

GAO

Report to the Chairman and Ranking
Minority Member, Permanent
Subcommittee on Investigations,
Committee on Governmental Affairs,
U.S. Senate

December 2002

HOMELAND SECURITY

Information Technology Funding and Associated Management Issues



Highlights

Highlights of GAO-03-250, a report to the Chairman and Ranking Minority Member, Permanent Subcommittee on Investigations, Committee on Governmental Affairs, U.S. Senate

Why GAO Did This Study

Information technology (IT) will play a critical role in strengthening our nation's homeland security against potential future attacks. Specifically, IT will help enable the nation to identify potential threats, share information more readily, provide mechanisms to protect our homeland, and develop response capabilities. The Permanent Subcommittee on Investigations of the Senate Committee on Governmental Affairs requested that we identify, for fiscal years 2002 and 2003, IT funding targeted for purposes related to homeland security in those departments and agencies that play a key role in this mission area and, using our prior work, report on the IT management issues facing these organizations.

In commenting on a draft of this report, agencies provided technical comments that were incorporated in the report, as appropriate.

December 2002

HOMELAND SECURITY

Information Technology Funding and Associated Management Issues

What GAO Found

We identified \$2.9 billion in IT funding for homeland security for fiscal year 2002 and for fiscal year 2003. For fiscal year 2002, \$1.2 billion of it is for organizations (agencies, departments, or components of these) proposed to move to the Department of Homeland Security. For fiscal year 2003, \$1.7 billion is for organizations proposed to move to the new department. Total reported IT funding for homeland security is likely understated. For example, there may be other potential costs that are not reflected in reported totals, including multi-agency IT infrastructure (for example, secure networks), new intelligence systems, and funding for existing agency missions that appear to be related to homeland security (for example, Department of Defense, Federal Aviation Administration).

Of those organizations with significant IT funding that are proposed to move to the new department, the FBI's National Infrastructure Protection Center (NIPC), the Immigration and Nationalization Service (INS), the Coast Guard, and Customs have a large number of GAO recommendations from our prior work that still require action (see figure below). Although we did not have specific open recommendations for many of the organizations proposed to move to the Department of Homeland Security, most are from parent organizations that, based on our prior work, still face IT management issues. The majority of open recommendations are associated with securing information, having an architecture or blueprint to guide system development efforts, managing IT investments, and developing and acquiring information systems. Since September 1996, we have reported that poor information security is a widespread federal problem and therefore have designated it a governmentwide high-risk area.

Selected Departments with Open GAO IT Recommendations and Associated Homeland Security IT Funding Requested for Fiscal Year 2003

Department	Open recommendations	Homeland security IT funding (in millions)
Treasury (including Customs)	346	\$633.77
Transportation (including Coast Guard)	69	680.74
Justice (including NIPC, INS)	17	778.95
Totals	432	\$2,093.46

Source: GAO and agency budget information provided to GAO.

www.gao.gov/cgi-bin/getrpt?GAO-03-250.

To view the full report, including the objectives, scope, and methodology, click on the link above. For more information, contact Dave Powner at (202) 512-9286 or PownerD@gao.gov

Contents

Letter	1
Agency Comments	3

Appendixes

Appendix I: Homeland Security IT Funding and Associated Management Issues	4
Appendix II: Homeland Security IT Funding, by CFO Agency	29
Appendix III: Open Recommendations, by CFO Agency	31



United States General Accounting Office
Washington, D.C. 20548

December 13, 2002

The Honorable Carl Levin
Chairman
The Honorable Susan Collins
Ranking Minority Member
Permanent Subcommittee on Investigations
Committee on Governmental Affairs
United States Senate

Information technology (IT) will play a critical role in strengthening our nation's homeland security against potential future attacks. Specifically, IT will help enable the nation to identify potential threats, share information more readily, provide mechanisms to protect our homeland, and develop response capabilities. As you requested, our objectives were to identify fiscal years 2002 and 2003 IT funding targeted for purposes related to homeland security in those departments and agencies that play a key role in this mission area and, using our prior work, report on the IT management issues facing these departments and agencies.

To identify IT funding targeted for purposes related to homeland security in fiscal years 2002 and 2003, we requested and reviewed budget documentation from each of the 24 chief financial officer (CFO) departments and agencies, including their Exhibit 300s,¹ Exhibit 53s,² and other documents that identify IT funding for homeland security. In addition, we reviewed the Office of Management and Budget's (OMB) June 2002 *Annual Report to Congress on Combating Terrorism* and the President's June 2002 report entitled *The Department of Homeland Security*.

To report on the IT management issues facing the 24 CFO departments and agencies, we reviewed GAO IT products for fiscal years 1997-2002. We identified the recommendations from these products, which we organized by department or agency, and categorized them into specific IT areas (for example, information security). Subsequently, we followed up on each

¹Exhibit 300s are federal budget documents containing program and project information and associated cost, schedule, and performance information.

²Exhibit 53s list all of the IT projects and their associated costs within a federal organization and are to be prepared each year as part of the budget process in accordance with OMB Circular A-11.

recommendation to determine whether action had been taken to address it.³

On October 1, 2002, we provided a briefing to your offices on the results of this work.⁴ The briefing slides are included as appendixes I–III. As agreed with your offices, the purpose of this letter is to provide the published briefing slides to you.

In brief, we identified \$2.9 billion in IT funding for homeland security for fiscal year 2002 and for fiscal year 2003. For fiscal year 2002, \$1.2 billion is for organizations (agencies, departments, or components of these) proposed to move to the Department of Homeland Security. For fiscal year 2003, \$1.7 billion is for organizations proposed to move to the new department. However, total reported IT funding for homeland security is likely understated, because there may be other potential costs that are not reflected in reported totals, including multi-agency IT infrastructure (for example, secure networks), new intelligence systems, and funding for existing agency missions that appear to be related to homeland security (for example, Department of Defense, Federal Aviation Administration). The majority of the funding requested for fiscal year 2003 was reported by the Department of Justice's Immigration and Naturalization Service (INS), the Department of Transportation's Transportation Security Agency, and the Department of the Treasury's United States Customs Service. Beginning with the fiscal year 2004 budget submission, agencies are to indicate in Exhibit 53s whether IT projects are related to homeland security.

The organizations that are proposed to move to the new department will face IT management issues. Of those organizations with significant IT funding that are proposed to move to the new department, the FBI's National Infrastructure Protection Center, the INS, the Coast Guard, and Customs have a large number of GAO recommendations that still require action. Although we did not have specific open recommendations for many of the organizations proposed to move to the Department of Homeland Security, most are from parent organizations that, based on our prior work, still face IT management issues. Of those recommendations that still

³Our approach focused on agencies and areas where we have conducted IT reviews and was not intended to reflect IT management capabilities across the government. Also, it did not include Inspector General reports.

⁴We have amended the briefing as of November 22, 2002, to include minor changes and technical updates.

require action, the majority of open recommendations are associated with securing information (information security), having an architecture or blueprint to guide system development efforts (enterprise architecture), managing IT investments (investment management), and developing and acquiring information systems (systems development and acquisition). Since September 1996, we have reported that poor information security is a widespread federal problem and therefore have designated it a governmentwide high-risk area.

Agency Comments

We provided a draft of this report to the 24 CFO departments and agencies for comment. Several departments and agencies provided oral technical comments that we have incorporated into this report, as appropriate.

As agreed with your staff, unless you publicly announce the contents of this report earlier, we plan no further distribution of it until 30 days from the date of this letter. At that time, we will send copies of this report to other interested congressional parties. We also will make copies available to others upon request. In addition, the report will be available at no charge on the GAO Web site at <http://www.gao.gov>.

Should you or your staff have any questions on matters discussed in this report, please contact me at (202) 512-6408. I can also be reached by E-mail at WillemssenJ@gao.gov. Key contributors to this report were Lester Diamond, Joanne Fiorino, Robert Kershaw, Dave Powne, Karl Seifert, Kevin Secrest, and Eric Winter.



Joel C. Willemssen
Managing Director, Information Technology Issues

Homeland Security IT Funding and Associated Management Issues



Briefing to the
Senate Permanent Subcommittee on Investigations,
Committee on Governmental Affairs
October 1, 2002

Note: We have amended the briefing as of November 22, 2002, to include minor changes and technical updates.



Overview

- Objectives
 - Scope and Methodology
 - Background
 - Homeland Security Information Technology (IT) Funding
 - IT Management Issues of Organizations Involved in Missions Related to Homeland Security
-



Objectives

To assist in oversight of homeland security IT spending for organizations proposed to move to the Department of Homeland Security, we were requested to

- identify fiscal years 2002 and 2003 IT funding targeted for purposes relating to homeland security in departments and agencies that play a key role in this mission area, and
 - using prior work, report on the IT management issues facing these departments and agencies.
-



Scope and Methodology

To identify fiscal years 2002 and 2003 IT funding targeted for purposes relating to homeland security, we

- requested and reviewed budget documentation from each of the 24 chief financial officer (CFO) agencies, including (1) Exhibit 300s,^a (2) Exhibit 53s,^b and (3) other documents that identify homeland security IT funding;
- reviewed (1) OMB's June 2002 *Annual Report to Congress on Combating Terrorism*, (2) the President's June 2002 *Department of Homeland Security* report, and (3) OMB's memoranda to selected agencies telling them to "cease temporarily" new IT infrastructure and business system investments associated with organizations proposed to move to the Department of Homeland Security.
- In meetings with departments and agencies, we suggested that they use the homeland security definition found in OMB's June 2002 *Annual Report to Congress on Combating Terrorism* as a guideline when identifying homeland security IT funding.

^aExhibit 300s are federal budget documents containing program and project information and associated cost, schedule, and performance information.

^bExhibit 53s list all of the IT projects and their associated costs within a federal organization and are to be prepared each year as part of the budget process in accordance with OMB Circular A-11.



Scope and Methodology (cont'd)

To report on the IT management issues facing the 24 CFO^a departments and agencies, we

- reviewed GAO IT products for fiscal years 1997–2002;
- categorized the open recommendations by department into specific IT areas (for example, information security);
- followed up on each open recommendation to see if it had been closed.

This approach focused on agencies or areas where we have conducted IT reviews and is not intended to reflect IT management capabilities across the government. Also, it does not include Inspector General reports.

We performed our work in Washington, D.C., from July 2002 through September 2002, in accordance with generally accepted government auditing standards.

^aThe CFO agencies are listed in appendix II.



Background

- The fiscal year 2003 President's budget for governmentwide IT is about \$52.6 billion, an increase of 8 percent from fiscal year 2002.^a
- Fiscal year 2003 requested homeland security funding is about \$37.8 billion, an increase of 25 percent from fiscal year 2002.^b
- 22 existing major components are proposed by the administration to move to the Department of Homeland Security.

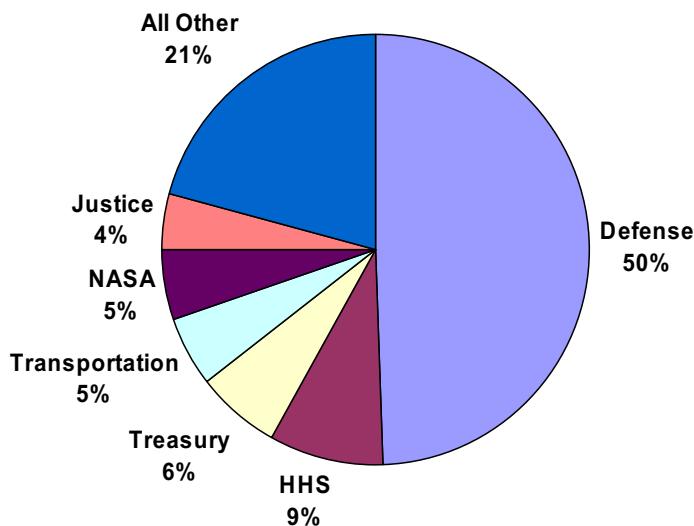
^aFigure comes from OMB's *Exhibit 53, Agency IT Investments Portfolio*, June 1, 2002.

^bFigure comes from the *OMB Annual Report to Congress on Combating Terrorism*, June 24, 2002, p.14.



Background (cont'd)

**Fiscal Years 2002 (\$48.6) and 2003 (\$52.6) Governmentwide IT
Funding
(in billions of dollars)**



Note: The percentages for these agencies, rounded to the nearest whole number, are approximately the same for fiscal years 2002 and 2003.

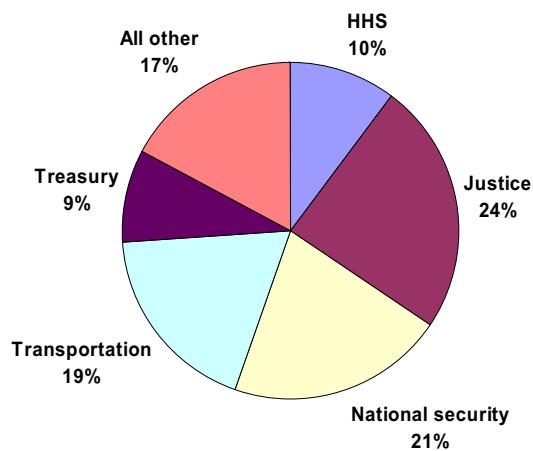
Source: Exhibit 53s, June 2002.



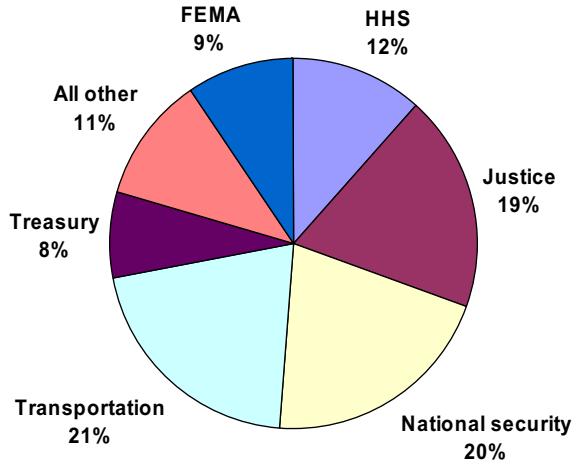
Background (cont'd)

Homeland Security Funding

FY 2002 Enacted (\$19.6) and Emergency Relief Fund (\$10.7)^a
(in billions of dollars)



FY 2003 Requests (\$37.8)^a
(in billions of dollars)



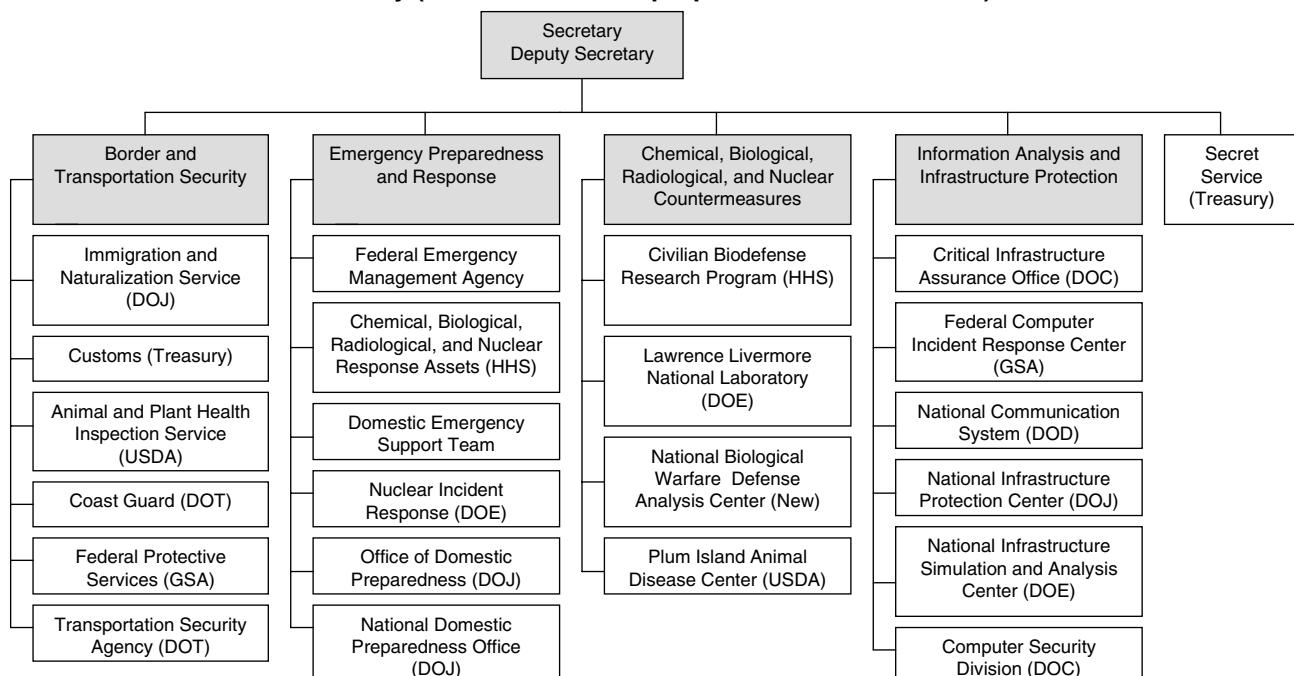
^aThese figures do not include funding for combating terrorism overseas for fiscal years 2002 and 2003, nor do they include August 2002 supplemental funding.

Source: OMB Annual Report to Congress on Combating Terrorism, June 24, 2002, p.14.



Background (cont'd)

Major Components Proposed by the Administration to Move to the Department of Homeland Security (shaded boxes are proposed divisions of DHS)



Source: The President's June 2002 *Department of Homeland Security* report. The National Institute of Standards and Technology's Computer Security Division was not included in the President's original proposal, but was incorporated in the President's draft legislation to the Congress.



Background (cont'd)

Major Components Proposed by the Administration to Move to the Department of Homeland Security, by Department or Agency

Department of Agriculture

- Animal and Plant Health Inspection Service
- Plum Island Animal Disease Center

Department of Commerce

- Critical Infrastructure Assurance Office
- NIST Computer Security Division

Department of Defense

- National Communications System

Department of Energy

- Lawrence Livermore National Laboratory
- National Infrastructure Simulation and Analysis Center
- Nuclear Incident Response

Federal Emergency Management Agency

General Services Administration

- Federal Computer Incident Response Center
- Federal Protective Service

Department of Health and Human Services

- Civilian Biodefense Research Program
- Chemical, Biological, Radiological, and Nuclear Response Assets

Department of Justice

- Immigration and Naturalization Service
- National Infrastructure Protection Center
- National Domestic Preparedness Office
- Office of Domestic Preparedness

Department of Transportation

- Transportation Security Agency
- Coast Guard

Department of the Treasury

- Secret Service
- Customs Service

New/other organizations

- Domestic Emergency Support Team
- National Biological Warfare Defense Analysis Center

Source: The President's June 2002 *Department of Homeland Security* report. The National Institute of Standards and Technology's Computer Security Division was not included in the President's original proposal, but was incorporated in the President's draft legislation to the Congress.



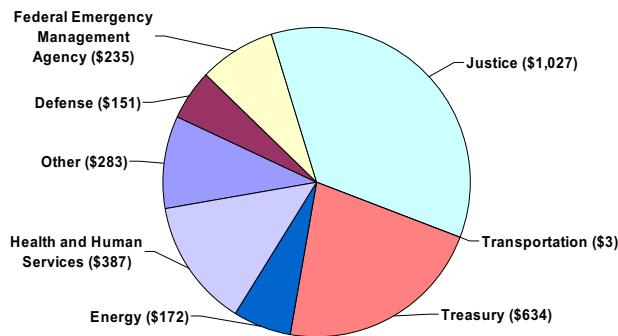
Homeland Security IT Funding

- We identified \$2.9 billion in enacted and requested homeland security IT funding for both fiscal years 2002 and 2003. For a detailed breakdown of homeland security IT funding by CFO agency, see appendix II.
 - Twenty-one organizations provided us with figures on homeland security IT funding for fiscal years 2002 and 2003; 3 organizations indicated that they do not have any fiscal years 2002 and 2003 homeland security IT funding. We received and incorporated information from the Departments of Energy and Justice and the Environmental Protection Agency after the date of this briefing.
 - Beginning with the fiscal year 2004 budget submission, agencies are to indicate in Exhibit 53s whether IT projects are related to homeland security.
 - Organizations identifying homeland security IT spending used their Exhibit 53 or agency budget information to respond to our inquiry.
-

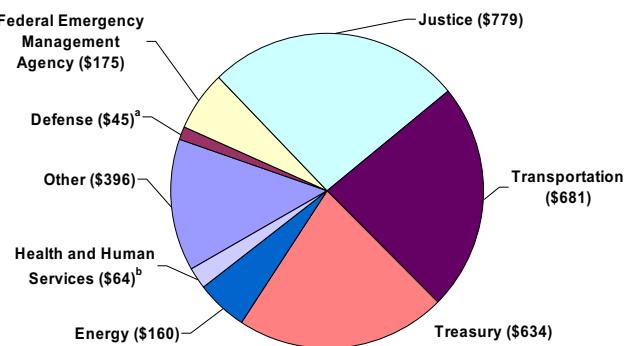


Homeland Security IT Funding (cont'd)

Estimated FY 2002 Homeland Security IT Funding,
by CFO Agency (\$2,892) (in millions of dollars)



Requested FY 2003 Homeland Security IT Funding,
by CFO Agency (\$2,934) (in millions of dollars)



^aThis figure represents the amount Congress appropriated for fiscal year 2003.

^bHHS's fiscal year 2003 figure is significantly lower than that for fiscal year 2002 because HHS is unable to determine its level of support for fiscal year 2003 until it receives information from states and localities to estimate their fiscal year 2003 investments.

Source: Exhibit 53s and other agency budget information.



Homeland Security IT Funding (cont'd)

**FYs 2002 and 2003 Homeland Security IT Funding for Components Proposed to Move to the
Department of Homeland Security (Parent Organizations also Listed)
(in millions of dollars)**

Department or agency	FY 2002	FY 2003
Agriculture		
Animal and Plant Health Inspection Service	\$23.68	\$39.08
Plum Island Animal Disease Center	n/r	n/r
Commerce		
Critical Infrastructure Assurance Office	0.00	0.00
Computer Security Division	0.00	0.00
Defense		
National Communications System	151.19	45.15
Energy		
Lawrence Livermore National Laboratory	5.54	5.54
National Infrastructure Simulation and Analysis Center	19.31	19.31
Nuclear Incident Response	0.00	0.00
Federal Emergency Management Agency	234.50	175.62
General Services Administration		
Federal Computer Incident Response Center	0.62	0.83
Federal Protective Service	3.96	6.36

(continued)



Homeland Security IT Funding (cont'd)

FYs 2002 and 2003 Homeland Security IT Funding for Components Proposed to Move to the Department of Homeland Security (Parent Organizations also Listed) (cont'd) (in millions of dollars)

Department or agency	FY 2002	FY 2003
Health and Human Services		
Civilian Biodefense Research Program	n/r	n/r
Chemical, Biological, Radiological, and Nuclear Response Assets	n/r	n/r
Justice		
Immigration and Naturalization Service	253.06	287.39
National Infrastructure Protection Center	0.00	0.00
Office of Domestic Preparedness	0.00	0.00
Transportation		
Transportation Security Agency	0.00	643.20
Coast Guard	2.70	37.54
Treasury		
Secret Service	23.14	25.70
Customs Service	432.64	444.70
New organizations		
Domestic Emergency Support Team	n/r	n/r
National Biological Warfare Defense Analysis Center	n/r	n/r
National Domestic Preparedness Office	n/r	n/r
Total	\$1,150.34	\$1,730.42

n/r = not reported.

Source: Agency Exhibit 53s and agency budget information provided to GAO.



Homeland Security IT Funding (cont'd)

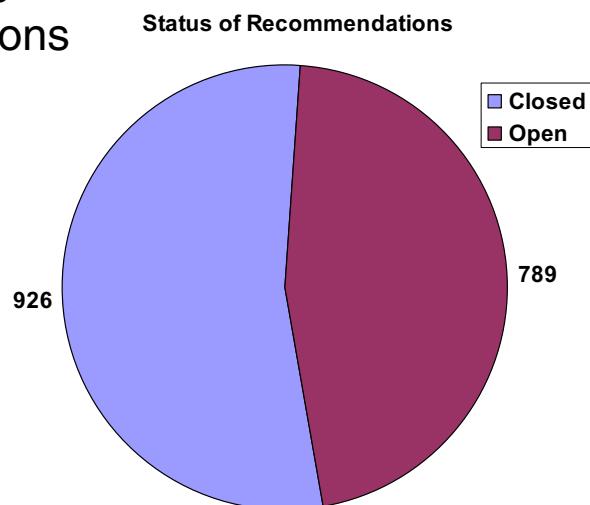
- Homeland security IT funding is likely understated because there may be other potential homeland security IT costs that are not reflected in reported totals, including
 - multiagency IT infrastructure, including secure networks;
 - The Department of Defense's (DOD) support for growing homeland security role and associated IT expenditures;
 - new intelligence systems; and
 - funding to support existing agency missions (that is, DOD, FAA).



IT Management Issues

We issued 181 GAO products with IT-related recommendations for fiscal years 1997–2002 that contained 1,715 recommendations, of which

- 789 remain open as of August 2002, and
- 926 are closed.



Source: GAO.



IT Management Issues (cont'd)

Specific IT Areas

- Our prior IT work generally focused heavily on four major IT areas:
 - information security,
 - enterprise architecture,
 - investment management, and
 - systems development and acquisition.

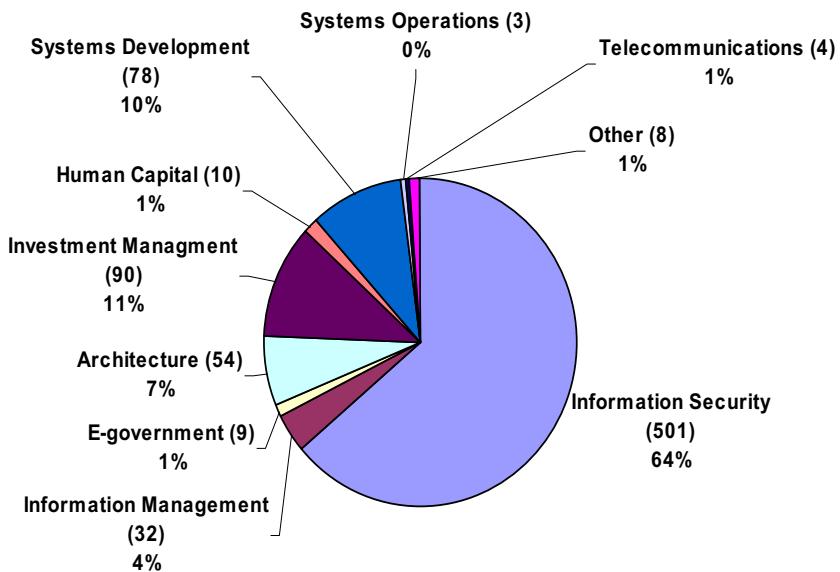
As a result, most of our open IT recommendations are in these areas.

- We have conducted governmentwide reviews in information security and architecture.
 - Other IT areas covered by our prior recommendations included E-government, human capital, information management, systems operations, and telecommunications.
-



IT Management Issues (cont'd)

Open Recommendations, by Specific IT Areas



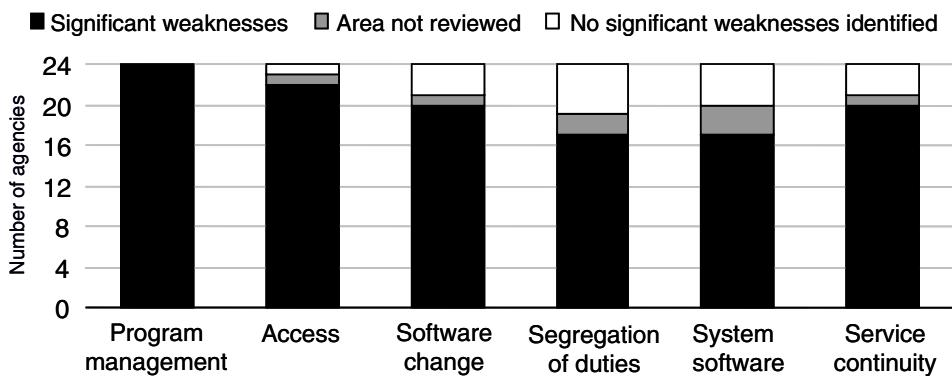
Source: GAO.



IT Management Issues (cont'd)

Information Security

- Since September 1996, we have (1) reported that poor information security is a widespread federal problem and (2) designated it a governmentwide high-risk area.
- As shown below, our latest analysis reveals information security weaknesses for the 24 agencies in the 6 major areas of general controls outlined in GAO's criteria for performing information security reviews.



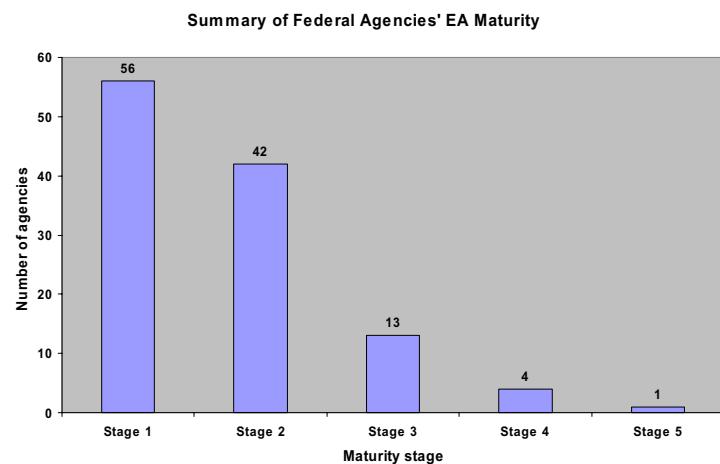
Source: Audit reports issued October 2001 through October 2002.



IT Management Issues (cont'd)

Enterprise Architecture (EA)

We reported in February 2002, on the basis of 2001 data, that agencies' use of EAs (that is, blueprints that specify how agencies operate today, how they want to operate in the future, and how they will get there) is immature. Only 4 percent reported having management practices at framework stages 4 and 5, which are described below.



Source: GAO.

Maturity Framework Stages

- 1 Creating EA awareness**
- 2 Building EA management foundations**
- 3 Developing architecture products**
- 4 Completing architecture products**
- 5 Leveraging EA for managing change**



IT Management Issues (cont'd)

Summary Listing of Components Proposed to Move to the Department of Homeland Security and Their Stage of EA Maturity (Parent Organizations also Listed)

Department or agency	EA architecture maturity stage
Agriculture	1
Animal and Plant Health Inspection Service	1
Commerce	3
Defense	3
Energy	2
Federal Emergency Management Agency	2
General Services Administration	2
Health and Human Services	1
Justice	3
Immigration and Naturalization Service	1
Transportation	2
Coast Guard	2
Treasury	1
Secret Service	2
Customs Service	5

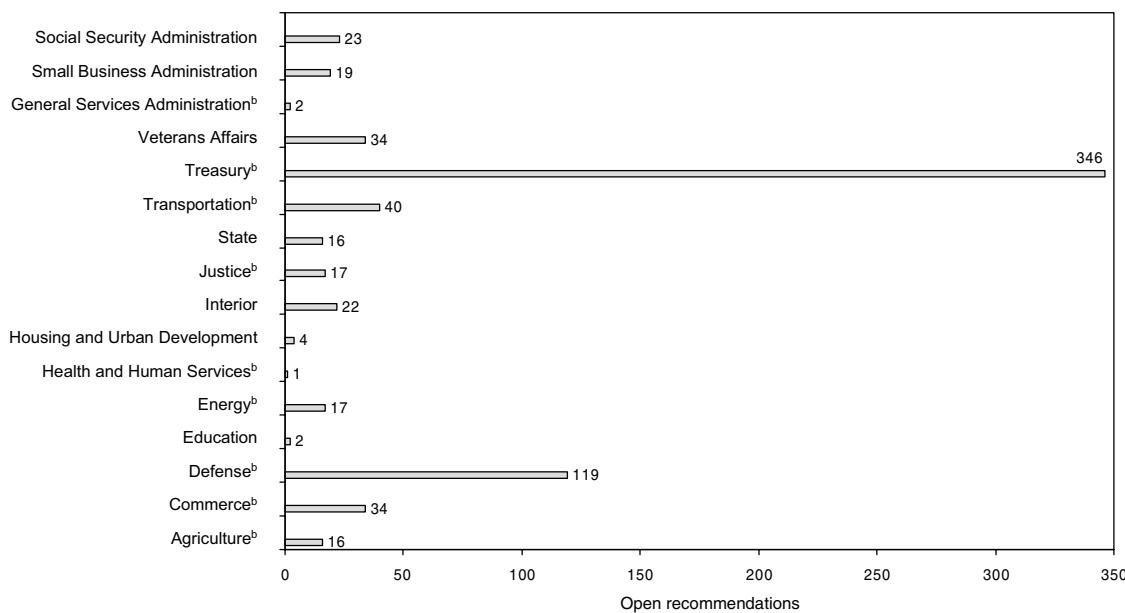
Note: Only component entities for which we have enterprise architecture data are listed.

Source: GAO.



IT Management Issues (cont'd)

Open Recommendations, by CFO Agency^a



^aSee appendix III for a detailed breakdown of the open IT recommendations by specific IT area and CFO agency.

^bComponents of these organizations have been proposed to move into the Department of Homeland Security.

Note: There are 77 open IT recommendations not pertaining to the 24 CFO agencies, including 38 directed to OMB.

Source: GAO.



IT Management Issues (cont'd)

Open IT Recommendations for Components Proposed to Move to the Department of Homeland Security (Parent Organizations also Listed)

Department or agency	Open recommendations
Agriculture	16
Animal and Plant Health Inspection Service	none
Plum Island Animal Disease Center	none
Commerce	34
Critical Infrastructure Assurance Office	none
Computer Security Division	none
Defense	119
National Communications System	none
Energy	17
Lawrence Livermore National Laboratory	none
National Infrastructure Simulation and Analysis Center	none
Nuclear Incident Response	none
Federal Emergency Management Agency	none
General Services Administration	2
Federal Computer Incident Response Center	none
Federal Protective Service	none
Health and Human Services	1
Civilian Biodefense Research Program	none
Chemical, Biological, Radiological, and Nuclear Response Assets	none

(continued)



IT Management Issues (cont'd)

Open IT Recommendations for Components Proposed to Move to the Department of Homeland Security (Parent Organizations also Listed) (cont.)

Department or agency	Open recommendations
Justice	17
Immigration and Naturalization Service ^a	8
National Infrastructure Protection Center ^b	8
Office of Domestic Preparedness	none
Transportation	40
Transportation Security Agency	none
Coast Guard ^c	25
Treasury	346
Secret Service	none
Customs Service ^d	8
New Organizations	none
Domestic Emergency Support Team	none
National Biological Warfare Defense Analysis Center	none
National Domestic Preparedness Office	none
Total	592

^a3 open IT recommendations in architecture and 5 in investment management.

^b8 open IT recommendations in information security.

^c4 open IT recommendations in information security, 4 in information management, 1 in human capital, and 16 in systems development.

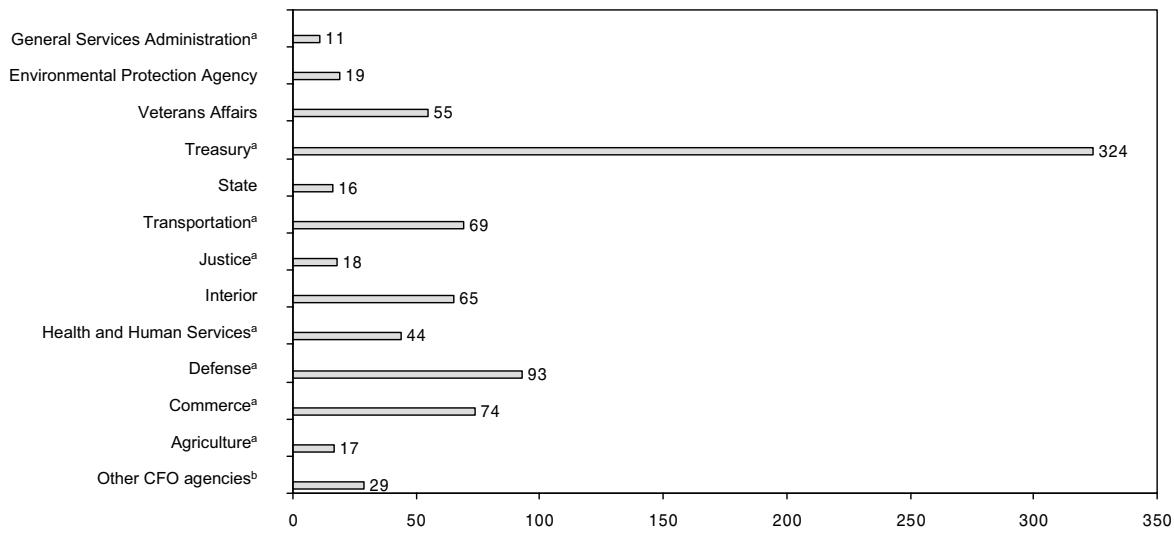
^d6 open IT recommendations in systems development, 1 in architecture, and 1 in human capital.

Source: GAO.



IT Management Issues (cont'd)

Closed IT Recommendations, by CFO Agency



^aComponents of these organizations have been proposed to move into the Department of Homeland Security.

^bThese include 8 closed IT recommendations associated with the Social Security Administration and the Small Business Administration, 6 with the National Aeronautics and Space Administration, 4 with the Department of Housing and Urban Development, and 3 with the Department of Education.

Note: There are 92 closed IT recommendations not pertaining to the 24 CFO agencies, including 18 directed to OMB.
Source: GAO.

Homeland Security IT Funding, by CFO Agency



Homeland Security IT Funding, by CFO Agency

Organization	FY 2002 (millions of dollars)	FY 2003 (millions of dollars)
Agriculture	\$23.68	\$39.08
Commerce	0.04	0.06
Defense	151.19	45.15
Education	3.33	3.75
Energy	171.55	159.99
Environmental Protection Agency	0.002	0.00
Housing and Urban Development	0.00	0.00
Interior	3.79	3.84
Justice	1,026.88	778.95
Health and Human Services	386.94	63.81
Labor	13.79	20.60
State	0.00	104.60
Veterans Affairs	28.01	32.65
Agency for International Development	0.25	0.39

(continued)



**Homeland Security IT Funding,
by CFO Agency (cont'd)**

Organization	FY 2002	FY 2003
	(millions of dollars)	
Federal Emergency Management Agency	234.50	175.62
General Services Administration	17.34	18.29
Transportation	2.70	680.74
Treasury	634.46	633.77
National Aeronautics and Space Administrtrion	66.00	50.00
National Science Foundation	119.17	115.10
Nuclear Regulatory Commission	3.93	1.52
Office of Personnel Management	0.00	0.00
Small Business Adminstration	0.00	0.00
Social Security Adminstration	4.08	6.03
Total	\$2,891.63	\$2,933.95

Source: Agency Exhibit 53s and agency budget information provided to GAO.

Open Recommendations, by CFO Agency



Open Recommendations, by CFO Agency

Organization	Total open recs	Information security	Information management	Electronic government	Architecture	Investment management	Human capital	Systems development	Systems operations	Telecommunications	Other
Department of Agriculture											
Departmentwide	16	10		4							2
Total											
Department of Commerce											
Bureau of the Census											
Departmentwide	34	30	3								
Total											
Department of Defense											
Defense Information Systems Agency			3	1	6	15					5
Defense Logistics Agency				5	16						
Office of the Assistant Secretary for Command, Control, Communications, and Intelligence				2		1	1				
Office of the Chief Information Officer		4	1			1	1				
Senior Financial Management Oversight Council					1			5	1		
Departmentwide	119	16	9	5	16						1
Total											

(continued)

Appendix III
Open Recommendations, by CFO Agency



Open Recommendations, by CFO Agency (cont'd)

Organization	Total open recs	Information security	Information management	Electronic government	Architecture	Investment management	Human capital	Systems development	Systems operations	Telecommunications	Other
Department of Education Departmentwide <i>Total</i>	2	2									
Department of Energy Office of the Chief Information Officer Departmentwide <i>Total</i>	17	2	15								
Department of Health and Human Services Departmentwide <i>Total</i>	1										1
Department of the Interior Departmentwide <i>Total</i>	22	14			1	2		5			
Department of Justice Immigration and Naturalization Service National Infrastructure Protection Center Departmentwide <i>Total</i>	17	8	1		3	5					
Department of State Departmentwide <i>Total</i>	16				6	5		5			

(continued)

Appendix III
Open Recommendations, by CFO Agency



**Open Recommendations, by CFO Agency
(cont'd)**

Organization	Total open recs										
	Information security	Information management	Electronic government	Architecture	Investment management	Human capital	Systems development	Systems operations	Telecommunications	Other	
Department of Transportation											
Federal Aviation Administration	2										
U.S. Coast Guard	4										
Departmentwide	10										
<i>Total</i>	40										
Department of the Treasury											
Internal Revenue Service	318										
U.S. Customs Service											
Departmentwide											
<i>Total</i>	346										
Department of Veterans Affairs											
Departmentwide	17										
<i>Total</i>	34										
General Services Administration											
Departmentwide											
<i>Total</i>	2										
Social Security Administration											
Departmentwide	3										
<i>Total</i>	23										
Small Business Administration											
Departmentwide	1										
<i>Total</i>	19										
Other											
<i>Total</i>	81	45	15	4	3	3	0	10	0	1	
Grand total	789	501	32	9	54	90	10	78	3	4	8

Source: GAO.

GAO's Mission

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