payments are reduced for those getting both. GAO reports that implementation of these offsets has suffered in recent years, due mostly to bad information about workers' compensation payments. SSA has relied on beneficiaries to self-report their workers' compensation benefits, including any changes that occur in amounts. An investigation by the SSA Inspector General revealed \$43 million in SSDI overpayments to beneficiaries who received workers' compensation any time between June 2002 and April 2010.</p>	
<p>Early Learning and Child Care (Page 193)</p>	<p>GAO reports that the federal government currently supports early learning and child care through 45 different programs. It also subsidizes private expenditures for early learning and child care through five tax provisions. The majority of the early education and child care programs are concentrated in the Education and Health and Human Services (HHS) Departments. But they are also administered by the Departments of Agriculture, the Interior, Justice, Labor, Housing and Urban Development (HUD), the General Services Administration (GSA), and the Appalachian Regional Commission.</p> <p>Many of the federal governments 45 early learning and child care programs have overlapping missions. For example, five</p>	

	<p>programs administered by HHS and Education are designed to improve school readiness for low-income children.</p> <p>GAO recommended that the Education and HHS Departments, as well as other agencies, should improve coordinate efforts to minimize unwarranted overlap and potential duplication, and to simply children’s access to early education and child care programs.</p>	
<p>Housing Assistance (Page 185)</p>	<p>Since the 1930s, the government has played a major role in supporting and subsidizing the housing market. Whether through a subsidized mortgage, tax break, or rental subsidy, literally tens of millions of Americans benefit. In 2010, the government spent about \$170 billion on housing related programs, of which \$132 billion was forgone revenue from tax expenditures related to housing.</p> <p>The GAO found “twenty different entities administer 160 programs, tax expenditures, and other tools,” that support homeowners and renters. For example, the GAO found “39 programs, tax expenditures, and other tools provide assistance for buying, selling or financing a home,” and eight programs and tax expenditures provide assistance for rental property owners.”</p> <p>Also, overlap exists between housing services provided for rural communities by USDA and HHS. The services offered and areas served by the two agencies duplicative the other.</p> <p>The GAO found that the USDA program relies on more in-house staff to oversee its single family and multifamily loan portfolio of about \$93 billion than HUD relies on to manage its single family and multifamily loan portfolio of more than \$1 trillion, “largely because of differences in how the programs are administered.”</p> <p>The IRS also offers billions of dollars of housing assistance through the tax code, although some tax provisions “can contribute to mission fragmentation and program overlap that, in turn, can create service gaps, additional costs, and the potential for duplication.”</p>	

<p>Support for Entrepreneurs (Page 52)</p>	<p>There are 53 programs run by four agencies aimed at providing economic development assistance to entrepreneurs of all sizes, spending a combined \$2.6 billion per year. The agencies involved include: Small Business Administration (19); USDA (14); HUD (12); and Commerce (8). Three types of assistance are available for these businesses: 1. technical assistance; 2. financial assistance and 3. Federal contracts. The biggest category is programs that provide only "technical assistance" - without any other type of help - which is 17 programs spread through all four agencies. According to GAO, much of the overlap is concentrated in those programs designed to help "disadvantaged" and small businesses. Solving the problem will require eliminating or consolidating outmoded programs, says GAO, but to do so will be difficult because there are few performance measures. For example, 39 of 53 programs have either never undergone an evaluation or have only been reviewed once in the past ten years.</p>	
<p>Financial Literacy (Page 221)</p>	<p>A March 2011 survey of federal agency revealed that there were 56 financial literacy programs across 20 federal agencies. A subsequent analysis by GAO found that there were 15 financial literacy programs across 13 federal agencies if a narrower definition of financial literacy is used. The general purpose of these federal financial literacy programs is to help Americans make informed financial decisions.</p> <p>GAO estimates the cost of 13 of the 15 federal financial literacy programs to be \$30.7 million as of FY2010. This estimate does not count the \$136.6 million that the federal government spent on housing counseling programs in FY2010. The number of financial literacy programs is expected to increase since the passage of the Dodd-Frank Act and the creation of the Bureau of Consumer Financial Protection.</p> <p>Congress should review federal financial literacy programs and require federal agencies to evaluate programs' effectiveness, and identify operations for streamlining or eliminating duplicative programs.</p>	

<p>Health Research Funding (Page 96)</p>	<p>GAO reports that the National Institutes of Health (NIH), the Department of Defense, and the Department of Veterans Affairs spent nearly \$42 billion for activities related to health research in FY2010. However, these agencies do not effectively share information, which creates the potential for unnecessary duplication.</p> <p>According to GAO, NIH, DoD, and Veterans Affairs Department do not have comprehensive information about the research projects that the other agencies fund. According to GAO's interviews, program managers with these agencies typically search publicly available databases to identify potentially duplicative research projects, since no formal coordination or information sharing program exists for all research projects.</p> <p>These agencies should create a formal process to encourage collaboration and information sharing to avoid funding duplicative research projects.</p>	
<p>Military and Veterans Health Care (Page 102)</p>	<p>Despite the creation of a joint, Senior Oversight Committee between the VA and DOD and the subsequent establishment of a Federal Recovery Coordination program, the two departments (and the government) still struggle to provide care for wounded warriors from Iraq and Afghanistan. Many service members are enrolled in more than one care coordination or case management system which duplicate effort and reduce effectiveness of the individual programs. GAO found that inadequate information exchange and poor coordination cause frustration for wounded warriors seeking care.</p>	<p>N/A</p>
<p>Homeland Security Grants (Page 120)</p>	<p>GAO reports that the federal government spent more than \$37 billion between FY2002 and FY2011 on a variety of DHS homeland security preparedness grant programs. As of March 2011, HDS operated 17 preparedness grant program. Approximately \$20.3 billion of this funding was spent on the Federal Emergency Management Agency (FEMA)'s four programs: the State Homeland Security Program, the Urban Areas Security Initiative, the Port Security Grant Program, and the Transit Security Grant Program.</p> <p>GAO warns that these grant programs have similar goals and are used to fund similar activities in overlapping jurisdictions. In 2011, GAO recommended that DHS examine its 17 preparedness grant programs, coordinate application processes, develop better performance and capability criteria, and eliminate redundant reporting requirements. The FY 2013 Budget, President Obama proposes consolidating many of these grant programs.</p>	

<p>Department of Justice Grants (Page 110)</p>	<p>Since 2005, Congress has spent \$30 billion in Department of Justice grants for crime prevention police and victims services from more than 200 DOJ grant programs, and \$3.9 billion in grants just in 2010. The problem with duplication arises because recipients of grants may choose to award a portion of their grant to subgrantees. These subgrantees may also apply directly to DOJ for "funding through other grant programs for the same and similar purposes." The GAO also found that certain recipients where DOJ was awarding grants from different grant programs, "to the same applicants whose applications describe similar - and in some cases, the same -- purposes for using the grant funds."</p> <p>The GAO also found that often DOJ grant programs would provide funds to grantees without "without the visibility over whether the funds supported similar or the same purposes, thus potentially resulting in unnecessary and unintended duplication." DOJ's grant programs have also not come up with the appropriate procedures to manage the risks of duplicative grants before finalized grant awards.</p> <p>One example the GAO refers to a county that received a Justice Assistance Grant (JAG) program subaward and used those funds for officers doing community policing. The same county and one city in that county received COPS office hiring grants for hiring officers to do community policing. In all, three DOJ grants went to providing community policing in the same county.</p>	<p>\$3.9 billion in 2010</p>
<p>Federal Facility Risk Assessments (Page 128)</p>	<p>GAO found that "there is duplication in the federal government's approach to assessing risks at the some 9,000 federal facilities" operated by GSA. GAO has reported that agencies are spending additional resources on doing risk assessments, despite Federal Protection Service receiving \$236 million from agencies to conduct risk assessments and other security services in 2011.</p>	<p>\$236 million in 2011</p>

<p>Overseas Administrative Services (Page 139)</p>	<p>GAO reports that the State Department and other agencies operating overseas have not succeeded in reducing the cost of administrative support services overseas for the estimated 23,500 Americans working at the more than 250 diplomatic and consular posts around the world.</p> <p>In 1997, the United States government created the International Cooperative Administrative Support Services (ICASS) system to coordinate and share the cost of common services used to support personnel working overseas. According to GAO, ICASS cost more than \$2 billion in FY2011. However, participation in ICASS system is voluntary and agencies working overseas can opt-out of ICASS by providing or purchasing these services from another source. This means that many agencies are providing many of these services independently, failing to capitalize on the efficiencies created by the ICASS system, creating duplication, and increasing federal expenditures.</p> <p>Agencies should be required to participate in the ICASS service program unless they prove that they can obtain these services outside of ICASS without increasing costs to the federal government or jeopardizing their mission.</p>	
<p>Training to Identify Fraudulent Travel Documents (Page 146)</p>	<p>Fighting and preventing terrorism remains one of the federal government's top priorities. A top priority in the federal government's counter-terrorism strategy is to constrain terrorists' ability to travel and to enter the United States. One of the challenges of accomplishing this objective is working with foreign governments to prevent the use of fraudulent travel documents.</p> <p>GAO reported in June 2011 that seven different U.S. government entities across three federal agencies are involved in providing training to officials working for foreign governments to detect fraudulent travel documents. The agencies and bureaus involved in this training are the Bureau of Diplomatic Security, U.S. Immigration and Customs Enforcement, U.S. Customs and Border Protection, Transportation Security Administration, Federal Bureau of Investigation, Bureau of International Narcotics and Law Enforcement Affairs, State's Office of the Coordinator for Counterterrorism. According to GAO, State Department officials told GAO that they were not aware of how many agencies and offices were involved in providing fraudulent travel document training to foreign governments. No official mechanism or process exists for coordinating among these agencies involved with this training. GAO recommends establishing a formal coordination mechanism to reduce duplication in the training provided to foreign officials to identify fraudulent travel documents.</p>	

<p>Information Technology Investment Management (Page 132)</p>	<p>The federal government spends at least \$79 billion per year on 7,200 information technology (IT) "investments" - the name it gives to large IT systems. This number is conservative, according to GAO, because numerous agencies undercount their investments. The largest number of IT investments falls under the control of two departments: Defense (2,383 investments at \$37 billion) and Energy (876 investments at \$2 billion). When sorted by type, however, the numbers are even more interesting. There are 777 systems just for "supply chain management"; 622 for human resources; and 580 for "financial management." At the Department of the Navy, GAO found four "personnel assignment investments" - one for officers, one for enlisted service members, one for reservists and a "general assignment system." The Air Force has five separate systems that solely handle "contract management." At DHS, consolidating several of its IT systems could produce \$41 million in savings by 2014.</p>	
<p>Cybersecurity and Human Capital (Page 84)</p>	<p>Cyber security is one of the critical national security challenges facing the United States. FBI Director Robert Mueller recently told Congress that cyber attacks will someday replace terrorism as the number one security threat facing the United States.</p> <p>The federal government's ability to secure federal systems, and mitigate the threat from cyber attacks, is dependent on the knowledge, skills, and abilities of the federal government's workforce and contractors. GAO found that the federal initiatives to strengthen the cyber security workforce need better structure, planning, guidance and coordination to decrease duplication.</p> <p>The Department of Commerce's National Institute of Standards and Technology, the Chief Information Officers (CIO) Council, the Office of Personnel Management (OPM), and the Department of Homeland Security each have separate initiatives to the competencies, skills, responsibilities and work roles for their cyber security workforce. GAO recommends aligning these potentially duplicative efforts and establishing a process for tracking and coordinating agencies' cyber security training.</p>	

<p>Environmental Laboratories (Page 169)</p>	<p>The Environmental Protection Agency (EPA) “has an uncoordinated approach to managing” its testing laboratories where they do everything “from monitoring air quality and testing drinking water”</p> <p>The GAO was unable to calculate the potentially cost savings from consolidation because the “EPA did not have sufficiently complete and reliable operating cost data for its laboratories.” The agency is also unable to determine the number of federal employees and contractors working at the 37 laboratories.</p> <p>The EPA doesn’t have a process that coordinates the scientific process throughout the agency. For example, the EPA’s 10 regional labs providing very similar air quality testing. The regional laboratories can also be duplicative of the labs connected with the Office of Air and Radiation. The local Air and Radiation office in Michigan does emissions testing and the regional lab in North Carolina also does similar testing.</p> <p>“EPA lacks sufficiently complete and reliable data to make informed decisions for managing its laboratory facilities,” the GAO concluded.</p>	
<p>Department of Energy Contractor Support Costs (Page 69)</p>	<p>According to GAO, the Department of Energy spends 90 percent of its budget (which was \$27 billion in FY2011) on contractors to carry out its mission. These contractors include corporations, universities, and other entities. GAO reports that the sites of Department of Energy contractors vary in how they manage and execute support functions, such as procurement, recruitment and hiring, managing benefits, and maintaining facilities and infrastructure. Costs on these support functions are considerable, \$5.5 billion in FY2009 for the National Nuclear Security Administration (NNSA) and the Office of Science sites.</p> <p>GAO reports that, since 2007, the Energy Department and its contractors have been working to streamline efforts and reduce support functions’ costs. However, opportunities remain for the Department and its contractors to eliminate additional inefficiencies. For example, in 2011, Energy and NNSA proposed having a single contractor manage and operate two NNSA sites, which could save as much as \$895 million over the next decade.</p>	

<p>Spectrum Management (Page 89)</p>	<p>The federal government controls the radio frequency spectrum, which is used for critical wireless communications service for the U.S. economy and a range of government functions, including defense, homeland security, and public safety. The growth in commercial wireless broadband services has increased demand and competition for the limited spectrum. Since 1994, the federal government has received an estimated \$52 billion by auctioning the spectrum for commercial use. The federal government must weigh economic, technological, and public concerns when considering whether to the spectrum available for commercial use.</p> <p>Over the past decade, GAO has identified weaknesses in spectrum management, including the fragmentation of management between the Department of Commerce’s National Telecommunications and Information Administration (NTIA) and the Federal Communications Commission (FCC). GAO warns that this mismanagement could hinder the nation’s ability to meet growing demand for spectrum. It also warns that FCC’s spectrum management is a major governmental challenge, including the need to balance competing demands for limited spectrum.</p> <p>Improving the efficiency of spectrum management, including providing incentives for agencies to use spectrum more efficiently, could yield considerable savings for taxpayers.</p>	
<p>Green Building (Page 175)</p>	<p>There are 94 federal initiatives to encourage "green building" in the private sector, all run by 11 different federal agencies. Two-thirds of the initiatives are run by three agencies: HUD (29); EPA (18); and Energy (17). While these agencies have a seemingly obvious role in this area, there are twelve programs spread among the Small Business Administration and the Departments of Treasury and Education. However, according to GAO, all of the programs essentially address the same issue, and in largely the same way: encouraging private builders to adopt "green" standards. GAO requested funding information for all 94 initiatives, but the agencies did not provide it and so GAO was unable to report the amount spent in 2011. Further, two-thirds of all the programs were unable to provide a single goal or performance measure related to green building.</p>	

<p>Diesel Emissions (Page 162)</p>	<p>There are 14 programs and three tax expenditures that sole or joint purpose is to reduce diesel emissions. Thirteen of the programs provide grants and one is a loan program. GAO also identified three tax expenditures that provide incentives for owners and operators of diesel engines and vehicles. As one example of overlap, GAO found that “among the qualifying activities to the excise tax exemption for certain idling reduction devices and programs that fund idling reduction activities.”</p> <p>One program at the Environmental Protection Agency (EPA) sole purpose is reduction of diesel pollution. The remaining 13 have other purposes as well. The report found “each of the 14 programs overlaps with at least 1 other program in the specific activities they fund, the program goals, or the eligible recipients of funding.”</p> <p>GAO also identified examples of duplication where “more than one program provided grant or loan funding to the same recipient for the same type of activities.” In one case, a state transportation agency received three separate grants from three different DOT programs for \$11.2 million in total funding to replace diesel engines on buses.</p> <p>GAO previously has said that entities receiving multiple grants for one thing or “leveraging” is general recognized as a favorable practice in the private sector. However, the act of leveraging multiple grants in the federal government “from multiple agencies can be inefficient because agencies may incur costs for duplicative administrative activities.” The report also found that overall effectiveness of the diesel programs in reduced because the agencies involved “generally do not collaborate.”</p>	
<p>Protection of Food and Agriculture (Page 14)</p>	<p>Federal food safety efforts have long been criticized by GAO for being needlessly and harmfully decentralized, spreading across nine different agencies. Several years ago, DHS was tasked by the White House to address this by forming a governmentwide council attended by all relevant agencies, only interest waned by 2009 and it now rarely ever meets. According to GAO, there is deep-seated confusion about the missions carried out by HHS and USDA, the two primary food safety agencies. To illustrate, the current responsibility for tracking "specific animals and plats, as well as specific commodities and food" lies with HHS, USDA, EPA and the Department of the Interior.</p>	

<p>Nuclear Nonproliferation (Page 73)</p>	<p>Nuclear proliferation is one of the greatest threats to the national and international security. To prevent terrorist and other adversaries from acquiring and using nuclear weapons, the United States has pursued multiple nuclear nonproliferation programs, including the Department of Energy’s National Nuclear Security Administration, as well as Department of Defense, State, and DHS programs. The National Security Council has the primary responsibility to coordinate these programs.</p> <p>According to GAO, altogether there are 21 government programs and offices under five federal agencies –NNSA, Defense, State, DHS, and Justice—to prevent and detect the smuggling of nuclear materials and nuclear technology trafficking.</p> <p>GAO reports that these efforts are duplicative and incomplete. None of the existing strategies and plans for coordinating nonproliferation activities overseas “incorporates all of the desirable characteristics of national strategies.” GAO further found that no single agency has been granted the lead responsibility for leading and directing federal efforts to prevent nuclear smuggling. GAO recommends a review of nonproliferation strategy to improve coordination and minimizes fragmentation and overlap among programs.</p>	
<p>Surface Freight Transportation (Page 62)</p>	<p>Freight transportation is critical to the United States economy. In Fiscal Year 2010, Congress authorized \$43 billion for the Department of Transportation for surface transportation some of which that can benefit freight. The GAO report found that the “federal government does not maximize opportunities to promote the efficient movement of freight, despite a clear federal interest, the billions of dollars provided, and the importance of freight transportation.”</p> <p>Currently, there are “no separate federal freight transportation program, only a loose collection of many freight –related programs .” The GAO identified 55 Department of Transportation programs that fund “freight surface transportation infrastructure.” Additionally, the U.S. Army Corps of Engineers manages the freight transportation via our nation inland waterways system. While the cost of freight transportation is likely in the billions, the GAO found that “it is not possible at this time because the vast majority of the nation’s highway system is used by both passenger and freight vehicles.”</p> <p>Freight transportation initiatives receive grants, loans and tax credits. However, these programs funding pools are</p>	

	<p>“administered by different agencies and modal administrations with different missions, oversight and funding requirements; do not necessarily coordinate with each other; and at times may overlap.” Often the federal money is divided not out by need or “the condition of the infrastructure carrying freight,” but by funding formula.</p>	
<p>General Service Administration Schedules Contracts Fee Rates</p>	<p>Federal agencies procure goods and services through the General Services Administration's (GSA) Multiple Award Schedules (MAS) contracts. GSA charges agencies a fee when placing orders. During fiscal year 2007 through 2010, GSA's MAS program "averaged an excess of \$62.2 million in revenue over program costs" each fiscal year. According to GAO, GSA held a balance of over \$800 million in reserves. GAO finds "a reduction in the fee rate for the MAS program could generate significant cost savings for every agency of the federal government that uses the MAS program." A reduction of just 0.1 percentage points from the current rate would generate a savings of almost \$40 million a year.</p>	<p>\$40 million annually</p>
<p>Federal User Fees (Page 278)</p>	<p>A regular review of federal users fees and charges by Congress and federal agencies would reduce reliance on general fund appropriations by identifying and addressing inconsistent financing. "Federal user fees and charges are generally related to some voluntary transaction or request for government goods or services beyond what is normally available to the public, such as fees for national park entrance, patent applications, and customs inspections," notes GAO.</p>	<p>Undetermined</p>
<p>Border Security (Page 298)</p>	<p>"Delaying proposed investments for future acquisitions of border surveillance technology until the Department of Homeland Security better defines and measures benefits and estimates life-cycle costs could help ensure the most effective use of future program funding," according to GAO. Since its inception, the U.S. Customs and Border Protection (CBP)'s Secure Border Initiative Network has "experienced continued and repeated technical problems, cost overruns, and schedule delays," according to GAO.</p>	<p>Undetermined</p>
<p>Passenger Aviation Security Fees (Page 304)</p>	<p>The passenger aviation security fee has not been increased since it was imposed a decade ago in February 2002. The security fee is \$2.50 per enplanement and capped at \$5 per one-way trip. Passenger and air carrier security fees "offset about 29 percent of amounts appropriated for aviation security-related activities," according to GAO. "Adjusting the fee for inflation would represent an average annual increase of about \$410 million in passenger fee collections, estimates GAO. Taken together, a number of proposed options to increase the passenger security fee "could increase fee collections from about \$2 billion to \$10 billion over 5 years."</p>	<p>\$410 million annually and as much as \$10 billion over 5 years.</p>

Defense Headquarters (Page 233)	Former Secretary of Defense Robert Gates implemented a strategy to reduce overhead and support costs throughout the Department of Defense. Actions to date should save DOD over \$2 billion over the next five years. Further changes announced by DOD could save \$60 billion over the next five years. However, a lack of accurate information has stymied efforts in the past in this area.	\$ 60
Air Force Food Service (Page 229)	The Air Force spends \$150 million per year on 149 main dining facilities at military bases in the United States. They recently completed a pilot program at six bases with a contractor that showed savings of 8% over existing contracts without any reduction in meals served (in fact number of meals served were higher). Savings show what could be achieved if the pilot program were expanded to all Air Force facilities.	\$ 12
Defense Real Property (Page 239)	The military departments of the Department of Defense (Army, Navy, Air Force) have the authority to lease military facilities that are not in use. The military departments may accept cash or in-kind payments for these leases. DOD has not managed this well and there are numerous internal control weaknesses in the Enhanced Use Lease process that if fixed could generate additional revenues for the Department of Defense. In one case the Air Force estimated (through a contractor) that a piece of property was worth \$1.2 million but accepted \$350,000 in payment for the property. Savings assume the Air Force adopting the same rates as the Army and Navy for Enhanced Use Leases for five years.	\$ 52
Navy's Information Technology Enterprise Network (Page 256)	Navy Information Technology Enterprise Network is a large integrated IT system (internet, email, etc) for the Navy that may cost \$50 billion to develop, operate, and maintain through 2025. The Navy selected an acquisition approach that could cost \$4.7 billion more than the alternatives. GAO recommends an immediate interim review of the Navy's approach toward the Enterprise Network. Savings assume the Navy adopting a different option presented that would meet its IT needs for \$4.7 billion less over the short term (FY2011 through FY2012)	\$ 4,700.00
Military health care costs (Page 243)	The Department of Defense received over \$52 billion for health care costs for military (active duty, reserve, Guard, and retired) as well as family members. DOD has identified initiatives that if successful could save \$300 million per year and \$1.5 billion over five years. These initiatives include integration of psychological health programs, alternate payment systems, and improvement of the administration of health care services contracts.	\$ 1,500.00

Auto Recovery Office (Page 259)	GAO suggests Congress prohibit the Department of Labor from spending any of its appropriations on the Auto Recovery Office unless it can be demonstrated the office has uniquely assisted auto communities. The White House Council on Automotive Communities was established in June 2009 by executive order to coordinate the federal response to assisting communities that rely heavily on the auto companies. The staff and funding for the Council are provided by the Department of Labor's Office of Recovery for Auto Communities and Workers (Auto Recovery Office). The office spent approximately \$1.2 million in Fiscal Year 2011. According to GAO, "since the Auto Recovery Office was established, it has not accomplished half of the responsibilities set forth in executive orders. and has not been able to demonstrate the results of its efforts to assist auto communities." The office also duplicates and overlaps with other existing federal initiatives. "There are other efforts within the executive branch to assist economically distressed communities. For example, the White House's Office of Domestic Policy is overseeing the Strong Cities, Strong Communities program, which also involves multiple agencies collaborating to assist communities facing economic challenges." Auto communities reported much of the federal assistance they received was from Department of Labor resources "outside of the Council and Auto Recovery Office, such as the Workforce Investment Act Dislocated Workers Program and Trade Adjustment Assistance."	approximately \$1.2 million annually
Excess Uranium Inventories (Page 264)	"Marketing the Department of Energy's excess uranium could provide billions in revenue for the government," according to GAO. "The Department of Energy (Energy) maintains large inventories of uranium that it is no longer requires for nuclear weapons or fuel for naval nuclear propulsion reactors." According to GAO, "the Energy uranium inventories are worth potentially billions of dollars to commercial nuclear power plants that can use the material as fuel in their reactors." While Energy believes it has the "necessary legal authority" to sell the uranium, "it is nonetheless planning no sale." GAO estimated the value at \$4.2 billion based on May 2011 uranium prices and enrichment costs.	Approximately \$4.2 billion (total)
U.S. Currency (Page 273)	Replacing the \$1 bill with a \$1 coin "would provide a net financial benefit to the government of about \$5.5 billion over 30 years," according to GAO. The net benefit each year would be hundreds of millions of dollars.	About \$5.5 billion over 30 years and hundreds of millions of dollars annually

<p>Immigration Inspection Fee (Page 312)</p>	<p>"The air passenger immigration inspection user fee should be reviewed and adjusted to fully recover the cost of the air passenger immigration inspection activities conducted by the Department of Homeland Security's U.S. Immigration and Customs Enforcement and U.S. Customs and Border Protection rather than using general fund appropriations," according to GAO.</p>	<p>At least \$120 million annually</p>
<p>Medicare and Medicaid Fraud Detection Systems (Page 294)</p>	<p>Medicare and Medicaid made \$65 billion in improper payments last year. "The Centers for Medicare & Medicaid Services (CMS) needs to ensure widespread use of technology to help detect and recover billions of dollars of improper payments of claims and better position itself to determine and measure financial and other benefits of its systems."</p>	<p>As much as \$65 billion annually</p>
<p>Medicare Advantage Payment (Page 291)</p>	<p>"The Centers for Medicare & Medicaid Services could achieve billions of dollars in additional savings by better adjusting for differences between Medicare Advantage plans and traditional Medicare providers in the reporting of beneficiary diagnoses," according to GAO.</p>	<p>Between \$1.2 billion and \$3.1 billion</p>
<p>Iraq Security Funding (Page 316)</p>	<p>Due to the increase in the price of oil, Iraq has been running surpluses in their budget. At least \$11 billion is available for future spending, suggesting that a portion of Iraq's oil-generated surplus should be used for its own security. Savings assume the reduction of 1/3 of the money requested for the FY2013 budget for security assistance for Iraq.</p>	<p>\$ 900</p>
<p>Overseas Defense Posture (Page 250)</p>	<p>Approximately 400,000 American soldiers, sailors, airmen, and marines are stationed overseas on a given day. This includes deployments to Iraq and Afghanistan. However at least half of these military service members are in nations other than Iraq and Afghanistan. This suggestion recommends re-examining our overseas deployments to nations such as South Korea and Japan as well as territories such as Guam. DOD expects to spend \$17.6 billion on building facilities in South Korea to allow U.S. families to stay there permanently. This money could be saved by reducing the amount of ground troops in South Korea. DOD will spend \$29 billion to relocate Marines from Japan to Guam. Japan has agreed to pay no more than \$7 billion of the cost of this move. Savings assume that half the long term (through 2050) costs could be saved by reducing the presence of ground troops and maintaining air and naval facilities for future military operations as necessary.</p>	<p>\$ 19,500</p>
<p>IRS Enforcement Efforts (Page 285)</p>	<p>The "tax gap" is the amount of tax owed by taxpayers that has not been paid. In tax year 2006, the tax gap amounted to \$385 billion. GAO has identified a number of areas where the the IRS can better collect taxes owed, increase voluntary compliance, and reduce costs to the IRS.</p>	<p>Billions of dollars annually</p>

<p>Domestic Disaster Assistance (Page 321)</p>	<p>Federal expenditures on disaster assistance have increased due to the growing number of annual major disaster declarations. GAO reports that, between 2002 and 2011, the number of presidential disaster declarations increased by 35 percent compared to the previous ten-year period.</p> <p>According to FEMA and state officials, whether states are eligible for public assistance funding from FEMA is largely determined by the statewide per capita damage indicator, which is essentially a proxy of a state's capacity to recover from disasters. However, this indicator is outdated and does not consider important factors that have changed, including the large federal investments that have been made to enhance states' disaster preparedness and capabilities.</p> <p>GAO reports that FEMA could reduce federal expenditures by updating its eligibility indicator and better determining states' ability to respond to disasters.</p>	
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