

United States Senate

**Subcommittee on Oversight of Government Management,
the Federal Workforce, and the District of Columbia**

Committee on Homeland Security and Governmental Affairs



\$1.4 TRILLION IN SAVINGS

Recommendations for the Joint Select Committee on Deficit Reduction

Prepared for Senator Ron Johnson

Minority Staff Report

112th Congress

September 2011

Summary

The Joint Select Committee on Deficit Reduction is tasked with identifying between \$1.2 trillion and \$1.5 trillion in cuts before the January 15, 2012 deadline.

In support of the Select Committee's work, the minority staff of the Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia found more than \$1.4 trillion in savings over 10 years in areas under the subcommittee's jurisdiction. More than half of these recommendations had been identified previously elsewhere, and the subcommittee is pleased to commend these good ideas of others to the attention of the Select Committee.

In total, the potential cuts in one subcommittee's jurisdiction amounted to about \$1.4 trillion over 10 years — approximately \$130 billion dollars in savings in fiscal 2012 alone — a number that suggests the Select Committee can succeed at its vital work if it has sufficient support from Congress.

Potential savings over a 10-year period

Cut workforce by 10% by 2015 (through attrition); freeze pay for civilian employees through 2015.

\$248,000,000,000 saved.

American taxpayers deserve a leaner, more efficient government, but the federal workforce has ballooned to over 2,137,000, adding 175,000 positions since President Obama took office. Federal workers enjoy 30% to 40% greater total compensation (in wages and benefits) than a comparable private sector worker. The Office of Personnel Management projects that about 400,000 federal employees are currently eligible for retirement.¹ (National Commission on Fiscal Responsibility and Reform; the House budget resolution)

Cut the federal contracting workforce.

\$233,000,000,000 saved.

Cut by 15% the contractor workforce that the federal government manages in order to decrease the \$100 billion spent annually on federal contractors. Of this contracting workforce, 80% of contract obligations made by civilian agencies in fiscal year 2010 were for service contracts. The National Commission on Fiscal Responsibility and Reform's 2011 proposal recommended that all agencies, including Department of Defense, be required to provide an annual headcount of how many employees are working on federal contracts, and what specific jobs they are fulfilling. (Suggestion comes from Sen. Tom Coburn's (R-OK) *Back in Black*)²

Close federal government computer data centers.

\$200,000,000,000 saved.

By reforming federal information technology management and closing computer data centers, the government could realize major cost savings in the management of its IT workforce. Better technology enables computers to run at far higher levels of efficiency and utilization than in previous years, doing more tasks with fewer computers and fewer data centers.³ (Suggestion comes from Sen. Coburn's *Back in Black*)

Expand public-private partnerships for infrastructure projects.

\$180,000,000,000 saved.

Public-private partnerships are ill-defined in current law and poorly managed by the federal government. The government should expand its use of such partnerships in infrastructure project management, leveraging private sector incentives and efficiencies and allowing fuller use of its resources while improving transportation services through highway, rail, port, airport and other projects. By implementing this policy proposed by Rep. John Mica (R-FL), the federal government could improve project quality, maintain safety, and save money. (Suggestion comes from U.S. House Report, "Sitting On Our Assets: Federal Government's Misuse of Taxpayer-owned Assets," October 2011)

Require employees to match federal contributions to FERS Defined Benefit Plan.

\$133,270,000,000 saved.

Currently, members of the federal workforce pay \$1 for every \$14 the federal government contributes toward the defined benefit portion of the FERS program. Social Security and the Thrift Savings Plan both operate on some version of a direct matching formula. Most federal employees contribute 0.8% of their base pay while the government pays 11.7% — a percentage to increase in October 2011 to 11.9%. Special categories including Members of Congress and their staff receive an even higher percentage of pay toward their basic benefit plan. This cut would institute a dollar-for-dollar match at the 7% level.⁴ (Suggestion comes from the think tank Third Way)

Phase out FERS Basic Benefit Plan.

\$75,000,000,000 saved.

The Federal Employees Retirement System Basic Benefit plan is no longer comparable to private sector retirement plans that afford greater flexibility and cost savings through 401(k) and stock option plans. As the Civil Service Retirement System was replaced by a more modern plan in 1983, current FERS can be closed off to new entrants, realizing savings immediately. The Public-Private Employee Retirement Parity Act of 2011 sponsored by Sen. Richard Burr (R-NC) and co-sponsored by Sen. Ron Johnson (R-WI) would close off eligibility to participate in FERS to new federal employees.⁵ (Suggestion comes from Sen. Coburn’s *Back in Black*).

End duplicative compliance to streamline infrastructure projects.

\$50,000,000,000 saved.

Transportation projects must go through a compliance process to see whether they meet federal, state and local rules. When state and local rules meet or exceed the standards of federal requirements, performing the federal compliance process slows down and adds to the compliance cost of government-financed projects, costing taxpayers billions. By implementing the 437-day plan proposed by Rep. Mica to streamline this management process, the federal government could improve project quality, maintain safety, and save money.⁶ (Suggestion comes from U.S. House report, “Sitting On Our Assets: Federal Government’s Misuse of Taxpayer-owned Assets,” October 2011)

Freeze Senior Executive Service bonus pay for three years.

\$50,000,000,000 saved.

The Senior Executive Service represents the men and women who make up the executive management workforce of the federal government. Private sector CEOs and executives often must do without bonuses when the markets perform poorly; so should senior executives in the government. (Suggestion comes from Congressional Budget Office / Sen. Coburn’s *Back in Black*)

Cut civilian agencies' travel budget by 75%.

\$43,300,000,000 saved.

Not only has the cost of civilian employee travel grown over the past few years, technology affords the opportunity for government employees to meet and perform business without the need for so much travel. Several states have taken advantage of this, as has much of the private sector. There is no reason federal employees should be exempt.⁷ (Suggestion comes from Sen. Coburn's *Back in Black*)

Eliminate locality pay for rest of United States.

\$40,000,000,000 saved.

Through locality pay, employees living outside a metropolitan statistical area receive a 14.61% increase in base pay purely for being a federal employee. Given that locality pay was meant to offset the cost of living in more expensive urban and suburban areas, there is no reason why these employees need an additional boost. (Suggestion comes from Sen. Johnson's subcommittee staff)

Use accurate COLA formula to estimate inflation.

\$24,000,000,000 saved.

The current cost of living adjustment formula for Civil Service Retirement System recipients is calculated under the Consumer Price Index - Wages (CPI-W), based on changes in wages, not on changes in the cost of living. A newer, more accurate model based on urban consumer prices, not wages (CPI-U), would more accurately link adjustments to retirees' actual living costs by estimating COLA with CPI-U instead of CPI-W.⁸ (Suggestion comes from Congressional Budget Office)

Cut GSA baseline from levels attained during Recovery Act surge.

\$21,360,000,000 saved.

The General Services Administration's Federal Building Fund saw a sharp increase in funding after 2008, even as the government found itself having to manage thousands of underutilized properties. Reducing the baseline will produce savings after a five-year freeze in acquisition and construction of new buildings has ended.⁹ (Suggestion comes from Sen. Johnson's subcommittee staff)

Eliminate COLA on early retirement benefits paid to CSRS annuitants.

\$17,000,000,000 saved.

Early retirees (age 55-62) under the Civil Service Retirement System receive an annual cost of living adjustment that incentivizes early retirement and is unavailable to the federal workforce under the new Federal Employees Retirement System. Adjustments should be offered to CSRS annuitants only after they reach federal retirement age of 62.¹⁰ (Suggestion comes from National Commission on Fiscal Responsibility and Reform)

Eliminate unneeded federal properties.

\$15,000,000,000 saved.

The federal government now manages more than 63,000 unneeded real estate holdings and other federal properties. This number continues to increase. American taxpayers foot the bill for the operational costs of these buildings, such as utilities and maintenance.¹¹ (Suggestion comes from Sen. Coburn's *Back in Black*)

Eliminate duplicative offices at the Department of Homeland Security.

\$10,000,000,000 saved.

While billions of dollars have been spent toward consolidating 22 different components into a single department, there are still management inefficiencies, such as the approximately 60 Department of Homeland Security offices at the component level that duplicate activities at the headquarters level. Eliminating these separate offices, with separate staffs and budgets, and streamlining the chain of command and number of staff would result in significant cost savings both in terms of real salaries and in increased efficiencies. (Suggestion comes from Sen. Johnson's subcommittee staff)

Repeal Davis-Bacon.

\$6,000,000,000 saved.

Under the Davis-Bacon Act, government contractors are required to pay construction workers at least the locally prevailing wage and benefits on federal residential, building, highway and heavy construction projects costing more than \$2,000. A recent study showed that the 2008 wage rates for all projects in metropolitan cities were 62.4% higher than the average hourly wages for the year. The Davis-Bacon prevailing wages rates increase the cost of the project without any tangible productivity, quality or timeliness benefits.¹² (Suggestion comes from Sen. Rand Paul (R-KY) proposal)

Cut federal vehicle fleet by 20%.

\$5,600,000,000 saved.

It is estimated that federal agencies own or lease more than 662,000 vehicles. These vehicles require maintenance and service, whether they are being driven or simply sitting on a parking lot, unused.¹³ The fleet should be reduced. (Suggestion comes from Sen. Coburn's *Back in Black*)

Cut federal advertising by 50%.

\$5,600,000,000 saved.

It is estimated that the government spent nearly \$1 billion on advertising in 2010. While this may be necessary in some instances (for instance, recruiting for federal jobs), it often can be controversial and unnecessary. Stronger managerial controls could save significant money.¹⁴ (Suggestion comes from Sen. Coburn's *Back in Black*)

Adjust FERS basic benefit to use highest five years of salary to calculate benefits.

\$5,000,000,000 saved.

The annuity paid to federal employees under the Federal Employees Retirement System basic benefit program and the Civil Service Retirement System defined benefit model is calculated on years of federal service and an employee's highest three years of salary. Most state and local governments and private sector employers that offer comparable annuities calculate the benefit based on a five-year, not three-year, period. A longer time frame deters "spiking," in which employees take positions to artificially inflate pension benefits. Defined benefit pensions (FERS and CSRS) should be calculated on highest five years of service to eliminate this practice.¹⁵ (Suggestion comes from National Commission on Fiscal Responsibility and Reform)

Reduce and restrict government printing.

\$4,900,000,000 saved.

As document technology improves, there is less and less need for costly printing. Many government documents are printed regardless of whether someone actually has requested a printed document. With better managerial controls, via more deliberate policies on when printing is and is not appropriate, significant savings could be realized.¹⁶ (Suggestion comes from Sen. Coburn's *Back in Black*)

Five-year freeze on constructing or buying new federal buildings.

\$4,700,000,000 saved.

With the federal government managing so many thousands of underused properties, a freeze on new acquisitions and construction of federal buildings should not constrain agencies' missions.¹⁷ The federal government should learn to make do with what it already has, just as the American taxpayer must. (Suggestion comes from Sen. Coburn's *Back in Black*)

Change to electronic invoicing system.

\$4,500,000,000 saved.

The U.S. government has failed to transition to a government-wide invoicing system, a proven method in the private sector to reduce costs and expedite invoice processing. Until recently, the Executive Branch has failed to make major strides in its outdated processes for invoicing. In a welcome change, the Treasury Department recently adopted this technology by shifting all its bureaus to the Internet Payment Platform (IPP) by the end of fiscal 2012 and requiring its commercial vendors to submit all invoices through the same system. Not only does this electronic invoicing make financial sense, it increases government efficiency by expediting processing time for accounts receivable and payable. Treasury recently estimated that implementation of IPP government-wide would "reduce the cost of entering invoices and responding to invoice inquiries by as much as 50% or \$450 million annually."¹⁸

Eliminate fusion centers.

\$3,500,000,000 saved.

Fusion centers, which are intended to coordinate federal, state, and local agencies in counterterrorism efforts, have struggled to become a functioning part of the intelligence framework of the United States. State and local officials have often expressed the assessment that fusion centers in most states are poorly managed — useless and providing very little in terms of counterterrorism capabilities. The Government Accountability Office has repeatedly criticized Department of Homeland Security’s mismanagement of these centers.¹⁹ (Suggestion comes from Sen. Johnson’s subcommittee staff)

Consolidate federal employee discrimination and ethics functions.

\$2,700,000,000 saved.

Mission and tasks related to the federal workforce are divided and duplicated among the Office of Special Counsel, the Merit Systems Protection Board, the Office of Government Ethics and the Federal Labor Relations Authority; the Equal Employment Opportunity Commission (EEOC) further duplicates some such functions when it deals with federal employees. The first four agencies should be eliminated and their functions merged, along with federal employee cases now handled by the EEOC, under the Office of Personnel Management.²⁰ (Suggestion comes from Sen. Coburn’s *Back in Black*)

Eliminate Senior Corps.

\$2,210,000,000 saved.

While giving back to the community is important, there are a number of initiatives aimed at engaging seniors on a state and local level. That the federal government manages one as well is duplicative. (Suggestion comes from Sen. Johnson’s subcommittee staff)

Eliminate general fiscal assistance to the District of Columbia.

\$2,200,000,000 saved.

The District of Columbia receives more than \$200 million annually as a direct appropriation from the federal government, aside from aid through specific programs. The district now has a strong and stable tax base, and federal subsidies reduce its incentive to cut waste and fraud in city government. Appropriations to District of Columbia not specified under National Capital Revitalization and Self-Government Improvement Act of 1997 should be ended.²¹ (Suggestion comes from Congressional Budget Office)

Privatize airport security at top 35 airports.

\$2,000,000,000 saved.

The Screening Partnership Program (SPP) allows airports to use private screeners under Transportation Security Administration’s oversight to perform aviation security screening activities. The Department of Homeland Security (DHS) has halted the program. However, by

requiring DHS to reinstate SPP and allow privatization of the screening workforce at the top 35 airports, the nation could save \$2 billion over 10 years on salaries alone. These private screeners have also been found to be more efficient and more customer friendly than federal screeners.²² (Suggestion comes from Rep. Mica TSA Screening Partnership Program report)

Reform non-competitive and cost-plus government contracts.

\$2,000,000,000 saved.

Sole-source contracts have jumped by \$100 billion between fiscal years 2000 and 2008, as have their abuses and inadequacies. These contracts, which do not allow competition, have repeatedly been shown to produce subpar or even nonfunctional products. The use of such contracts should end.²³ (Suggestion comes from Sen. Coburn's *Back in Black*)

Conduct 2020 Census online.

\$2,000,000,000 saved.

The U.S. Census Bureau canceled efforts to use technology in its 2010 decennial survey even though 100 million income tax returns are currently filed online. Conducting the 2020 survey primarily online will save data capture and paper handling costs and will permit a much smaller temporary workforce.²⁴ (Suggestion comes from Sen. Coburn's *Back in Black*)

Consolidate Census with economic statistics-collecting agencies.

\$1,994,000,000 saved.

The Census Bureau collects and analyzes data on the economy. So does the Bureau of Labor Statistics, the Bureau of Economic Analysis and smaller agencies. These should be combined into a single operation to eliminate duplication of work, workforce and administrative costs.²⁵ (Suggestion comes from Sen. Coburn's *Back in Black*)

End EPA spending on homeland security activities.

\$1,540,000,000 saved.

The Environmental Protection Agency spends money performing homeland security activities. This is outside the jurisdiction of EPA, is an inappropriate use of its workforce and should be best left to the Department of Homeland Security. (Suggestion comes from Sen. Coburn's *Back in Black*)

End special supplement to early retirees under FERS.

\$1,342,000,000 saved.

Federal employees retiring before age 62 receive a government payment comparable to their Social Security benefit until they turn 62. Since early retirees are not eligible for Social Security, the government replaces that missing income until Social Security starts. This

special supplement to early retirees should be eliminated to discourage early retirement.²⁶ (Suggestion comes from Sen. Coburn's *Back in Black*).

Cut emergency food and shelter assistance at FEMA.

\$1,000,000,000 saved.

This program is for feeding the homeless; however, there are at least 18 domestic food and nutrition programs across the government — amounting to a tremendous duplication among agencies and a mismanagement of homeland security resources.²⁷ (Suggestion comes from Sen. Coburn's *Back in Black*)

Eliminate redundant information technology at the Department of the Interior.

\$995,000,000 saved.

Analysis by the Department of the Interior Inspector General shows that information technology expenditures within the organization are managed in ways that are decentralized, redundant, fragmented and poorly coordinated. Guidance and recommendations from the department's chief information officer were consistently not put into practice. Even in the face of a mandated department-wide transition to a shared remote access system in 2007, "many bureaus still operate their own separate, remote access systems." A glaring example of further inefficiency in the department is the Financial and Business Management System (FBMS), which faces serious hurdles in costly implementation — despite being in the works for a decade.²⁸ (Suggestion comes from Sen. Coburn's *Back in Black*)

End the ability of rehired federal retirees to collect pensions while on payroll.

\$611,000,000 saved.

Pay for federal retirees who are rehired is supposed to be reduced by the amount of their annuity income. For some rehires, however, agencies are exempted from this. This cut bars such exemptions.²⁹ (Suggestion comes from Sen. Coburn's *Back in Black*)

Make the American Community Survey voluntary and online.

\$500,000,000 saved.

The survey produces useful economic and marketing data, but its questions are sometimes seen as intrusive and the survey is costly to run. Going online and making participation voluntary will save an estimated 20% on management costs.³⁰ (Suggestion comes from Sen. Coburn's *Back in Black*)

Halve General Services Administration's Office of Government-Wide Policy.

\$300,000,000 saved.

The office has an amorphous mission of providing "leadership" to other agencies on green building initiatives and other property management practices. Ample initiatives regarding best

practices for green buildings and property management exist in the private sector; the office can do with less during a time of spending crisis.

End direct subsidy to U.S. Postal Service for non-profit mail discounts.

\$290,000,000 saved.

The Postal Service (USPS) has been ordered to grant non-profit mail discounts and received a direct federal appropriation in compensation. The appropriation was authorized to compensate USPS for lost revenues that occurred in the early 1990s and ended in 1998, and is not related to any current USPS activities. From a management standpoint, then, the appropriation makes little sense. President Obama's 2012 budget proposed an end to appropriations to USPS for non-profit mail discounts.³¹ (Suggestion comes from President's 2012 budget)

Adopt state best practices on federal workers' compensation reform.

\$283,000,000 saved.

The Federal Employees Compensation Act is an outdated workers' compensation regime, last amended in 1974. The program allows injured employees to collect tax-free benefits indefinitely and fails to encourage a return to work. The Obama Administration and the Department of Labor (DOL) have offered modest reforms that would improve the program, improve injured worker outcomes, and save the government millions.³² (Suggestion comes from DOL Federal Injured Employees Re-employment Act proposal and President's 2012 budget)

Move DHS Office of Health Affairs to Department of Health and Human Services with a 20% cut in funding.

\$278,000,000 saved.

The Department of Homeland Security Office of Health Affairs (OHA) performs roles that duplicate work done at the Department of Health and Human Services (HHS). OHA should be moved, management redundancies eliminated and DHS and HHS pushed to improved interagency relations. (Suggestion comes from Sen. Johnson's subcommittee staff)

Halve appropriation for the GSA's Office of Citizen Services and Innovative Tech.

\$255,000,000 saved.

This office develops new web information sites. While the work is worthy, incremental improvements, outsourcing and mirroring private sector best practices will suffice in the management of federal information portals for the duration of the spending crisis. (Suggestion comes from Sen. Johnson's subcommittee staff)

Consolidate Department of Treasury information technology programs.

\$192,000,000 saved.

President Obama recently recommended integrating five different information technology systems at the Department of Treasury in the 2012 budget. Consolidating the systems used by the Bureau of Public Debt and the Financial Management Service would be enormously cost-efficient and could eliminate certain contractor costs.³³ (Suggestion comes from Sen. Coburn's *Back in Black*)

Cut funding for capital improvements to District of Columbia courts.

\$180,000,000 saved.

The President's 2012 budget request sought a \$36 million reduction from the 2011 continuing resolution level in its 2012 budget request for the District of Columbia courts. This reduction in capital improvements can be held level for at least five years. (Suggestion comes from President's 2012 budget)

Cut number of limousines owned by the government.

\$115,500,000 saved.

In recent years, the fleet of limousines under federal agency management has grown by 73%. In an era of fiscal austerity, there is no need for so many limousines. This is government excess at its finest.³⁴ (Suggestion comes from Sen. Coburn's *Back in Black*)

Hold more peer review meetings online.

\$110,000,000 saved.

The National Institutes of Health's Center for Scientific Review can save significantly in the management of its travel costs if it holds more peer review meetings for studies and papers online rather than in person.³⁵ (Suggestion comes from President's 2012 budget)

Halt in-sourcing of the USAJobs website.

\$58,000,000 saved.

The in-sourcing of the government's chief online job-search portal has led the Office of Personnel Management to impose a 19% increase in fees it charges other agencies for posting jobs, using \$5.8 million from the increase for the in-sourcing. The job, however, was never competitively bid when the current contract was up. This cut avoids the in-sourcing, puts the project out for bids and reverses the increased baseline in assessment fees. (Suggestion comes from Sen. Johnson's subcommittee staff)

Eliminate the D.C. Commission on Arts and Humanities Grants.

\$50,000,000 saved.

Federal taxpayers should not be on the hook to fund these activities for the District of Columbia. (Suggestion comes from Sen. Johnson's subcommittee staff)

Eliminate the DHS in-sourcing initiative.

\$35,000,000 saved.

While the Department of Homeland Security calls this its "balanced workforce strategy," it is an effort to slowly increase the federal workforce by eliminating contractor positions. It is an inappropriate and costly strategy during a spending crisis. (Suggestion comes from Sen. Johnson's subcommittee staff)

End Japan United States Friendship Commission.

\$30,000,000 saved.

This duplicates the State Department's public diplomacy efforts. While it is important to encourage friendship between the United States and Japan, a commission is not necessary and amounts to a poor use of federal workforce and resources. (Suggestion comes from Sen. Johnson's subcommittee staff)

End funding for the Presidio Trust a year early.

\$12,000,000 saved.

The preservation trust for the site in San Francisco once under military management has developed healthy revenue from private sources; federal money was already due to end in 2013.³⁶ (Suggestion comes from Sen. Coburn's *Back in Black*)

End President's Commission on White House Fellowships.

\$8,470,000 saved.

The fellowships are meant to offer talented young men and women "first-hand experience working at the highest levels of the federal government." Many talented young men and women are already eager to work in the White House without the encouragements that the commission might add to the equation. (Suggestion comes from Sen. Johnson's subcommittee staff)

Three-year freeze on pay for members of Congress.

\$6,000,000 saved.

Many Americans are enduring a freeze in their pay; members of Congress should as well. As Congress makes cuts, it is important to set an example for the rest of the government.³⁷ (Suggestion comes from Sen. Coburn's *Back in Black*)

Halve Office of Personnel Management’s work/life balance and telework spending.

\$5,500,000 saved.

These activities, while worthy, are of comparatively low priority during the spending crisis. (Suggestion comes from Sen. Johnson’s subcommittee staff)

End congressional earmarks to the Stennis Center for Public Service.

\$4,770,000 saved.

This center’s budget is amply supported by earnings from its endowment and by contributions from the private sector, but Congress has repeatedly earmarked money for it.³⁸ (Suggestion comes from Sen. Coburn’s *Back in Black*)

Consolidate multiple DHS mascots.

\$2,600,000 saved.

There are numerous mascots used by the Department of Homeland Security for its family-friendly outreach materials. Consolidating into one mascot would save time and money.³⁹ (Suggestion comes from Sen. Coburn’s *Back in Black*)

Eliminate the Federal Prevailing Rate Advisory Committee.

\$2,350,000 saved.

The committee studies prevailing pay around the country for certain federal occupations similar to those in the private sector. Such wage information is readily available elsewhere, making the committee redundant. (Suggestion comes from Sen. Johnson’s subcommittee staff)

Eliminate National Fire Academy Fellowship Program.

\$2,200,000 saved.

This program pays for senior fire department executives to go to Harvard University. While this is a nice perk, it is not something the nation’s taxpayers can afford in the current fiscal environment. (Suggestion comes from Sen. Coburn’s *Back in Black*)

Slower returns on food inspection empty containers.

\$1,500,000 saved.

Empty containers that bore samples to the Food Safety and Inspection Service are now returned via overnight express. The empties are much less urgent than the sending of the original samples, which are perishable, so they can be returned by less costly methods.⁴⁰ (Suggestion comes from President’s 2012 budget)

About the Subcommittee

The Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia has jurisdiction over the Federal Civil Service; authorizing matters related to the District of Columbia; studying the effectiveness of national security staffing; studying the intergovernmental relationships between the United States and the States and municipalities, and between the United States and international organizations of which the United States is a member; and studying the management, efficiency, effectiveness and economy of all agencies and departments of the Federal government, including the Management Directorate of the Department of Homeland Security.

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- ² Sen. Coburn, *Back in Black: A Deficit Reduction Plan*, July 2011
- ³ Sen. Coburn, *Back in Black: A Deficit Reduction Plan*, July 2011
- ⁴ David Kendall and Jim Kessler, *Reforming Federal Pensions*, Third Way, September 2010, http://content.thirdway.org/publications/336/Third_Way_Idea_Brief_-_Reforming_Federal_Pensions.pdf; Estimates assume no five-year match phase-in as included in the original Third Way proposal.
- ⁵ Sen. Coburn, *Back in Black: A Deficit Reduction Plan*, July 2011, p. 355; Sen. Coburn's proposal tracks S. 644 The Public-Private Employee Retirement Act of 2011, sponsored by Sen. Richard Burr (R-NC), and co-sponsored by Sen. Ron Johnson (R-WI).
- ⁶ Rep. John Mica (R-FL), "Sitting on Our Assets: The Federal Government's Misuse of Taxpayer-Owned Assets," U.S. House Committee on Transportation and Infrastructure, October 2011
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