



April 27, 2017

The Honorable Ron Johnson  
Chairman  
U.S. Senate Committee on Homeland Security  
& Governmental Affairs  
SD-340 Dirksen Senate Office Building  
Washington, DC, 20510

The Honorable Michael McCaul  
Chairman  
U.S. House Committee on Homeland Security  
H2-176 Ford House Office Building  
Washington, DC 20515

The Honorable Claire C. McCaskill  
Ranking Member  
U.S. Senate Committee on Homeland Security  
& Governmental Affairs  
SD-340 Dirksen Senate Office Building  
Washington, DC, 20510

The Honorable Bennie G. Thompson  
Ranking Member  
U.S. House Committee on Homeland Security  
H2-117 Ford House Office Building  
Washington, DC 20515

Chairman Johnson, Chairman McCaul, Ranking Member McCaskill, and Ranking Member Thompson:

On behalf of our more than 700,000 members, credential holders, and volunteers around the world, the Project Management Institute (PMI) strongly supports the following pieces of bicameral, bipartisan U.S. Department of Homeland Security (DHS) acquisition reform legislation:

- S.886 / H.R.1282: DHS Acquisition Review Board Act of 2017
- S.887 / H.R.1249: DHS Multiyear Acquisition Strategy Act of 2017
- S.902 / H.R.1252: DHS Acquisition Authorities Act of 2017
- S.906 / H.R.1294: Reducing DHS Acquisition Cost Growth Act

As the world's leading not-for-profit professional association for the project, program, and portfolio management profession, PMI is pleased to share its views with Congress on issues critical to the federal government's ability to effectively manage its projects and programs. PMI's 2017 *Pulse of the Profession*<sup>®</sup> project management research report finds that government entities around the world waste \$97 million for each \$1 billion invested in projects and programs. As a result, only 66 percent of strategic initiatives throughout government ever meet their original goals and business intent.

Building upon the Program Management Improvement and Accountability Act (Public Law 114-264), which codified essential improvements to project and program management policy across the federal government, these pieces of legislation will further advance project and program management within DHS through the empowerment of project and program managers and the implementation of project and program management best practices and standards in major acquisitions programs.

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In February 2017, the Government Accountability Office (GAO) released its updated *High-Risk List* of programs that represent a substantial risk to the federal government due to their vulnerabilities to fraud, waste, abuse, and mismanagement, or are most in need of transformation. Strengthening DHS management functions remained on the 2017 *High-Risk List*, as it has since 2011, with GAO finding that DHS continued to face significant management challenges that hindered its ability to achieve its missions and concluded that the agency needed to demonstrate sustainable, measureable progress in addressing key challenges, including improving acquisition processes, that remained within and across its management functions. Further, GAO's 2016 report *DHS Has Strengthened Management, but Execution and Affordability Concerns Endure* (GAO-16-338SP) found that only 11 of 25 major acquisition programs reviewed were on track to meet schedule and cost goals, with eight programs experiencing schedule slippage and cost growth and six lacking any schedule and cost baselines.

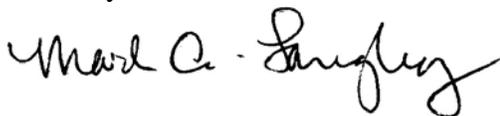
These bicameral, bipartisan pieces of legislation will reform DHS acquisition, which invests more than \$7 billion annually, through better project and program management by doing the following:

- Ensuring that DHS acquisition program managers have the resources necessary to successfully execute an approved acquisition program
- Providing incentives for DHS acquisition program managers to reduce acquisition and procurement costs through the use of best practices and disciplined program management
- Empowering DHS acquisition program managers to assess potential failures to achieve cost, schedule, or performance parameters and direct corrective action
- Ensuring that major acquisitions have adequate, experienced, and dedicated program managers with applicable program management training
- Requiring that the agency adopts widely-accepted program management best practices and standards
- Developing standardized certification standards for all acquisition program managers

The reforms proposed within these four pieces of legislation will help address the high cost of low project and program management performance in DHS, and they will help improve efficiency and acquisition outcomes throughout the agency. PMI commends the U.S. House of Representatives for passing these important pieces of legislation and respectfully urges the U.S. senate to consider and pass these bipartisan bills as soon as possible.

Thank you for your commitment to improving program management within DHS.

Sincerely,



Mark A. Langley  
President and Chief Executive Officer