

U. S. Department of  
Homeland Security

United States  
Coast Guard



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**DEPARTMENT OF HOMELAND SECURITY**

**U. S. COAST GUARD**

**STATEMENT OF**

**ADMIRAL THOMAS J. BARRETT**

**ON THE**

**INTEGRATED DEEPWATER SYSTEM**

**BEFORE THE**

**SUBCOMMITTEE ON COAST GUARD AND MARITIME TRANSPORTATION**

**COMMITTEE ON TRANSPORTATION INFRASTRUCTURE**

**U. S. HOUSE OF REPRESENTATIVES**

**APRIL 28, 2004**

DEPARTMENT OF HOMELAND SECURITY  
UNITED STATES COAST GUARD  
STATEMENT OF VICE ADMIRAL THOMAS J. BARRETT  
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Good morning, Mr. Chairman and distinguished members of the Subcommittee. Thank you for providing this opportunity to discuss the Integrated Deepwater System (IDS) and its importance to the recapitalization and transformation of the Coast Guard. As always, your past and current support of the Coast Guard is greatly appreciated.

Recapitalizing aging and technologically obsolete assets is the Coast Guard's top capital priority. The performance of our men and women in addressing national priorities—in home waters and overseas—serves as a compelling reminder why the Deepwater Program is so important to the Coast Guard's future ability to sustain operational excellence in all of its military, multimission, and maritime responsibilities.

On Station: Military, Multimission, and Maritime

The terrorist attacks of 9/11 and the resulting homeland security and military operations have fundamentally changed the demands placed upon the United States Coast Guard. The Coast Guard is currently on station today in U.S. ports, waterways, coastal regions, and on the high seas providing for homeland security, national security, and maritime safety, while still protecting our environment. As the General Accounting Office testified earlier this month<sup>1</sup>, the Coast Guard has generally improved or maintained performance results in our traditional and new homeland security missions since 9/11, despite a 40 percent increase in resource usage and an exponential expansion of homeland security requirements and foreign deployments.

Although the men and women of the Coast Guard are long accustomed to doing more with less, it is our collective duty to properly equip those at the tip of the spear with the tools needed to accomplish their mission. The Integrated Deepwater System is essential to allow the Coast Guard to meet our current and emerging operational requirements.

Since our realignment under the Department of Homeland Security (DHS) just over a year ago, the Coast Guard has promulgated a new strategy for maritime homeland security that is fully aligned with the Department's new strategic direction. We have reduced security risks in our ports and waterways by conducting thousands of port security patrols, air patrols, security boardings, and vessel escorts. We are maintaining security zones under various alert conditions, instituting new capabilities such as sea marshaling, airborne use of force, and Maritime Safety and Security Teams and, most importantly, instituting a comprehensive security regime for ships and ports.

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<sup>1</sup> GAO-04-636T

Cutters, boats, and aircraft are also maintaining high operating tempos in our other mission areas. Three weeks ago, for example, the venerable Cutter STORIS, homeported in Kodiak, Alaska, returned from a patrol marked by 36 boardings and inspections in the Gulf of Alaska, along the Aleutian Chain, and in the Bering Sea. The STORIS, now in her *62nd year* of commissioned service, issued 10 fishing and five maritime safety violations during its patrol. You may recall STORIS as the cutter that experienced a failure of its boat davit two years ago owing to metal fatigue—sending her boat crew into frigid waters.

During fiscal year (FY) 2003, the Coast Guard, working closely with our interagency and international law-enforcement partners:

- Interdicted over 6,000 undocumented migrants attempting to illegally enter the country by sea.
- Prevented more than 136,800 pounds of cocaine, over 14,000 pounds of marijuana and more than 800 pounds of hashish from reaching U.S. shores.
- Aggressively conducted more than 36,000 port security patrols, including 3,600 air patrols, 8,000 security boardings and over 7,000 vessel escorts.
- Deployed the largest contingent of Coast Guard personnel overseas since the Vietnam War to support Operation Iraqi Freedom, including 11 cutters, two shoreside support units, and over 1,200 personnel.
- Saved the lives of nearly 5,100 mariners in distress and responded to more than 31,500 calls for assistance.
- Boarded more than 3,400 fishing vessels to enforce safety, environmental and economic laws.

Despite these accomplishments, there is still much to do. The last few weeks paint a clear and vivid picture of the breadth, scope and national importance of all Coast Guard missions. Deepwater assets are critical to the safe and successful execution of these missions. The following operational examples highlight the performance of six different air and surface Deepwater assets (C-130, HH-60, 378', 270', 210', and 110'). Rescue personnel from our mid-Atlantic units responded to the distress call from the burning and sinking Singaporean tanker BOW MARINER, and six crewmen were saved from 44-degree water. The Coast Guard continues to ensure the environmental clean-up and the accident investigation are followed through to completion. Coast Guard cutters are vigilant conducting law enforcement missions; a west coast cutter interdicted a "go fast" vessel in the Eastern Pacific and seized 10 thousand pounds of cocaine while another Coast Guard cutter, off the coast of New England, issued a violation and seized the entire catch from a fishing vessel for having 7 times the legal limit of scallops. Our search and rescue, law enforcement, and living marine resource response capability was sustained even as 4 cutters with full-time air support and approximately 600 personnel deployed south positioning from the coast of Haiti to the approaches to South Florida as part of Homeland Security Task Force-Southeast, and interdicted 1,075 Haitian migrants. Simultaneously, we have four Patrol Boats, two Port Security Units, and 377 personnel deployed in support of operations in Iraq. As you can see, demand for Coast Guard resources continues to expand, while our ships and aircraft continue to age. The Coast Guard is the nation's lead federal agency for maritime homeland security and marine safety. Critical new resources are required to establish a new level of maritime security while continuing to perform the full range of Coast Guard missions.

Such performance illustrates how *your* Coast Guard serves our citizens and the nation day in and day out, operating often under the most arduous and challenging at-sea conditions. I know you share my pride in our peoples' demonstrated professionalism and steady commitment in serving as America's maritime shield of freedom. We owe them nothing less than to ensure they have the most capable and reliable platforms and supporting systems to enable them to conduct their demanding missions as effectively, efficiently, and safely as possible. The Deepwater Program is designed to do just that. The need to move the program forward with an appropriate sense of urgency has never been so apparent.

### Threats to Mission Performance

Just as 9/11 has altered the strategic focus of the Coast Guard, it has also impacted the immediate needs and long-term capabilities required of the Deepwater system. As Admiral Collins testified before this Subcommittee in March, the greatest threat to the Coast Guard's mission performance and hence to the American Public continues to be that our aircraft, boats, and cutters are aging, technologically obsolete, and require replacement and modernization. The Integrated Deepwater System, planned since the mid-1990s, addresses these concerns. It entails an integrated approach to upgrade existing legacy assets while transitioning to a newer and more capable system of platforms—including three classes of cutters and their associated small boats, manned and unmanned aircraft, highly improved systems for command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR), and integrated logistics support.

There are clear indicators that our ability to sustain current readiness and today's tempo of operations into the future is at risk. Most cutters and aircraft will reach the end of their projected service lives by 2010. We are now experiencing system failures at a steadily increasing rate. For example, the Coast Guard's fiscal year 2003 annual safety review revealed a mishap rate for reported in-flight engine apparent power losses at 62.74 per 100,000 flight hours for all of FY03. This rate is unacceptable and far exceeds the FAA definition of probable event occurrences of 1 per 100,000 flight hours or U.S. Navy Safety Center guidelines of no more than 10 mishaps per 100,000 flight hours. In FY04, as of 20 April, 2004, we have experienced 101 reported in-flight loss of power mishaps in 28,711 flight hours (compared to an already alarming 32 incidents for all of FY03) corresponding to a rate of 351 mishaps per 100,000 flight hours. Operational flight restrictions have been instituted to maintain safety

To address this urgent situation, in January, the Coast Guard directed the Deepwater acquisition program's systems integrator, Integrated Coast Guard Systems (ICGS), a partnership of Lockheed Martin and Northrop Grumman, to take immediate and definitive action to re-engine the HH-65 fleet to ensure safe and reliable operations. Per a General Accounting Office March 2004 report, the Coast Guard made a decision that was both fact-and risk-based for replacing the engine on the HH-65 helicopter.<sup>2</sup> In the long-term, the Deepwater plan is still to convert the HH-65 to the Multi-mission Cutter Helicopter (MCH). While power increases were not the focus of this acquisition, the

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<sup>2</sup> GAO-04-595

engine chosen, while addressing the safety and reliability concerns, also has sufficient power margins to be used with the MCH. Airborne use of force and vertical insertion are currently not an MCH requirement. There is, however, the potential to include these requirements under future contract modifications. The Turbomeca engine being installed does meet the anticipated airborne use of force and vertical insertion power requirements should these become part of the future MCH mission profile.

Last year, we experienced 676 unscheduled maintenance days for our cutters—a 41 percent increase over 2002. This was the equivalent of losing over three and a half cutters. These lost cutter days include our 110-foot Island-class cutters that are suffering from accelerated hull corrosion and have experienced 20 hull breaches that resulted in emergency dry dockings for repairs. These “workhorses of the fleet” are showing the effects of their hard use. One 110-foot cutter alone, KEY LARGO, is scheduled to be in drydock for an entire year while its hull is being replaced.

Halting and reversing such worrisome trends in the sustainment of our legacy assets is a challenge, but we have made necessary decisions to adjust priorities for Deepwater’s modernization plan to account for the circumstances we face today. Although the accelerated deterioration of legacy assets was not immediately evident when the Deepwater recapitalization effort began, the IDS Program was designed with the flexibility to enable rapid adjustments to such circumstances.

Owing to the continued deterioration of the materiel condition of our Island-class 110-foot patrol boats, we also decided to accelerate the design and development of the Fast Response Cutter (FRC) to replace existing 110s. The Coast Guard has contracted for eight 110s to be converted to the more capable 123-foot cutter. The first, the Cutter MATAGORDA, was delivered in early March. Four more 110s will be converted in FY-2005. The FY-2004 appropriation provided funds to accelerate the design of the Fast Response Cutter, and the Deepwater Program is conducting a business-case analysis to determine the appropriate number of 123-foot conversions to complete prior to the transition to the FRC; a decision is expected later this year.

The Deepwater Program’s system for C4ISR also has been adjusted to be responsive to the emergent requirements of our operational commanders. In response to a request from our Pacific Area Commander in March, for example, we accelerated Deepwater’s planned C4ISR upgrades on the Cutters MUNRO and RUSH to support upcoming out-of-hemisphere deployments. The upgrade provided each cutter with access to the Department of Defense’s Secure Internet Protocol Routing Network (SIPRNET) and a classified local area network. Concurrent with these command-and-control upgrades, we completed Deepwater’s C4ISR upgrade at the Communications Area Master Station Pacific (CAMSPAC) facility at Point Reyes, Calif. The first shore-based communications upgrade under the Integrated Deepwater System was completed in September 2003 at Communications Area Master Station Atlantic (CAMSLANT).

#### Additional Capacity and Capability Needed

Looking ahead, it is clear that attaining additional capacity and capability is critical to the Coast Guard's ability to achieve the levels of future readiness needed to perform its expanded homeland-security tasks while concurrently carrying out its other

responsibilities. The Deepwater Program is the centerpiece of our efforts to attain Admiral Collins' expressed *Commandant's Direction* to improve current and future readiness. It will deliver the platforms and systems needed to close the capability gaps found in today's Coast Guard.

Deepwater's comprehensive system of systems will recapitalize our entire inventory of aging cutters and aircraft, as well as C4ISR systems at sea and ashore — all supported with integrated logistics. Deepwater will provide the means to extend our layered maritime defenses from our ports and coastlines many hundreds of miles to sea, increasing maritime domain awareness. When Deepwater is fully implemented, our cutters and aircraft will no longer operate as independent platforms with only limited awareness of their surroundings in the maritime domain. Instead, they will have improved capabilities to receive information from a wide array of mission-capable platforms and sensors—enabling them to share a common operating picture as part of a network-centric force operating in tandem with other cutters, boats, and both manned aircraft and unmanned aerial vehicles.

Consistent with the traditions of our 214-year history, the Coast Guard is playing a leading maritime role in achieving the Department of Homeland Security's mission of preventing, protecting against, and responding to threats and hazards to the nation while ensuring a safe and secure maritime border and promoting the free-flow of commerce. The centerpiece of the Coast Guard's *Maritime Strategy for Homeland Security* is improved maritime domain awareness (MDA). The Coast Guard's strategy, fully aligned with the vision, mission statement, and strategic goals and objectives of the Department's new strategic plan, is built on the main pillars of preventing terrorist attacks, reducing U.S. vulnerabilities to attack, and recovering from those attacks should they occur.

Deepwater, with its key enabling role to achieve MDA by providing integrated afloat, ashore, and airborne C4ISR, is focused on meeting both the information needs of decision makers and the tactical needs of operational commanders. From a risk-mitigation perspective, important contributions to MDA will be realized through Deepwater's transformation of today's Coast Guard. Simply put, MDA is possessing comprehensive awareness of the vulnerabilities, threats, and all matters of interest on the water in order to prevent and protect against all manner of threats. It means having extensive knowledge of geography, weather, position of friendly vessels and potential threats, trends, key indicators, anomalies, intent, and the activities of all vessels in an area of concern.

The Coast Guard urgently needs Deepwater's improved platforms and systems if we are to have the means to develop, fuse, and assess all manner of information from a broad range of sources. Maritime power is about awareness, leveraging, and synthesizing large amounts of information and specific data from many disparate sources to gain knowledge of the entire maritime. If knowledge is power, and MDA provides us the requisite knowledge of the maritime, then MDA is the key to maritime power—and Deepwater, in conjunction with other Coast Guard acquisition programs like Rescue 21, provides one of the important means to that end.

## Steady Progress

Attaining Deepwater's operational transformation mandates an acquisition strategy of comparable vision and innovation. Deepwater's system of interoperable platforms and supporting systems is designed to meet performance-based requirements. The program's overarching goals are to maximize operational effectiveness while minimizing total ownership costs and delivering best value to our customers—the men and women of the Coast Guard and the American public.

The \$668M Deepwater appropriation for FY 2004 includes \$143 million for aircraft, which covers the purchase of a CASA 235 maritime patrol aircraft and the continued development of a vertical takeoff-and-landing unmanned aerial vehicle that will deploy from IDS cutters; \$303 million to be used in part for construction of the first 424-foot National Security Cutter; \$101 million for the development of a network-centric command and control system; and \$45 million for a common logistics information system.

The Coast Guard's FY 2005 federal budget request that the President delivered to Congress in February identifies \$678 million in funding for the Integrated Deepwater System (IDS)—an increase of \$10 million over the program's funding for FY 2004. The funding proposed for Deepwater during the upcoming fiscal year is part of an overall Coast Guard budget request of \$7.5 billion, continuing the trend of recent years in providing the Coast Guard with the resources it needs to meet the nation's present and emerging maritime safety and security needs.

The \$678 million Deepwater funding in the FY 2005 budget request is apportioned across all of the program's principal categories, including: \$147.3 million for aviation programs supporting the CASA CN235-300M Maritime Patrol Aircraft, the tiltrotor HV-911 Eagle Eye vertical take-off-and-landing unmanned aerial vehicle (VUAV), other enhancements to legacy assets, and re-engining of HH-65 helicopters; \$354.3 million for surface platforms for production of the NSC, continued conceptual development of the Offshore Patrol Cutter, and support of other surface programs, including acceleration of Deepwater's Fast Response Cutter; \$53.6 million for continued C4ISR design for a common operating picture, upgrades to legacy cutters and shore installations, and other capability enhancements; and \$39.9 million for continued funding for common systems development for integrated logistics support and upgrades to shore facilities.

Each of the Integrated Deepwater System's principal domains has recorded significant progress since the program's contract award to Integrated Coast Guard Systems in June 2002. The delivery of the first surface asset in the Deepwater program occurred in early March with the delivery of the first 123-foot converted Island-class patrol boat, the Cutter MATAGORDA, at the Bollinger Shipyards facility in Lockport, La.

During the past year, the cutter's hull was lengthened by 13 feet to accommodate a new stern ramp and seven-meter Short Range Prosecutor small boat, a larger pilot house with a 360-degree bridge and C4ISR suite were added, interior spaces and hull sections were renovated, and a new digitized system for engine control, alarm, and monitoring functions was installed in the engine room. The MATAGORDA will complete additional post-delivery maintenance availabilities before returning to its homeport in Key West

later this summer. The commanding officer and crew are impressed with the cutter's improved capabilities, and are anxious to return to operations.

A year ago, two contracts were awarded to Northrop Grumman for the detail design and purchase of long-lead materials for the first National Security Cutter. Steel is being rolled now to permit the first cutter's keel laying at Northrop Grumman Ship Systems' Ingalls Operations shipyard in Pascagoula, Miss., this July. Delivery is slated for late 2006, and initial operational capability is projected for 2007. During the past year, we have made several adjustments to the NSC's initial design to accommodate post-9/11 operational requirements. For example, chemical, biological, and radiological defense design features were modified to enable the NSC to operate in a contaminated environment. Similarly, the size of the NSC's flight deck will be enlarged to allow it to operate Navy, Army, and Customs and Border Protection Agency models of the H-60 helicopter.

Deepwater's work to transform Coast Guard aviation provides for the selected upgrade of legacy fixed-wing aircraft and helicopters, and the progressive introduction of new and more capable platforms and unmanned aerial vehicles (UAVs). This February, EADS CASA and Lockheed Martin signed a contract to formalize EADS CASA participation in the Deepwater program. The initial contract between Lockheed Martin and EADS CASA is for the procurement of two CN-235-300M medium-range surveillance maritime patrol aircraft. Delivery is scheduled in 2006. The contract also includes an option for spare parts and integrated logistic support (ILS), as well as an option for six additional aircraft.

In 2003, Bell Helicopter, Textron Inc., was awarded a contract to commence concept and preliminary design work on the Eagle Eye tiltrotor, vertical takeoff-and landing unmanned aerial vehicle (VUAV). Follow-on efforts will see Bell design, develop, and build a prototype Eagle Eye VUAV for testing. In March, the Eagle Eye VUAV successfully completed its Preliminary Design Review (PDR). In meeting mission requirements, the system is well within margins for risk, performance, supportability, and cost allocations. Other branches of the armed forces and overseas allies are following Eagle Eye's development with interest.

As I have noted, Deepwater's system for C4ISR will bring important new capabilities to the fleet, serve as a force multiplier, and be a critical enabler for maritime domain awareness. Deepwater's C4ISR domain has marked several important milestones since the time of the IDS contract award. During 2003, the Cutter NORTHLAND received the first in a series of enhancements and communication-system upgrades for 270-foot medium endurance legacy cutters. As the first cutter to receive this Deepwater C4ISR upgrade, NORTHLAND now lauds the improved performance within existing communications systems and has additional access to a variety of intelligence and data sources previously unavailable. Deepwater C4ISR upgrades to other legacy cutters and shore installations are continuing.

This month, Lockheed Martin opened its new Maritime Domain Awareness Center in Moorestown, N.J. This facility will allow more efficient systems integration and cost-effective Deepwater C4ISR development. The center, when combined with the synergies of other technical centers, will provide an unmatched capability to conduct surface

system integration and interoperability testing across the full range of Deepwater systems.

Deepwater's Integrated Logistics Support domain will help to transform and improve the Coast Guard's ability to provide totally integrated logistics support over the entire Deepwater system. ILS places logisticians at the heart of the Deepwater acquisition process by ensuring platforms will be designed for reliability, maintainability, supportability, and affordability—and with optimum crewing levels. At the asset level, ILS requirements have been incorporated into the system requirements specification during design review for the 123-foot patrol boat, National Security Cutter, C4ISR system, and Eagle Eye VUAV.

Deepwater's new Logistics Information Management System (LIMS) will automatically collect and process logistics data to project support requirements and trends. LIMS, which is under development, fielded its first iterations in conjunction with the MATAGORDA's delivery. With its ability to bring the right information to the right people at the right time, LIMS will provide the backbone and software applications to make Deepwater's vision of network-centric logistics a reality.

### Program Management

Unlike past Coast Guard acquisition programs, Deepwater's system performance requirements must be viewed in their entirety. All IDS platforms and systems are being designed to be compatible and interoperable, while providing high levels of operational effectiveness and a best-value solution to U.S. taxpayers.

Partnering opportunities are being pursued within the Department of Homeland Security, with the U.S. Navy and Department of Defense, and with industry when it makes good business and operational sense. The Deepwater Program's strong collaborative relationship with the U.S. Navy in support of the *National Fleet Policy Statement* is a noteworthy example. This cooperation reflects our obligation and determination to ensure that the Integrated Deepwater System is interoperable, wholly compatible, and completely seamless with the work of the Navy's acquisition and fleet-support organizations.

Toward this end, Deepwater's Program Executive Officer has signed Memorandums of Understanding with the Navy's Program Executive Officer Ships and the Commander of the Naval Air Systems Command in an effort to specify common technologies, systems, and processes critical to the Navy's future platforms and the design and development of Deepwater's new assets. Close cooperation and collaboration will allow our two future forces to obtain common benefits as our design and development programs mature. We seek similar opportunities for cooperation within the Department of Homeland Security and with our friends and allies around the world. New processes within DHS have been established to create Joint Operational Requirements beginning with aviation and boats. Joint strategies are being written and implemented to integrate operations and enhance performance. Coast Guard's world-class Aviation Logistics System is being integrated with other DHS partners to improve support. Commodities Councils are identifying means to improve acquisition of common requirements.

As the Deepwater acquisition has moved forward, international interest in the program has grown. The strategic advantages of the Deepwater International Program Office pursuing foreign military sales contracts range from achieving interoperability with these navies and maritime services, strengthening of the U.S. military-industrial infrastructure, and reducing domestic acquisition costs through economies of scale -- resulting in lower per unit costs to the U.S. Coast Guard and the U. S. Government. The Deepwater International Program Office is presently reviewing five letters of request from allied and friendly governments.

As one of the largest and most challenging performance-based acquisition programs in the federal government, translating Deepwater's vision to reality is, understandably, a challenging task. The Coast Guard has never worked with a systems integrator on this scale before. We have not simultaneously employed integrated product teams across multiple acquisition product lines, nor have we employed a performance-based strategy for such a long-term undertaking. In many ways, Deepwater is paving a new approach to systems acquisition, and I fully expect its strategy will serve as a model for other major programs of comparable scope.

Of necessity, the Coast Guard must rely on this public-private partnership with Integrated Coast Guard Systems if we are to navigate Deepwater safely to successful execution. The past 20 months have afforded many lessons learned in such areas as improved management, the need for increased competition, and the desirability of enhanced ways to measure contractor performance.

In May 2003, the General Accounting Office (GAO) began a detailed assessment of Deepwater contract management and program oversight. During GAO's nine-month audit, Deepwater program officials arranged interviews at Coast Guard Headquarters and in the field, and provided more than 150 responses to requests for information (including approximately 1,300 files of data). In addition, the program provided the GAO with a synopsis of planned changes to operations and steps taken to address challenges. GAO issued its final report last month and recommended that the Coast Guard improve program management, improve contractor accountability, and facilitate cost control through competition.

The Coast Guard advised the Department of Homeland Security and GAO that it concurs with the report's recommendations, and is actively addressing those issues not in place and improving and maturing processes for those that are already in place. The Deepwater program instituted many GAO recommendations by the time of its final report, and a plan of action and milestones is guiding the implementation of all of the audit's other findings.

The GAO report makes an important contribution to the Deepwater program's ongoing efforts to improve management structure and management, refine metrics for total ownership cost and operational effectiveness, advance planning alignment with the Department of Homeland Security, foster cost control through competition, and increase communication with the field as Deepwater assets are delivered.

## Conclusion

I have gone to some lengths to paint a detailed picture of where the Deepwater Program stands today as legitimate questions are often raised regarding its status, execution, and future direction. Deepwater's progress in achieving our vision of transforming the Coast Guard for the 21st century means nothing less than keeping it the world's best—properly equipped and fully prepared to meet every maritime challenge. Deepwater's progress in achieving this vision flows from its commitment to our people, partnerships, and performance. In all of our endeavors, we will keep the protection of the American people and the needs of Coast Guard people foremost in our minds. We owe them our full commitment.

In summary, the Deepwater Program has achieved numerous milestones in a short timeframe. The program is fully aligned with the *Commandant's Direction* and the goals and objectives of the Department of Homeland Security. We have embarked on a unique partnership with industry aimed at nothing less than recapitalizing and transforming today's Coast Guard so that it may sustain its operational excellence into the future. We have adjusted the acquisition program to respond to growing high-priority operational requirements, confronted and surmounted numerous technical challenges, controlled cost, and are engaged in the ongoing process of improving performance in all of Deepwater's product lines and processes. We are intent on the achievement of stewardship through performance measures and are committed to full and open accountability. We are determined to keep the Deepwater Program on a steady course of successful execution.

Thank you for the opportunity to testify before you today. I will be happy to answer any questions you may have.

**Vice Admiral Thomas J. Barrett**  
Vice Commandant  
United States Coast Guard



Vice Admiral Thomas J. Barrett assumed duty as Vice Commandant of the U.S. Coast Guard on May 30, 2002. He serves as the Coast Guard's second in command, is the Agency Acquisition Executive, heads the Leadership Council, and co-chairs the Navy-Coast Guard Board, an interservice policy coordination body. Prior to his appointment he served as the Commander, Seventeenth Coast Guard District in Juneau, Alaska, where he built close partnerships across all levels of government to advance Coast Guard program goals, especially relating to maritime safety of cruise ships, tank ships, and the fishing fleet. He developed cooperative relationships with the Northern Pacific nations that led to reduced incursions by foreign fishing vessels into the United States' Exclusive Economic Zone.

His first flag tour was as the Director of Reserve and Training at Coast Guard Headquarters in Washington, DC. While there, he expanded reserve recruiting and emphasized diversity, restoring the service's reserve strength to its authorized 8000 member level. He was instrumental in establishing the Coast Guard Leadership Development Center at the U.S. Coast Guard Academy.

Vice Admiral Barrett's early duties include a tour aboard the High Endurance Cutter CHASE with service in Vietnam from 1969 to 1970. He also held a variety of staff positions in the legal and marine safety fields. He commanded the Coast Guard Support Center at Kodiak, AK. While at Kodiak, he established key partnerships with local governments, supporting education and quality of life and was recognized by the Alaskan Legislature for his service to the Kodiak community. He later served as Deputy Chief, Office of Personnel and Training, and as Deputy Commander, Maintenance and Logistics Command Atlantic.

Commissioned in 1969 following completion of Officer Candidate School, Yorktown, VA, Vice Admiral Barrett holds a Bachelor's of Science in Biology from LeMoyne College and a Juris Doctor with honors from George Washington University. He is a 1989 graduate of the Army War College in Carlisle, Pennsylvania.

Vice Admiral Barrett's personal decorations include the Legion of Merit (5), the Meritorious Service Medal, the Coast Guard Commendation Medal (2), the Coast Guard Achievement Medal, the Vietnam Service Medal, and other personal and unit decorations.