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Washington, DC 20548

July 28, 2025

Mr. David A. Shive
Chief Information Officer
General Services Administration
1800 F Street NW,
Washington, DC 20405

Chief Information Officer Open Recommendations: General Services Administration

Dear Mr. Shive:

I am writing to you with respect to your role as the Chief Information Officer (CIO) for the General Services Administration (GSA). As an independent, non-partisan agency that works for Congress, GAO's mission is to support Congress in meeting its constitutional responsibilities and help improve the performance and ensure the accountability of the federal government. Our work includes investigating matters related to the use of public funds, evaluating programs and activities of the U.S. Government at the request of congressional committees and subcommittees or on the initiative of the Comptroller General, and as required by public laws or committee reports. Our duties include reporting our findings and recommending ways to increase economy and efficiency in government spending. The purpose of this letter is to provide an overview of the open, publicly available GAO recommendations to GSA that call for the attention of the CIO.

We identified recommendations that relate to the CIO's roles and responsibilities in effectively managing IT. They include strategic planning, investment management, and information security. We have previously reported on the significance of the CIO's role in improving the government's performance in IT and related information management functions.¹ Your attention to these recommendations will help ensure the secure and effective use of IT at the agency.

Currently, GSA has four open recommendations that call for the attention of the CIO. Each of these recommendations relates to a GAO High-Risk area: (1) [Ensuring the Cybersecurity of the Nation](#) or (2) [Improving IT Acquisitions and Management](#).² Fully implementing these open recommendations could significantly improve GSA's ability to address threats and manage its critical systems, operations, and information. I have summarized selected recommendations here. See the enclosure for a full list and additional details on the recommendations.

Ensuring the Cybersecurity of the Nation. GSA needs to make progress in its cybersecurity incident response preparedness by taking steps to improve its investigation and remediation capabilities. Specifically, we recommended that GSA fully implement event logging

¹See for example, GAO, *Federal Chief Information Officers: Critical Actions Needed to Address Shortcomings and Challenges in Implementing Responsibilities*, [GAO-18-93](#) (Washington, D.C.: Aug. 2, 2018).

²GAO, *High-Risk Series: Heightened Attention Could Save Billions More and Improve Government Efficiency and Effectiveness*, [GAO-25-107743](#) (Washington, D.C.: Feb. 25, 2025).

requirements per federal guidance. Implementing this recommendation will improve the agency's ability to detect, investigate, and remediate cyber threats.

Improving IT Acquisitions and Management. GSA needs to take steps to address portfolio review requirements. For example, we recommended that GSA complete annual reviews of its IT portfolio in conjunction with the Federal CIO. Until GSA implements this recommendation, it may miss opportunities to identify areas of duplication within its IT portfolio and to develop strategies to streamline operations and optimize resource allocation.

Copies of this letter are being sent to the appropriate congressional committees and the Federal CIO. The letter will also be available at no charge on the GAO website at <https://www.gao.gov>. In addition, we sent a separate letter, related to agency-wide priority recommendations,³ to the Administrator of General Services.⁴

If you have any questions or would like to discuss any of the recommendations outlined in this letter, please do not hesitate to contact me at marinosn@gao.gov. Contact points for our Offices of Congressional Relations and Public Affairs may be found on the last page of this letter. Our teams will continue to coordinate with your staff on addressing these four open recommendations that call for the attention of the CIO. I appreciate GSA's continued commitment and thank you for your personal attention to these important recommendations.

Sincerely,

//SIGNED//

Nick Marinos
Managing Director
Information Technology and Cybersecurity

Enclosure

cc:

Mr. Greg Barbaccia, Federal CIO, Office of Management and Budget

³Priority recommendations are those that GAO believes warrant priority attention from heads of key departments or agencies. They are highlighted because, upon implementation, they may significantly improve government operations, for example, by realizing large dollar savings; eliminating mismanagement, fraud, and abuse; or making progress toward addressing a high-risk or duplication issue. Since 2015, GAO has sent letters to selected agencies to highlight the importance of implementing such recommendations.

⁴GAO, *Priority Open Recommendations: General Services Administration*, [GAO-25-108060](#) (Washington, D.C.: May 20, 2025).

Enclosure

Chief Information Officer Open Recommendations to the General Services Administration

This enclosure includes the open, publicly available GAO recommendations to the General Services Administration (GSA) that call for the attention of its Chief Information Officer (CIO). We have divided these recommendations into two categories: (1) ensuring the cybersecurity of the nation and (2) improving IT acquisitions and management.

Ensuring the Cybersecurity of the Nation

Federal agencies depend on IT systems to carry out operations and process, maintain, and report essential information. The security of these systems and data is vital to protecting individual privacy and ensuring national security. Table 1 provides information on the open cybersecurity-related recommendation relevant to the GSA CIO.

Table 1: Open Chief Information Officer-related Cybersecurity Recommendation for the General Services Administration

GAO report number	GAO report title	Recommendation
GAO-24-105658	Cybersecurity: Federal Agencies Made Progress, but Need to Fully Implement Incident Response Requirements	The Administrator of the General Services Administration should ensure that the agency fully implements all event logging requirements as directed by Office of Management and Budget guidance. (Recommendation 16)

Source: GAO summary based on previously issued reports. | GAO-25-108537

Improving IT Acquisitions and Management

Federal IT investments too frequently fail to deliver capabilities in a timely, cost-effective manner. Key management challenges—such as a lack of disciplined project planning and program oversight—continue to hamper effective acquisition and management of the government’s IT assets. Table 2 provides information on the open IT acquisition and management-related recommendations relevant to the GSA CIO.

Table 2: Open Chief Information Officer (CIO)-related IT Acquisition and Management Recommendations for the General Services Administration

GAO report number	GAO report title	Recommendation
GAO-24-105980	Artificial Intelligence: Agencies Have Begun Implementation but Need to Complete Key Requirements	<p>The Administrator of General Services should ensure that the agency develops a plan to either achieve consistency with Executive Order 13960 section 5 for each artificial intelligence (AI) application or retire AI applications found to be developed or used in a manner that is not consistent with the order. (Recommendation 31)</p> <p>The Administrator of General Services should ensure that the agency updates its AI use case inventory to include all the required information, at minimum, and takes steps to ensure that the data in the inventory aligns with provided instructions. (Recommendation 32)</p>
GAO-25-107041	IT Portfolio Management: OMB and Agencies Are Not Fully Addressing Selected Statutory Requirements	The Administrator of the General Services Administration should direct its agency CIO to work with the Office of Management and Budget (OMB) to ensure that annual reviews of their IT portfolio are conducted in conjunction

GAO report number	GAO report title	Recommendation
		with the Federal CIO, as prescribed by the Federal Information Technology Acquisition Reform Act. (Recommendation 36)

Source: GAO summary based on previously issued reports. | GAO-25-108537

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