

**AMENDMENT TO THE AMENDMENT IN THE  
NATURE OF A SUBSTITUTE TO H.R. 4725  
OFFERED BY MR. MOULTON OF MASSACHUSETTS**

At the end of title V add the following:

**1 SEC. 533. PROGRAM EXECUTIVE OFFICERS ESTABLISH-**  
**2 MENT.**

**3** (a) IN GENERAL.—Chapter 3 of title 14, United  
**4** States Code, is amended by adding at the end the fol-  
**5** lowing:

**6 “§ 328. Program executive officers establishment**

**7** “(a) ESTABLISHMENT.—The Commandant of the  
**8** Coast Guard shall establish a Program Executive Officer  
**9** structure to oversee major acquisition programs of the  
**10** Coast Guard and to ensure the delivery of needed capabili-  
**11** ties in a cost-effective and timely manner.

**12** “(b) REPORTING STRUCTURE.—The Chief Acquisi-  
**13** tion Officer of the Coast Guard shall have authority over  
**14** the appointment of Program Executive Officers.

**15** “(c) OBJECTIVES.—In carrying the activities de-  
**16** scribed in subsection (a), the Program Executive Officer  
**17** shall seek to achieve the following objectives:

**18** “(1) Expeditiously provide the Coast Guard  
**19** with the capabilities needed to operate effectively,

1 address evolving threats, and maintain mission read-  
2 iness in the most cost-effective manner practicable.

3 “(2) Maximize the effective use of resources by  
4 delivering capabilities that offer the best value for  
5 the investment made.

6 “(3) Enable the integration of innovative solu-  
7 tions and technologies to enhance operational effec-  
8 tiveness and responsiveness to emerging maritime  
9 challenges.

10 “(d) RESPONSIBILITIES.—For the programs assigned  
11 to the portfolio of a program executive officer, such pro-  
12 gram executive officer shall be responsible for the fol-  
13 lowing:

14 “(1) Provide expeditious delivery of the capa-  
15 bilities necessary to effectively respond to national  
16 security challenges by overseeing the procurement,  
17 development, and sustainment of defense acquisition  
18 programs assigned to the program executive officer.

19 “(2) Ensure the cost-effective allocation of re-  
20 sources by delivering operational capabilities.

21 “(3) Adjust requirements, other than require-  
22 ments that are established as key performance pa-  
23 rameters, to maximize the agility and speed in pro-  
24 gram execution in accordance with the objectives de-  
25 scribed in subsection (b).

1           “(4) Use iterative development cycles and dis-  
2           continue or terminate the development of capabili-  
3           ties—

4                   “(A) that no longer align with approved  
5           Coast Guard operational priorities or require-  
6           ments; or

7                   “(B) that are experiencing significant cost  
8           growth, performance deficiencies, or delays in  
9           schedule.

10           “(5) Evaluate and implement trade-offs among  
11           life-cycle costs, delivery schedules, performance ob-  
12           jectives, technical feasibility, and procurement quan-  
13           tity objectives to ensure acquisition and sustainment  
14           programs deliver best value.

15           “(6) Use data-driven decision making to  
16           prioritize resource allocation to meet operational  
17           readiness goals and sustainment objectives.

18           “(7) Collaborate with other Coast Guard and  
19           Department of Homeland Security components, as  
20           appropriate, to integrate emerging technologies, pro-  
21           totypes, and operational concepts.

22           “(8) Support and participate in Coast Guard  
23           acquisition governance structures.

24           “(e) MILESTONE DECISION AUTHORITY.—A Pro-  
25           gram Executive Officer may serve as the milestone deci-

1 sion authority for one or more programs when designated  
2 by the Chief Acquisition Officer of the Coast Guard, con-  
3 sistent with Department of Homeland Security acquisition  
4 policy.

5 “(f) FUNCTIONAL SUPPORT.—The Commandant  
6 shall ensure that each Program Executive Officer is as-  
7 signed dedicated personnel and resources required to per-  
8 form the responsibilities described in this section.

9 “(1) AUTHORITY.—Personnel shall be under  
10 the exclusive authority and control of the Program  
11 Executive Officer.

12 “(2) PERSONNEL.—Personnel and resources  
13 shall not be provided through matrixed, collateral  
14 duty, or dual-reporting arrangements, except as spe-  
15 cifically authorized in writing by the Commandant.

16 “(3) SUPPORT.—Assigned support shall include  
17 personnel with expertise in—

18 “(A) contracting and contract manage-  
19 ment;

20 “(B) estimating costs

21 “(C) financial management;

22 “(D) life-cycle logistics and product sup-  
23 port;

24 “(D) program management

1                   “(E) engineering and technical manage-  
2                   ment; and

3                   “(F) developmental testing and evaluation.

4           “(g) PROGRAM EXECUTIVE OFFICER DEFINED.—In  
5 this section, the term ‘Program Executive Officer’ means  
6 a senior official of the Coast Guard responsible for the  
7 oversight of the plans, budgets, and execution of the pro-  
8 grams assigned to the portfolio of such senior official, in-  
9 cluding life-cycle management.”.

10       (b) DEFINITION AMENDMENT.—Section 1171 of title  
11 14, United States Code, is amended—

12           (1) by redesignating paragraphs (9) through  
13           (12) as paragraphs (10) through (13), respectively;  
14           and

15           (2) by inserting after paragraph (8) the fol-  
16           lowing:

17           “(9) PROGRAM EXECUTIVE OFFICER.—The  
18           term ‘program executive officer’ means an individual  
19           described in section 328.”.

20       (c) CLERICAL AMENDMENT.—The analysis for chap-  
21 ter 3 of title 14, United States Code, is amended by add-  
22 ing at the end the following:

“328. Program executive officers establishment.”.

