



US Department of
Transportation -
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Memorandum

Subject: PROGRAM EXECUTIVE OFFICER CHARTER;
INTEGRATED DEEPWATER SYSTEM

Date: 11 Jun 01
5200

From: Vice Commandant

Reply to G-D
Attn. of: CDR Keene
7-1686

To: RADM Patrick M. Stillman

Via: Chief of Staff

Ref: (a) COMDTINST M4150.2 (series), Systems Acquisition Manual
(b) COMDTINST M16010.1 (series), Planning and Programming Manual
(c) COMDTINST M5400.7 (series), Organization Manual
(d) G-CV 6 Jun 00 approval of G-A memo dtd 26 Apr 00
(e) G-CV memo 5200 dtd 13 Apr 98

1. Purpose. You are hereby designated Program Executive Officer, Integrated Deepwater System Program. You shall carry out your duties as Program Executive Officer in accordance with references (a) through (e), and work to establish the Integrated Deepwater System Directorate (G-D).

2. Program Objectives. Improvement of operational effectiveness and minimization of total ownership cost of the Coast Guard's Deepwater capabilities are, in order of priority, the primary objectives of the Integrated Deepwater System Program. The Coast Guard will partner with a System Integration and Management Contractor (hereafter referred to as "the Contractor") to design, construct, deploy, operate and support an effective and affordable Integrated Deepwater System encompassing surface, air, integrated logistics support (ILS), and command, control, communication, computer, intelligence, surveillance and reconnaissance (C4ISR) assets. The Coast Guard will be responsible for establishing, updating, and managing operational requirements; responding to mission demand and environment changes; and operating the system. The Contractor will be responsible for designing and constructing the system, and recommending associated concepts of operations and logistics. The Coast Guard will also be responsible for properly supporting and disposing of the system, but will partner with the Contractor to leverage organizational strengths and provide the best value to the American public in carrying out this responsibility.

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3. Charter.

a. Scope of Program. When the Deepwater Project's first Program Executive Officer reported for duty on 9 April 2001, the project matured into a program. Following award of the Phase 2 contract to one industry team, the program will mature a design for an Integrated Deepwater System (IDS), and test and deploy prototype assets, concepts of operations and logistics plans. The magnitude of the changes contemplated in new assets and in upgrades to legacy systems mandates continuous engagement and coordination with operating and sustaining elements of the Service in order to achieve effective and efficient implementation. Further, the program will include the Coast Guard's first comprehensive and ongoing management-in-use group tasked to comply with the Office of Management and Budget Circular A-11's new requirements for Performance Based Acquisition Management Systems. Finally the sheer size, complexity, visibility and internal and external impacts of the program compel more senior leadership and external engagements than previous acquisition projects. The span and gravity of these efforts warrant a program executive management structure akin to that used for major system acquisitions within the Department of Defense.

b. Your Responsibilities. As Program Executive Officer, your responsibilities are as follows:

(1) You will direct the Project Manager in the performance of the following to ensure the proper planning and execution of the program:

- (a) Meet program performance, schedule, and cost objectives;
- (b) Aggressively manage risk;
- (c) Develop, maintain, and comply with all program related plans specified in reference (a), except as specifically modified by the approved waiver contained in reference (d);
- (d) Schedule program activities and monitor progress;
- (e) Maintain the program financial plan:
 - (i) Ensure submission of appropriate requests for resources needed by G-D to develop, acquire, and support the program;

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- (ii) Work with Operating and Support Program Directors in developing and submitting funding and other resource requests for those aspects of the Deepwater acquisition that fall within their respective purviews;
 - (iii) Ensure a complete audit trail of program funds;
 - (f) While retaining responsibility for program performance, schedule and cost, partner with the Operating and Support Program Directors in developing technical assessments and alternatives for all facets of the Integrated Deepwater System including ships, aircraft, C4ISR and logistics systems;
 - (g) Meet all requirements of applicable directives and regulations in a timely manner;
 - (h) Provide monthly progress reports to the Overarching Matrix Product Team (OMPT) (the flag level guidance team chartered in reference (e) to address IDS policy, acquisition, budget, technical matters, and issues of cultural significance to the Service) and quarterly reports to the Chief of Staff and Vice Commandant;
 - (i) Maintain complete, up to date documentation of all actions and decisions;
 - (j) Act as the principal source of information for internal and external inquiries and briefings on the acquisition; and
 - (k) Ensure that the appropriate requirements of applicable Operating and Support Program Directors are considered and integrated into the acquisition.
- (2) You will provide effective quality assurance, resource management, and transition support to the program team, including G-D personnel and others matrixed into the program from other directorates and Chief Counsel organization. In doing so, you will:
- (a) Review and evaluate the Resource and Transition Support Team's performance and effectiveness in planning and executing their responsibilities; and
 - (b) Partner with the Headquarters' Directorates and Chief Counsel organization and the Centers of Excellence they represent, capitalizing on their in-house capabilities and core competencies as appropriate in implementing and sustaining the Integrated Deepwater System.

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(3) You will work with the Sponsor (the Assistant Commandants for Operations and Marine Safety) on any matters relating to the requirements and operational effectiveness of the system.

(4) You will ensure the development and proper execution of the contracting and acquisition strategy. In doing so, you will make use of the contracting expertise available to you from the G-A staff, including G-ACS and G-Ad, who will serve as a technical advisor to the IDS Program. You will also partner with G-A as much as possible in defining work processes that serve mutual requirements.

(5) You will coordinate IDS implementation and transition through new management-in-use initiatives. This will include partnering with the Sponsor in using modeling and simulation to predict how best to meet operational effectiveness targets. It also includes management of total ownership costs in support of GPRA, the Clinger-Cohen Act, and Circular A-11, which may lead to changes in business processes and culture. You will press acquisition reform and promote best practices, employing integrated process teams and partnering with Chief Counsel, including G-LPL, as much as possible to fully coordinate issues of mutual concern.

(6) You will be the principal Coast Guard contact for senior representatives of the Industry Teams for the conduct of acquisition project management activities defined in reference (a). Following contract award, you will work with the Contractor to ensure the program is executed within approved technical, funding, schedule, and supportability plans and meets approved cost, schedule, and performance baselines.

(7) You will partner with the Resource Director and the Assistant Commandant for Governmental and Public Affairs to present Deepwater related resource issues to the Administration and Congress, partner with the Assistant Commandants for Systems and Human Resources to present Deepwater related personnel and systems issues, and act as the principal Coast Guard spokesperson for all other non-operational Deepwater related issues. (The Assistant Commandants for Operations and Marine Safety will continue to serve as the spokespersons for current and projected operations and operational requirements.) This includes briefings to: all levels within Departments and agencies of the Executive Branch, staffs and members of Congress, and industry, labor union and public forums. You will ensure effective internal communications and keep Service personnel properly informed of program developments and issues.

(8) You will partner with the Director, International Affairs in matters related to Deepwater International sales, including Foreign Military Sales, Direct Commercial Sales, and the Armaments Cooperation Program. You will partner with the Director of Finance

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and Procurement in matters relating to acquisition policy, competition, and financial management. You will partner with both Directors regarding the disposal of legacy assets.

(9) Along with the Assistant Commandant for Operations, you will co-chair and coordinate the IDS OMPT. Specific guidance related to the OMPT is contained in reference (e), which you will update as required.

(10) As the integrating agent for all assigned matrix functional support, you will aggressively use cross-functional and integrated process teams to ensure that the following are incorporated into and made an integral part of the development, production, and in-service process:

(a) Efforts to promote affordability, standardization, commonality, configuration management, logistics support, human systems integration, safety, adherence to environmental requirements, and risk identification and mitigation; and

(b) Planning for modernization of assets, transitions, interface, and integration compatibility.

c. Your authority. You shall:

(1) Take all proper actions necessary to attain program performance, schedule, and cost objectives;

(2) Act as the Approving Official with final approval authority over AC&I program funds as approved in the Appropriations Act, budget forecasts and obligation plans;

(3) Establish program status reporting requirements;

(4) Act as the approval authority for the specifications for program related contracts and authorize necessary contract modifications;

(5) Be the chartering authority for all Deepwater program managers.

(6) Obtain contractor support services to perform tasks outside the capability of Coast Guard resources; and

(7) Sign correspondence relating to the program as:

Program Executive Officer

Integrated Deepwater System

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d. Your Accountability. You are accountable to the:

(1) Agency Acquisition Executive (AAE) through the Chief of Staff for program planning and execution.

(2) Chief of Staff for all other matters.

e. Responsibility, Authority, and Accountability of Operating and Support Program Directors. Teamwork marked by seamless coordination and cooperation is essential to success. Operating and Support Program Directors shall take appropriate action to achieve Deepwater Program objectives within the context of their roles as Program Directors. Program Directors affected by and/or involved with the Integrated Deepwater System Program will assign personnel to the Deepwater Program; these personnel will be accountable to their respective Program Directors for the quality and timeliness of Deepwater program tasks, as outlined in the draft Deepwater Program Management Plan (and subsequent updates).

4. Action. You shall comply with this Charter and make change recommendations as necessary. By copy of this Charter, all offices are directed to take all proper actions necessary to achieve the objectives of the Deepwater Program.

T. H. COLLINS

Copy: G-A, G-ACS

G-CRC, G-CBU, G-CPA, G-CPP, G-CCS-2, G-CFP, G-CPM, G-CI

G-CIT

G-I, G-ICA, G-IPA

G-W, G-WDW

G-L, G-LPL, G-LGL

G-M

G-O, G-OC, G-OP, G-OCD

G-S, G-SDW