

Union Calendar No. 26

115TH CONGRESS
1ST SESSION

H. R. 1249

[Report No. 115–46]

To amend the Homeland Security Act of 2002 to require a multiyear acquisition strategy of the Department of Homeland Security, and for other purposes.

IN THE HOUSE OF REPRESENTATIVES

FEBRUARY 28, 2017

Mr. FITZPATRICK (for himself and Mr. McCAUL) introduced the following bill;
which was referred to the Committee on Homeland Security

MARCH 20, 2017

Committed to the Committee of the Whole House on the State of the Union
and ordered to be printed

A BILL

To amend the Homeland Security Act of 2002 to require a multiyear acquisition strategy of the Department of Homeland Security, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the “DHS Multiyear Acqui-
5 sition Strategy Act of 2017”.

6 **SEC. 2. MULTIYEAR ACQUISITION STRATEGY.**

7 Subtitle D of title VIII of the Homeland Security Act
8 of 2002 (6 U.S.C. 391 et seq.) is amended by adding at
9 the end the following new section:

10 **“SEC. 836. MULTIYEAR ACQUISITION STRATEGY.**

11 “(a) MULTIYEAR ACQUISITION STRATEGY RE-
12 QUIRED.—

13 “(1) IN GENERAL.—Not later than one year
14 after the date of the enactment of this section, the
15 Secretary shall submit to the appropriate congres-
16 sional committees and the Comptroller General of
17 the United States a multiyear acquisition strategy to
18 guide the overall direction of the acquisitions of the
19 Department while allowing flexibility to deal with
20 ever-changing threats and risks, and to help indus-
21 try better understand, plan, and align resources to
22 meet the future acquisition needs of the Depart-
23 ment. Such strategy shall be updated and included
24 in each Future Years Homeland Security Program
25 required under section 874.

1 “(2) FORM.—The strategy required under para-
2 graph (1) shall be submitted in unclassified form but
3 may include a classified annex for any sensitive or
4 classified information if necessary. The Secretary
5 shall publish such strategy in an unclassified format
6 that is publicly available.

7 “(b) CONSULTATION.—In developing the strategy re-
8 quired under subsection (a), the Secretary shall, as the
9 Secretary determines appropriate, consult with head-
10 quarters, components, employees in the field, and individ-
11 uals from industry and the academic community.

12 “(c) CONTENTS OF STRATEGY.—The strategy shall
13 include the following:

14 “(1) PRIORITIZED LIST.—A systematic and in-
15 tegrated prioritized list developed by the Under Sec-
16 retary for Management in coordination with all of
17 the Component Acquisition Executives of Depart-
18 ment major acquisition programs that Department
19 and component acquisition investments seek to ad-
20 dress, including the expected security and economic
21 benefit of the program or system that is the subject
22 of acquisition and an analysis of how the security
23 and economic benefit derived from such program or
24 system will be measured.

1 “(2) INVENTORY.—A plan to develop a reliable
2 Department-wide inventory of investments and real
3 property assets to help the Department—

4 “(A) plan, budget, schedule, and acquire
5 upgrades of its systems and equipment; and

6 “(B) plan for the acquisition and manage-
7 ment of future systems and equipment.

8 “(3) FUNDING GAPS.—A plan to address fund-
9 ing gaps between funding requirements for major ac-
10 quisition programs and known available resources,
11 including, to the maximum extent practicable, ways
12 of leveraging best practices to identify and eliminate
13 overpayment for items to—

14 “(A) prevent wasteful purchasing;

15 “(B) achieve the greatest level of efficiency
16 and cost savings by rationalizing purchases;

17 “(C) align pricing for similar items; and

18 “(D) utilize purchase timing and econo-
19 mies of scale.

20 “(4) IDENTIFICATION OF CAPABILITIES.—An
21 identification of test, evaluation, modeling, and sim-
22 ulation capabilities that will be required to—

23 “(A) support the acquisition of tech-
24 nologies to meet the needs of such strategy;

1 “(B) leverage to the greatest extent pos-
2 sible emerging technological trends and re-
3 search and development trends within the pub-
4 lic and private sectors; and

5 “(C) identify ways to ensure that appro-
6 priate technology is acquired and integrated
7 into the Department’s operating doctrine to im-
8 prove mission performance.

9 “(5) FOCUS ON FLEXIBLE SOLUTIONS.—An as-
10 sessment of ways the Department can improve its
11 ability to test and acquire innovative solutions to
12 allow needed incentives and protections for appro-
13 priate risk-taking in order to meet its acquisition
14 needs with resiliency, agility, and responsiveness to
15 assure homeland security and facilitate trade.

16 “(6) FOCUS ON INCENTIVES TO SAVE TAX-
17 PAYER DOLLARS.—An assessment of ways the De-
18 partment can develop incentives for program man-
19 agers and senior Department acquisition officials
20 to—

21 “(A) prevent cost overruns;

22 “(B) avoid schedule delays; and

23 “(C) achieve cost savings in major acquisi-
24 tion programs.

1 “(7) FOCUS ON ADDRESSING DELAYS AND BID
2 PROTESTS.—An assessment of ways the Department
3 can improve the acquisition process to minimize cost
4 overruns in—

5 “(A) requirements development;

6 “(B) procurement announcements;

7 “(C) requests for proposals;

8 “(D) evaluation of proposals;

9 “(E) protests of decisions and awards; and

10 “(F) the use of best practices.

11 “(8) FOCUS ON IMPROVING OUTREACH.—An
12 identification and assessment of ways to increase op-
13 portunities for communication and collaboration with
14 industry, small and disadvantaged businesses, intra-
15 government entities, university centers of excellence,
16 accredited certification and standards development
17 organizations, and national laboratories to ensure
18 that the Department understands the market for
19 technologies, products, and innovation that is avail-
20 able to meet its mission needs and to inform the De-
21 partment’s requirements-setting process before en-
22 gaging in an acquisition, including—

23 “(A) methods designed especially to engage
24 small and disadvantaged businesses, a cost-ben-
25 efit analysis of the tradeoffs that small and dis-

1 advantaged businesses provide, information re-
2 lating to barriers to entry for small and dis-
3 advantaged businesses, and information relating
4 to unique requirements for small and disadvan-
5 taged businesses; and

6 “(B) within the Department Vendor Com-
7 munication Plan and Market Research Guide,
8 instructions for interaction by acquisition pro-
9 gram managers with such entities to—

10 “(i) prevent misinterpretation of ac-
11 quisition regulations; and

12 “(ii) permit, within legal and ethical
13 boundaries, interacting with such entities
14 with transparency.

15 “(9) COMPETITION.—A plan regarding competi-
16 tion under subsection (d).

17 “(10) ACQUISITION WORKFORCE.—A plan re-
18 garding the Department acquisition workforce under
19 subsection (e).

20 “(d) COMPETITION PLAN.—The strategy required
21 under subsection (a) shall also include a plan to address
22 actions to ensure competition, or the option of competi-
23 tion, for major acquisition programs. Such plan may in-
24 clude assessments of the following measures in appro-
25 priate cases if such measures are cost effective:

1 “(1) Competitive prototyping.

2 “(2) Dual-sourcing.

3 “(3) Unbundling of contracts.

4 “(4) Funding of next-generation prototype sys-
5 tems or subsystems.

6 “(5) Use of modular, open architectures to en-
7 able competition for upgrades.

8 “(6) Acquisition of complete technical data
9 packages.

10 “(7) Periodic competitions for subsystem up-
11 grades.

12 “(8) Licensing of additional suppliers, including
13 small businesses.

14 “(9) Periodic system or program reviews to ad-
15 dress long-term competitive effects of program deci-
16 sions.

17 “(e) ACQUISITION WORKFORCE PLAN.—

18 “(1) ACQUISITION WORKFORCE.—The strategy
19 required under subsection (a) shall also include a
20 plan to address Department acquisition workforce
21 accountability and talent management that identifies
22 the acquisition workforce needs of each component
23 performing acquisition functions and develops op-
24 tions for filling such needs with qualified individuals,

1 including a cost-benefit analysis of contracting for
2 acquisition assistance.

3 “(2) ADDITIONAL MATTERS COVERED.—The
4 acquisition workforce plan under this subsection
5 shall address ways to—

6 “(A) improve the recruitment, hiring,
7 training, and retention of Department acquisi-
8 tion workforce personnel, including contracting
9 officer’s representatives, in order to retain high-
10 ly qualified individuals who have experience in
11 the acquisition life cycle, complex procurements,
12 and management of large programs;

13 “(B) empower program managers to have
14 the authority to manage their programs in an
15 accountable and transparent manner as such
16 managers work with the acquisition workforce;

17 “(C) prevent duplication within Depart-
18 ment acquisition workforce training and certifi-
19 cation requirements through leveraging already-
20 existing training within the Federal Govern-
21 ment, academic community, or private industry;

22 “(D) achieve integration and consistency
23 with Government-wide training and accredita-
24 tion standards, acquisition training tools, and
25 training facilities;

1 “(E) designate the acquisition positions
2 that will be necessary to support the Depart-
3 ment acquisition requirements, including in the
4 fields of—

5 “(i) program management;

6 “(ii) systems engineering;

7 “(iii) procurement, including con-
8 tracting;

9 “(iv) test and evaluation;

10 “(v) life cycle logistics;

11 “(vi) cost estimating and program fi-
12 nancial management; and

13 “(vii) additional disciplines appro-
14 priate to Department mission needs;

15 “(F) strengthen the performance of con-
16 tracting officers’ representatives (as defined in
17 subpart 1.602–2 and subpart 2.101 of the Fed-
18 eral Acquisition Regulation), including by—

19 “(i) assessing the extent to which
20 such representatives are certified and re-
21 ceive training that is appropriate;

22 “(ii) assessing what training is most
23 effective with respect to the type and com-
24 plexity of assignment; and

1 “(iii) implementing actions to improve
2 training based on such assessments; and

3 “(G) identify ways to increase training for
4 relevant investigators and auditors of the De-
5 partment to examine fraud in major acquisition
6 programs, including identifying opportunities to
7 leverage existing Government and private sector
8 resources in coordination with the Inspector
9 General of the Department.

10 “(f) DEFINITIONS.—In this section:

11 “(1) ACQUISITION.—The term ‘acquisition’ has
12 the meaning given such term in section 131 of title
13 41, United States Code.

14 “(2) APPROPRIATE CONGRESSIONAL COMMIT-
15 TEES.—The term ‘appropriate congressional com-
16 mittees’ means—

17 “(A) the Committee on Homeland Security
18 of the House of Representatives and the Com-
19 mittee on Homeland Security and Govern-
20 mental Affairs of the Senate; and

21 “(B) the Committee on Appropriations of
22 the House of Representatives and the Com-
23 mittee on Appropriations of the Senate.

24 “(3) BEST PRACTICES.—The term ‘best prac-
25 tices’, with respect to acquisition, means—

1 “(A) a knowledge-based approach to capa-
2 bility development that includes identifying and
3 validating needs;

4 “(B) assessing alternatives to select the
5 most appropriate solution;

6 “(C) clearly establishing well-defined re-
7 quirements;

8 “(D) developing realistic cost assessments
9 and schedules;

10 “(E) securing stable funding that matches
11 resources to requirements;

12 “(F) demonstrating technology, design,
13 and manufacturing maturity;

14 “(G) using milestones and exit criteria or
15 specific accomplishments that demonstrate
16 progress;

17 “(H) adopting and executing standardized
18 processes with known success across programs;

19 “(I) establishing an adequate workforce
20 that is qualified and sufficient to perform nec-
21 essary functions; and

22 “(J) integrating into the mission and busi-
23 ness operations of the Department of Homeland
24 Security the capabilities described in subpara-
25 graphs (A) through (I).

1 “(4) COMPONENT ACQUISITION EXECUTIVE.—

2 The term ‘Component Acquisition Executive’ means
3 the senior acquisition official within a component
4 who is designated in writing by the Under Secretary
5 for Management, in consultation with the component
6 head, with authority and responsibility for leading a
7 process and staff to provide acquisition and program
8 management oversight, policy, and guidance to en-
9 sure that statutory, regulatory, and higher level pol-
10 icy requirements are fulfilled, including compliance
11 with Federal law, the Federal Acquisition Regula-
12 tion, and Department acquisition management direc-
13 tives established by the Under Secretary for Man-
14 agement.

15 “(5) MAJOR ACQUISITION PROGRAM.—The term
16 ‘major acquisition program’ means a Department
17 acquisition program that is estimated by the Sec-
18 retary to require an eventual total expenditure of at
19 least \$300,000,000 (based on fiscal year 2017 con-
20 stant dollars) over its life cycle cost.”.

21 **SEC. 3. GOVERNMENT ACCOUNTABILITY OFFICE REVIEW**
22 **OF MULTIYEAR ACQUISITION STRATEGY.**

23 (a) REVIEW.—After submission of the first multiyear
24 acquisition strategy in accordance with section 836 of the
25 Homeland Security Act of 2002 (as added by section 2

1 of this Act) after the date of the enactment of this Act,
2 the Comptroller General of the United States shall con-
3 duct a review of such plan within 180 days to analyze the
4 viability of such plan's effectiveness in the following:

5 (1) Complying with the requirements of such
6 section 836.

7 (2) Establishing clear connections between De-
8 partment of Homeland Security objectives and ac-
9 quisition (as such term is defined in such section)
10 priorities.

11 (3) Demonstrating that Department acquisition
12 policy reflects program management best practices
13 (as such term is defined in such section) and stand-
14 ards.

15 (4) Ensuring competition or the option of com-
16 petition for major acquisition programs (as such
17 term is defined in such section).

18 (5) Considering potential cost savings through
19 using already-existing technologies when developing
20 acquisition program requirements.

21 (6) Preventing duplication within Department
22 acquisition workforce training requirements through
23 leveraging already-existing training within the Fed-
24 eral Government, academic community, or private
25 industry.

1 (7) Providing incentives for acquisition program
2 managers to reduce acquisition and procurement
3 costs through the use of best practices and dis-
4 ciplined program management.

5 (b) REPORT.—The Comptroller General of the
6 United States shall submit to the Committee on Homeland
7 Security and the Committee on Appropriations of the
8 House of Representatives and the Committee on Home-
9 land Security and Governmental Affairs and the Com-
10 mittee on Appropriations of the Senate a report on the
11 review conducted under this section. Such report shall be
12 submitted in unclassified form but may include a classified
13 annex.

Union Calendar No. 26

115TH CONGRESS
1ST Session

H. R. 1249

[Report No. 115-46]

A BILL

To amend the Homeland Security Act of 2002 to require a multiyear acquisition strategy of the Department of Homeland Security, and for other purposes.

MARCH 20, 2017

Committed to the Committee of the Whole House on the State of the Union and ordered to be printed