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 **OPENTHEBOOKS OVERSIGHT REPORT**

# **DUPLICATION NATION**

**HOW CONGRESS SAVED TAXPAYERS \$670 BILLION  
WITH 1,341 CUTS TO PROGRAMS SINCE 2011**



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# DUPLICATION NATION

**HOW CONGRESS SAVED TAXPAYERS \$670 BILLION  
WITH 1,341 CUTS TO PROGRAMS SINCE 2011**

Published: August 2024

**Dedicated to Dr. Tom Coburn**

OpenTheBooks Honorary Chairman  
Rest In Peace - March 28, 2020

**By Adam Andrzejewski**  
Founder/CEO

**Thomas W. Smith**  
Chairman

*"OpenTheBooks is doing the work I envisioned when the Coburn-Obama bill became law.  
Their innovative app and other tools are putting sunlight through a magnifying glass."*

**U.S. Senator Tom Coburn, MD**  
Washington, D.C. | March 11, 2014

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*"I know that restoring transparency is not only the surest way to  
achieve results, but also to earn back the trust in government..."*

**U.S. Sen. Barack Obama**

## PROLOGUE



Since 2011, \$667.5 billion in taxpayer dollars have been saved, thanks to an annual report from Washington’s internal watchdog, the U.S. Government Accountability Office, which pens the yearly analysis of federal outlays, identifying ways to cut duplicate spending.

Each year, GAO reports on the federal agencies with fragmented and duplicative programs and goals, and recommends hundreds of ways to fix it and reduce costs.

In the 2024 report, the GAO identified 112 new matters for Congress to consider and recommendations for federal agencies to take.

Not all the items identified in the annual reports are completed – or, in some cases, even started – leaving tens of billions more dollars to be saved, and more government services to be improved.

Between 2011 and 2024, Congress and federal agencies fully addressed 1,341 (66 percent) of the 2,018 matters and recommendations that GAO identified, and partially addressed 139 (about 7 percent).

GAO closed another 128 matters and recommendations – about 6.5 percent – as “no longer valid” and is no longer tracking due to changing circumstances.

That leaves 410 open matters and recommendations that have not been addressed at all.

The annual report and the \$667.5 billion in public money saved so far is thanks to the late U.S. Senator Dr. Tom Coburn.

Coburn, the legendary U.S. Senator from Oklahoma, earned the nickname “Dr. No” by using Senate rules to stop thousands of pork-barrel projects. Projects that he couldn’t stop, Coburn included in [his oversight reports](#), shining a white-hot spotlight on taxpayer abuses.

Coburn demanded Congress and federal agencies be held accountable for their spending, and since then, the annual GAO has saved taxpayers \$667.5 billion by eliminating duplicated resources.

“Quite frankly, the reason the guidance of GAO is so important at this time is because Congress has increasingly ignored its own duties to oversee the functions of government,” Coburn [wrote in 2011](#).

### WHO WE ARE

American transparency is a public charity. We do not accept government money. Our oversight reports present hard data so citizens, media, think tanks, politicians, and watchdogs can “follow the money.” Hard facts are non-partisan and enhance the public discourse.

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## KEY TAKEAWAYS

The [GAO's 2024 report](#), *Additional Opportunities to Reduce Fragmentation, Overlap, and Duplication and Achieve Billions of Dollars in Financial Benefits* lays out \$71.3 billion worth of financial benefits realized by Congress and federal agencies in the year since its last report.

It found 112 new matters and recommendations in 42 topic areas in which Congress or federal agencies can improve the efficiency and effectiveness of government.

Add that on to the \$596.3 billion saved since 2011, and the \$667.5 billion in cost savings represents what happens when government is held accountable for spending from the public's pocketbook.

The watchdog agency notes that the dollar figures noted for future savings are "rough estimates based on a variety of sources that considered different time periods and used different data sources, assumptions, and methodologies."

While the savings realized over 14 years is laudable and must continue, it must not be lost that about one-quarter of duplicated efforts that the GAO identified continue to waste taxpayer dollars.

There are still 549 matters and recommendations that have not been addressed at all or have been only partially addressed.

"Ignoring their responsibility to conduct oversight and determine if a given federal program is effective, members of Congress are often beholden to special interest groups and would rather continue funding an old program instead of eliminating it," [Sen. Coburn said in 2010](#). "At the same time, Congress will then create new programs that do the very same thing and do it just as poorly. There's no ineffective, inefficient program that the government can't recreate at an even higher cost."

# HISTORY OF THE ANNUAL DUPLICATION REPORT

In early 2010, when Congress and then-President Barack Obama were negotiating to once again increase the debt limit, Sen. Coburn insisted that it be done alongside an annual requirement for a GAO report on duplication.

Such a report would outline which agencies and programs were duplicated, how to stop it and how much money would be saved by doing so.

Sen. Coburn's amendment to the debt ceiling deal [passed unanimously](#), ensuring Congress and federal agencies would consolidate duplicative government programs, cut wasteful spending, and return billions of dollars of unspent taxpayer money.

Section 21 of Public Law 111-139, [enacted in February 2010](#), requires the GAO to conduct investigations to identify federal programs, agencies, offices, and initiatives with duplicative goals and activities.

The first GAO report was published in [March 2011](#), titled "Opportunities to Reduce Potential Duplication in Government Programs, Save Tax Dollars, and Enhance Revenue."

It includes 81 areas where duplication was wasting money, with similar or overlapping objectives, providing similar services to the same populations, or where agencies or Congress could take action to reduce the cost of government operations or enhance revenue collections.

Congress hated it.

The appropriators were irate because it made them look bad, and they enjoyed having their own pots of money to spend however they pleased, regardless of whether others were spending on the same things.

Shortly after the report was released, the Senate Appropriations Committee threatened to cut GAO's funding, a direct attack against the agency that shined a spotlight on their irresponsible spending habits.

Coburn, along with four other senators, [penned a letter](#) to legislative leaders, asking them not to cut the GAO budget.

Then in November 2011, Sen. Coburn [released a report](#) on Congress targeting the GAO, detailing the oversight that the agency produces, and making the case that Congress has shirked its oversight duties while spending more and more money.

The threats to cut the GAO’s funding went away, and the report has been published every year since, saving a cumulative \$667.5 billion in taxpayer dollars.

But the report’s existence is under constant threat by people who don’t want any checks on their power.

There have been persistent efforts to eliminate the annual report requirement, so we have to fight that constantly, according to a former senior Coburn staffer.

“It is nearly impossible to fully comprehend the vast expanse of federal programs that exist today,” Coburn said in 2010. “Although various sources, including USA Spending and documents released by [Office of Management and Budget] and [Congressional Budget Office] produce partial lists of various government programs, there is not an exhaustive list of federal programs. Every federal department is now administering programs that address challenges tasked to be addressed by other agencies. The government has grown so large and unmanageable, that even the experts, and the departments themselves, cannot compile a list of all federal programs within their purview.”

It is vitally important for the GAO to annually identify federal programs, initiatives, agencies and offices with duplicative goals and activities, to estimate the cost of the duplication, and to make recommendations for consolidation and elimination of the duplication.



# SCOPE AND METHODOLOGY

Our auditors read the 14 annual reports published by the GAO since 2011, noting the number of recommendations made, those completed, those open and included GAO anecdotes of success stories, as well as things that need improvement.

We spoke with a former senior staffer of Sen. Coburn, who gave insight into the senator's drive to give close scrutiny to every bill that came through the Senate, his immediate notice of the widespread duplication among federal agencies and his argument for better government and less spending.

The staffer provided historical context for Sen. Coburn's push to empower the GAO to provide badly needed oversight and the battle to maintain the agency's funding, all while putting the spotlight on Congress irresponsibly spending taxpayer money.

We also spoke with GAO staff about the changes that occurred over the years as the agency tweaked its methodology, tracking and quantifying of figures.

We expected to see the year-over-year increase in the number of recommendations made, number completed and money saved.

Unfortunately, the GAO changed how it quantifies its recommendations, thus making a complete year-by-year comparison impossible.

Beginning in 2011, the GAO report identifies the number of actions (between 64 in 2014 and 168 in 2020) and topic areas (between 24 in 2015 and 80 in 2011).

Going through each report and adding up the annual actions and topic areas does not bring one to the cumulative figures listed in the 2024 report.

That's because GAO changed how it identifies and track recommendations, now listing a cumulative 2,018 matters and recommendations that staff identified since the initial report in 2011. And GAO doesn't have a year-by-year breakdown of the 2,018 matters and recommendations.

This note [in the 2023 report](#) explains the change.

*"In previous annual reports on Duplication and Cost Savings, we tracked "actions" instead of matters and recommendations [emphasis added]. While these describe similar populations, there are occasionally differences between the two. Specifically, some actions in our prior reports represented a combination of multiple related matters and recommendations, some actions were independent of matters and recommendations, and sometimes a single matter or recommendation was captured through multiple actions.*

*"In fiscal year 2023, GAO stopped tracking "actions" [emphasis added] and integrated our relevant data into our system for tracking matters and recommendations.*

*"We also made improvements to our systems and processes, which enabled us to identify relevant matters and recommendations we had not previously included in this body of work. As such, the numbers and status in this report should not be directly compared with prior reports." [emphasis added]*

However, OpenTheBooks.com auditors analyzed the reports to understand how the number of recommendations led to the 2,018 total this year. While it's not exact, the chart below gives the reader of this report a sense of how recommendations accumulated over the years.

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# TOP 10 WASTEFUL AGENCIES WITH OPEN RECOMMENDATIONS

Number of Open Recommendations by Agency, as of March 2024

- 

**1 Department of Defense**  
68 not addressed | 31 partially addressed | Total 99 open recommendations
- 

**2 Department of Health and Human Services**  
40 not addressed | 17 partially addressed | Total 57 open recommendations
- 

**3 Internal Revenue Service**  
28 not addressed | 16 partially addressed | Total 44 open recommendations
- 

**4 Department of Homeland Security**  
22 not addressed | 14 partially addressed | Total 36 open recommendations
- 

**5 Department of Commerce**  
26 not addressed | 1 partially addressed | Total 27 open recommendations
- 

**6 Office of Management and Budget**  
20 not addressed | 6 partially addressed | Total 26 open recommendations
- 

**7 Department of State**  
13 not addressed | 2 partially addressed | Total 15 open recommendations
- 

**8 Department of Justice**  
11 not addressed | 3 partially addressed | Total 14 open recommendations
- 

**9 Department of Veterans Affairs**  
8 not addressed | 5 partially addressed | Total 13 open recommendations
- 

**10 Department of Agriculture**  
12 not addressed | 0 partially addressed | Total 12 open recommendations

Source: 2024 [annual GAO report](#)

# TOP MISSION AREA WITH FINANCIAL BENEFITS

Money Saved by Type of Spending, as of March 2024

**1. Defense: \$197 billion**

169 of 252 matters and recommendations partially addressed or fully implemented

**2. Health: \$159 billion**

129 of 173 matters and recommendations partially addressed or fully implemented

**3. General Government: \$140 billion**

358 of 493 matters and recommendations partially addressed or fully implemented

**4. Agriculture: \$45 billion**

26 of 41 matters and recommendations partially addressed or fully implemented

**5. Training, Employment and Education: \$44 billion**

60 of 67 matters and recommendations partially addressed or fully implemented

**6. Energy: \$38 billion**

28 of 38 matters and recommendations partially addressed or fully implemented

**7. Homeland Security/Law Enforcement: \$16 billion**

113 of 174 matters and recommendations partially addressed or fully implemented

**8. Other Areas: \$28 billion**

597 of 782 matters and recommendations partially addressed or fully implemented

Source: 2024 [annual GAO report](#)

# OPPORTUNITIES TO REDUCE DUPLICATION, ACHIEVE SAVINGS, ENHANCE REVENUE

YEAR	ACTIONS	TOPIC AREAS
2011	150	80
2012	150	51
2013	81	31
2014	64	26
2015	66	24
2016	92	37
2017	79	29
2018	68	23
2019	98	39
2020	168	39
2021	112	29
2022	94	30
2023*	100	35
2024*	112	42
<b>TOTALS</b>	<b>1,434</b>	<b>515</b>

**\* This chart is for historical context only.** GAO totals 2,018 matters and recommendations, far more than depicted above. GAO doesn't have a year-by-year breakdown of the 2,018 matters and recommendations.

As explained in "Scope & Methodology," as of 2023, GAO no longer tracks "actions," now listing "matters and recommendations," and there are occasionally differences between the two.

"Specifically, some actions in our prior reports represented a combination of multiple related matters and recommendations, some actions were independent of matters and recommendations, and sometimes a single matter or recommendation was captured through multiple actions," GAO explains.

"We also made improvements to our systems and processes, which enabled us to identify relevant matters and recommendations we had not previously included in this body of work. As such, the numbers and status in this report should not be directly compared with prior reports." [emphasis added]

# SAVINGS BUILDS YEAR AFTER YEAR

Every year, since its 2015 report, GAO estimates how much in “financial benefits” have been realized by Congress and federal agencies. Oftentimes, recommendations are made with an estimated savings of “hundreds of millions of dollars” or “billions of dollars,” which may later be clarified with more specific savings.

These figures change as more actions are taken, often building over years.

The first four years of reports (2011-2014) don’t include total dollar figures for estimated savings.

**The 2015 report** stated “We estimated that executive branch and congressional efforts to address suggested actions resulted in roughly \$20 billion in financial benefits from fiscal years 2011 through 2014.”

As of March 6, 2015, we found that 169 actions (37%) were addressed, 179 (39%) were partially addressed, and 90 (20%) were not addressed.

**The 2016 report** stated, “In response to our 2011-2015 annual reports, Congress and executive branch agencies have addressed a total of 224 actions, including 55 actions since April 2015. We found that these efforts have resulted in roughly \$56 billion in financial benefits from fiscal years 2010 through 2015.”

**By 2017**, GAO estimated \$136 billion in financial benefits had been achieved by addressing the actions since 2010.

By 2017, 329 – or 51% – of actions had been addressed, 201 (31%) had been partially addressed, and 115 (18%) had not been addressed.

**By 2018**, GAO estimated \$178 billion in financial benefits had been achieved by addressing the actions since 2010.

By 2018, 376 – or 52% – of actions had been addressed, 175 (24%) had been partially addressed, and 122 (17%) had not been addressed.

Another 51 (7%) were consolidated/closed/not addressed.

**In March 2019**, the GAO estimated \$262 billion in financial benefits.

Congress and executive branch agencies had fully addressed 436 actions (54%) and partially addressed 185 actions (23%).

**By March 2020**, the estimated financial benefits added up to \$429 billion.

Congress and executive branch agencies had fully addressed 519 actions (57%) and partially addressed 202 actions (22%).

**A September 2021** updated report estimate stated \$515 billion in savings.

As of August 2021, Congress and executive branch agencies had fully addressed 666 (56%) of the 1,200 actions GAO identified from 2011 to 2021 and partially addressed 207 (17%).

In May 2022, the GAO estimated \$552 billion in cost savings and revenue increases. As of March 2022, Congress and executive branch agencies have fully addressed 724 (about 56%) of the 1,299 actions GAO identified from 2011 to 2022 and partially addressed 240 (about 18%).

In 2023, the estimated cost savings and revenue increases hit around \$600 billion. As of April 2023, Congress and agencies had fully addressed 1,239 (about 66%) of the 1,885 matters and recommendations and partially addressed 144 (about 8%).

In May 2024, GAO released its most recent report, estimating that Congressional and agency action has yielded about \$667 billion in cost savings and revenue increases. As of March 2024, Congress and agencies had fully addressed 1,341 (66%) of the 2,018 matters and recommendations GAO identified from 2011-2024 and partially addressed 139 (about 7%).



*“Congress and federal agencies have taken action on many of the 2,018 matters and recommendations we have identified since 2011,” GAO stated in its 2024 report. “However, further steps are needed to fully address the 549 matters and recommendations that remain open. We estimate that tens of billions of dollars in additional financial benefits could be realized should Congress and agencies fully address these. In addition, other improvements can be achieved.”*

# FEDERAL AGENCIES TAKE MORE ACTION, WHILE CONGRESS STALLS

The 2,018 matters and recommendations that GAO identified are broken down into matters directed to Congress for the opportunity to address fragmentation, overlap, and duplication, or achieve financial benefits – those number 140 since 2011 – and recommendations directed to federal agencies – 1,878.

Of the 140 Congressional matters, 76 (54%) remained open as of March 2024. Legislation was introduced in the 117th or 118th Congress to address 31 (about 41%) of the open matters, but as of March 2024, legislation had not been enacted, and those matters remained open.

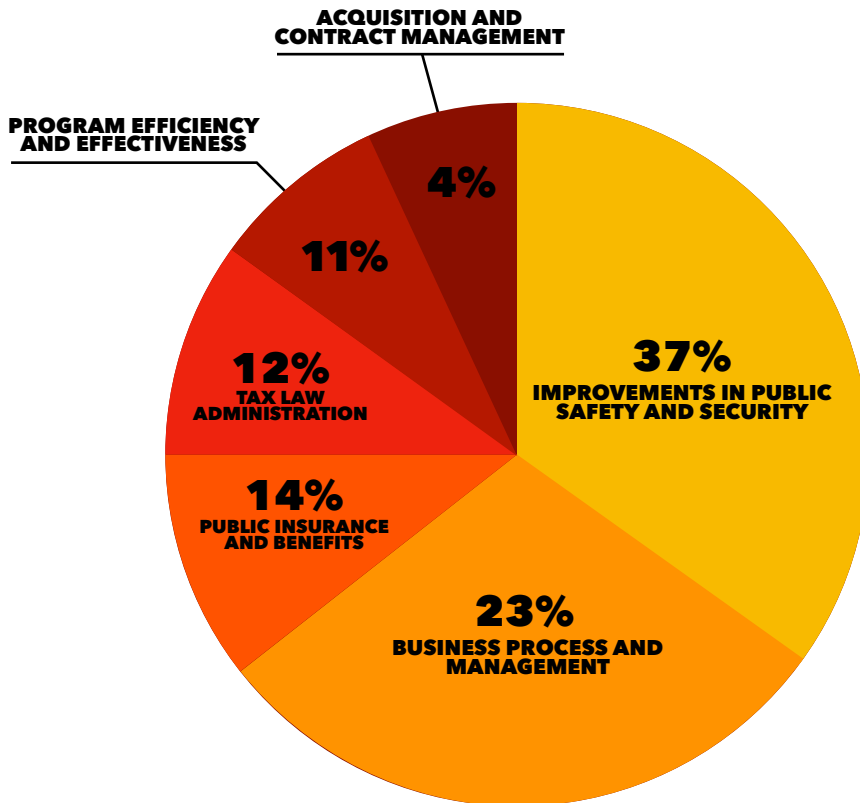
The federal agencies, on the other hand, have a better record of taking action after the GAO makes its recommendations.

Of the 1,878 recommendations, 473 (25%) remained open as of March 2024.

Six agencies – Department of Defense, Department of Health and Human Services, the Internal Revenue Service, Department of Homeland Security, Department of Commerce, and the Office of Management and Budget – each have at least 20 open recommendations.

## Topic Areas of 549 Open Matters/Recommendations

*Percentages may not total 100 due to rounding*



Source: 2024 [annual GAO report](#)



## LET ME GOOGLE THAT FOR YOU ACT

One doesn't have to look very far to see a perfect example of Congress shirking its duty to cut waste while federal agencies take action.

In 2014, Sen. Coburn [teamed up with other senators](#) to introduce the *Let Me Google That For You Act*, a bill to eliminate the National Technical Information Service, an outdated agency that lost more than \$1 million annually trying to sell government reports that are available for free online.

Created in 1950, the NTIS, part of the Department of Commerce, collected and distributed certain government reports. But as technological advances were made, the agency's services became outdated and unnecessary.

By 2013, 75 percent of the reports were available online, and of those, 95 percent were free. [But NTIS was still charging for copies.](#)

The NTIS was even trying to sell at least six oversight reports authored by Coburn's office. While these free reports were posted on Coburn's website, NTIS charged people between \$33 and \$48 each.

"Thank you for working to remedy this ridiculous situation," Sen. Coburn said in a 2014 letter to Bruce Borzino, NTIS director. "It is inappropriate to charge taxpayers and federal agencies for these documents, which are posted online for all to view at no cost."

The NTIS had been highlighted in the [GAO's 2013 report](#) on duplication, and were found to have costs for each of the last 11 years exceeded revenues by an average of \$1.3 million.

The GAO suggested that Congress consider the "appropriateness and viability of the fee-based model under which NTIS currently operates for disseminating technical information to determine whether the use of this model should be continued."

Coburn's elimination bill didn't make it into law, but [the agency evolved](#) to take on a new role that doesn't duplicate Google, instead focusing on providing other data services.

*Image attribution for 'Google logo icon on technology futuristic background': Buffik - stock.adobe.com*

# MONEY SAVED, THANKS TO CONGRESS AND FEDERAL AGENCIES

*Examples of Changes Made To Save Money*

**Paycheck Protection Program:** The Small Business Administration implemented an oversight plan for its Paycheck Protection Program, including an automated screening system to identify potentially ineligible or fraudulent applicants and recipients. SBA applied similar oversight controls to identify potentially ineligible or fraudulent applicants to its Restaurant Revitalization Fund.

*Savings: About \$13.2 billion, fiscal years 2020 through 2023.*

**Federal Passport Taxes:** Following enactment of the Fixing America's Surface Transportation (FAST) Act in 2015, the Internal Revenue Service (IRS) provided information to the Department of State about individuals with certain seriously delinquent tax debts, which State used to restrict the issuance of passports to such individuals. As a result, many delinquent taxpayers were incentivized to resolve their liabilities. IRS may realize additional financial benefits through continued enforcement of the FAST Act, although no estimate is available.

*Savings: Revenue enhancement of about \$8.2 billion, fiscal years 2018 through 2022.*

**Identity Theft Refund Fraud:** Following enactment of the Protecting Americans from Tax Hikes Act of 2015, IRS enhanced its fraud and noncompliance detection tools to use W-2 data to verify wage and other information reported on tax returns prior to issuing refunds. By using W-2 information prior to issuing refunds, IRS has avoided paying billions in fraudulent and noncompliant refunds and yielded additional savings by reducing taxpayer burden.

*Savings: About \$7.1 billion, fiscal years 2017 through 2021.*

**Required Auction of Public Safety Spectrum:** Congress repealed the requirement to reallocate and auction radio spectrum used by public safety officials (e.g., firefighters and police). The Federal Communications Commission terminated the auction proceedings in January 2021, thereby avoiding reallocation and auction costs that were projected to exceed auction revenues.

*Savings: Cost savings of about \$3 billion, fiscal years 2021 through 2023.*

**Medicare Advantage:** Congress took steps to increase the minimum adjustment made for differences in diagnostic coding patterns between Medicare Advantage plans and traditional Medicare providers, which reduced excess payments by the Centers for Medicare & Medicaid Services (CMS) to Medicare Advantage plans for beneficiaries' care. CMS could realize additional financial benefits by adjusting payments for differences between Medicare Advantage plans and traditional Medicare providers in the reporting of beneficiary diagnoses.

*Savings: About \$2.5 billion, fiscal years 2013 through 2022, and tens of billions of dollars of additional savings are possible.*

Source: 2024 [annual GAO report](#)



# OPEN MATTERS WITH POTENTIAL TO SAVE \$1 BILLION+

*Examples Of Changes That Could Save Money*



**Medicaid Demonstration Waivers:** States can suggest changes to the administration of their Medicaid programs to better serve their unique patient population, with approval from the Department of Health and Human Services. Congress should consider requiring the Secretary to improve the demonstration review process through steps such as (1) clarifying criteria for reviewing and approving states' proposed spending limits, (2) better ensuring that valid methods are used to demonstrate budget neutrality, and (3) documenting and making public material explaining the basis for any approvals.

*Potential savings: Tens of billions of dollars*

**COVID Employer Tax Relief:** The Internal Revenue Service should document processes used to address certain compliance risks for COVID19 employer tax credits and implement additional compliance activities to potentially recapture ineligible claims.

*Potential savings: Tens of billions of dollars over 2 years*

**Disability and Unemployment Benefits:** Congress should consider passing legislation to require the Social Security Administration to offset Disability Insurance benefits for any Unemployment Insurance benefits received in the same period.

*Potential savings: \$2.2 billion over 10 years*

**Student Loan Income-Driven Repayment Plans:** The Department of Education should obtain data to verify income information for borrowers reporting zero income on Income-Driven Repayment applications.

*Potential savings: More than \$2 billion over 10 years*

**DOE's Treatment of Hanford's Low-Activity Waste:** Congress should consider clarifying two issues, including the Department of Energy's authority to determine whether portions of Hanford's tank waste, such as the low-activity tank waste, can be managed as a waste type other than high level radioactive waste and disposed of outside the state of Washington.

*Potential savings: Billions of dollars over 11 years*

Source: 2024 [annual GAO report](#)

# MODERN EXAMPLES OF DUPLICATION AND WASTE

**IDENTIFIED IN 2024**



- The Defense Counterintelligence and Security Agency should ensure its working capital fund cash balance is within its operating range, potentially saving its federal customers hundreds of millions of dollars through reduced prices.
- Congress and the Internal Revenue Service should take action to improve sole proprietor tax compliance, which could increase revenue by hundreds of millions of dollars per year.
- Agencies could save one hundred million dollars or more by using predictive models to make investment decisions on deferred maintenance and repair for federal buildings and structures.
- Congress should consider taking action that could help the Armed Forces Retirement Home address financial shortfalls to reduce the risk of exhausting the trust fund that supports it and potentially generate revenue of one hundred million dollars or more over 10 years.
- Federal agencies need building utilization benchmarks to help them identify and reduce underutilized office space, which could save ten million dollars or more over 5 years.
- The Department of Defense should reduce the risk of overlapping management activities and potentially save ten million dollars or more over 5 years in medical facility management by continuing its efforts to reevaluate its market structure and establishing performance goals.

Source: 2024 [annual GAO report](#)

# NOTES

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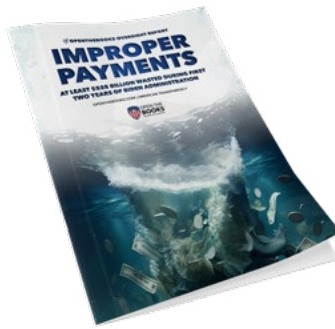
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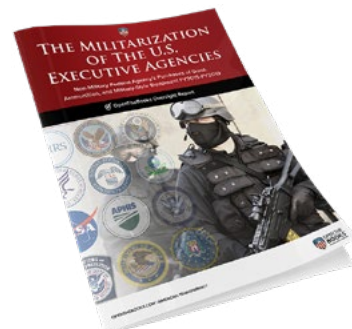
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# ABOUT AMERICAN TRANSPARENCY

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We are the world's largest private database of public-sector expenditures. We captured all disclosed federal spending since 2001; 50 of 50 state checkbooks; and 25 million public employee salary and pension records from 50,000 public bodies across America.

OpenTheBooks closed 2023 with the largest audience we've ever seen, the most investigations we've ever published, and more media interviews than ever before.

### IN 2021-2022...

Identified Dr. Anthony Fauci as the top paid federal employee, quantified the staggering cost of U.S. military gear left behind in Afghanistan, cracked open California's state checkbook and Big Pharma's \$1.4 billion in third-party paid royalties – leading to four televised congressional hearings in 2022.

### IN 2020...

*The President's Budget To Congress FY2021* included a first-ever chapter, "Stopping Wasteful and Unnecessary Spending," which was inspired by our oversight report, *Where's The Pork? A Study of \$600 Billion In Federal Grants*. Included in the President's Budget was our report, *Use-It-Or-Lose-It - How The Federal Government Spent \$97 Billion In September 2018*.

### IN 2019...

Our Top 82 U.S. Non-Profit Hospitals: Quantifying Government Payments & Financial Assets report launched on *FOX News' Tucker Carlson Tonight* and *USA TODAY*. This report backstopped President Trump's two executive orders on healthcare price transparency by showing that wealthy charitable non-profit healthcare providers and their CEO's were making big profits. Colorado Governor Jared Polis (D) also cited this data in his state of the state address while arguing for price reforms.

### IN 2018...

Open The Books' Mapping The Swamp, A Study Of The Administrative State Media report launched on *FOX News' The Ingraham Angle* and directly led to Representative Judy Hice's (R-GA) legislation on pension and bonus transparency (H.R. 2612). Furthermore, we briefed the Executive Office of the President, Office of Management & Budget regarding our policy ideas to drain the swamp.

### IN 2017...

The Tax Cuts And Jobs Act 2017, passed into law and included a claw-back tax on Ivy League-style, excessive university endowments. The *Boston Globe* cited our Ivy League, Inc. oversight report as a catalyst for the legislative provision. Coverage included *The Wall Street Journal* and eight segments on *Fox News*.

### IN 2016...

We exposed the \$20 million luxury-art procurement program at the Department of Veterans Affairs, which forced a public apology from the V.A. Secretary and the adoption of new rules to stop the abuse. Coverage included *Good Morning America* and *ABC World News Tonight*.

## IN RECOGNITION OF OUR TEAM

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