



Acquisition
Directorate

STRATEGIC PLAN

Blueprint for Sustained Excellence

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I. Message from the Chief Acquisition Officer

This *Strategic Plan* outlines our vision for the Acquisition Directorate (CG-9) now and into the future. Much has been accomplished to build this successful acquisition organization. Past strategic plans helped move CG-9 through stages of acquisition reform and into continuous improvement. This *Plan* recognizes the tremendous progress made and marks a shift toward sustaining the excellence we've achieved. As such, the goals and objectives described in this *Plan* provide a strategic framework to enable us to build on past achievements and continue delivering capable and sustainable assets to the field.



I've said before that acquisition is a team sport. No single organization within CG-9 can succeed without the collaborative and dedicated effort of our entire team. To sustain our achievements and further mature the Acquisition Directorate, we must reach across internal organizational boundaries and work together toward our common goals. That unity among our workforce, coupled with efficient and consistent business practices, will promote ongoing success across the acquisition enterprise and will help sustain our vision as “a model of acquisition excellence in government.”

The Acquisition Directorate's *Strategic Plan* captures the hard work that our acquisition professionals devote every day to deliver mission capabilities for the Coast Guard. It sets goals, objectives and performance measures to guide ongoing efforts to sustain acquisition excellence through each new challenge. The framework establishes a baseline of success to continue enhancing our policies, practices, unity and people — to ensure we remain accountable and effective stewards of taxpayer funds. It enables us to continue to serve as a force multiplier to the operational Coast Guard.

Mission execution begins here!

A handwritten signature in blue ink that reads "B.D. Baffer". The signature is written in a cursive style with a long horizontal stroke at the end.

Bruce D. Baffer, Rear Admiral, United States Coast Guard
Assistant Commandant for Acquisition and Chief Acquisition Officer

II. About This Plan

This *Strategic Plan* presents the U.S. Coast Guard Acquisition Directorate's goals and objectives to sustain excellence within the acquisition enterprise. Goals are tied to specific objectives and performance measures that will enable the Acquisition Directorate to monitor its progress. Performance measures are key indicators to ensure successful execution of Coast Guard recapitalization priorities.

This *Plan* builds on the solid foundation established by the *Blueprint for Acquisition Reform*, continues the transition from action tracking to performance management and aligns with higher level Coast Guard and Department of Homeland Security priorities. It provides top-level strategic direction for the Coast Guard's acquisition workforce. Offices, divisions, programs, projects, teams and individual employees will use the goals, objectives and performance measures in this *Plan* to define their own initiatives and develop annual performance plans in support of the CG-9 mission. In this way, the *Plan* serves as a Directorate management tool to unify workforce efforts and support efficient delivery of Coast Guard mission capabilities.

CG-9 is committed to sustained excellence through effective and transparent performance measures, linked to real mission outcomes. The Directorate will continue to assess the quality of its performance measures to ensure effective alignment with efficient business processes and provide the basis for Directorate-wide strategic planning and management controls.

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Additional information about the Coast Guard Acquisition Directorate can be found at www.uscg.mil/acquisition.

III. Evolution of the Acquisition Directorate Strategic Plan

In 2005, the Government Accountability Office published its *Framework for Assessing the Acquisition Function*, which defines standard elements to support a qualitative assessment of the strengths and weaknesses of the acquisition function at federal agencies. In 2006, as the Coast Guard began work to consolidate its acquisition organizations, we aligned our strategy with the *Framework's* four cornerstones of a successful acquisition function: 1) organizational alignment and leadership; 2) policies and processes; 3) human capital; and 4) information management and stewardship. These four cornerstones work together to form architectural supports necessary for successful acquisition program execution and remain the foundational tenets of the Acquisition Directorate.



REFORM
CONTINUOUS
IMPROVEMENT
SUSTAINING
EXCELLENCE

The challenge of becoming a model mid-sized federal acquisition organization demanded an output-centric mechanism for accomplishing and tracking defined tasks. The Coast Guard’s first acquisition strategic plan, the *Blueprint for Acquisition Reform*, did that by leveraging the GAO’s *Framework* to identify and track tasks necessary to achieve its vision of a consolidated, responsible and successful acquisition organization. Those tasks were derived from the *Framework's* critical success factors and were designed to build the right acquisition structure — properly organized with efficient and effective policies, processes and procedures.

As the Coast Guard completed tasks defined in the *Blueprint for Acquisition Reform*, it updated its acquisition strategic plan to build on the successful foundation defined by the *GAO Framework*.

Subsequent versions of the acquisition strategic plan, renamed the *Blueprint for Continuous Improvement*, evolved from that output-centric approach toward measuring performance across the acquisition organization. The tasks it included were designed to strengthen relationships across the acquisition enterprise and formalize roles, responsibilities and processes.

This version continues that evolution and solidifies an outcome-centric approach to measuring acquisition performance. It describes the top-level goals of the acquisition directorate and defines key objectives, performance measures and targets designed to track progress toward each goal. Building on progress from earlier periods of reform and continuous improvement, the *Acquisition Directorate Strategic Plan* focuses on sustaining acquisition excellence.

Like each version before it, version 6.0 maintains close alignment to the cornerstones described in the *GAO Framework*. Its goals, objectives and performance measures are linked to the *Framework* cornerstones and enable outcome-based measurement of the Coast Guard's acquisition function.

IV. Overarching Strategy: Vision, Mission & Goals

CG-9's Vision, Mission and Goals described below represent the overarching strategic direction for the Acquisition Directorate and its workforce. The vision statement looks forward and defines the organization's long-term future — where CG-9 is going. The mission statement is a separate declaration, which focuses on the present and conveys why CG-9 exists — what it does now. Goals developed by CG-9 identify specific results the Directorate will strive to accomplish to meet its current mission and move closer to achieving its future vision. These goals define the strategic results that CG-9 will accomplish, and are supported by objectives and performance measures, which are defined in the next section.

VISION

The Coast Guard will be a model of acquisition excellence in government.

MISSION

Efficiently and effectively deliver the capabilities needed to execute the full range of Coast Guard missions.

GOALS

1. Unify efforts throughout CG-9 to achieve mission execution.
2. Sustain workforce excellence to enable mission execution over the long term.
3. Deliver essential capabilities within established cost, schedule and performance parameters.

V. Executing the Strategy: Linking Goals to Objectives & Performance Measures

This section describes the high-level objectives to support each of CG-9’s goals. Objectives are tied to each goal, with associated performance measures designed to move the Directorate toward its vision as a model of government acquisition excellence.

Goal 1: Unify efforts throughout CG-9 to achieve mission execution

Mission execution starts here! More than just a tagline, that statement captures the essence of the Acquisition Directorate’s mission and the importance of this goal. To effectively deliver Coast Guard mission capabilities, all of CG-9 must be aligned and fully engaged — employing effective partnerships throughout the acquisition enterprise. Leadership, communication, collaboration and knowledge management proficiencies help ensure that recapitalization investment decisions achieve best value for the taxpayer and efficiently deliver mission-critical assets and capabilities to the field.

Objective 1.1 – Improve information sharing and collaboration among CG-91/92/93 staffs

At the heart of unifying efforts, improving collaboration and information sharing across CG-9 is essential to our continued mission success. Now that CG-9 has consolidated at the new St. Elizabeths facility, the Directorate will continue to work to break down cultural barriers between organizations, eliminate separated information stovepipes and reinforce a one-team approach to every mission challenge.

Objective 1.1 Performance Measure	Performance Target
Regularly assess and measure the extent of information sharing within CG-9 and implement improvement initiatives	Sustain positive trends in regular survey responses

Objective 1.2: Deploy consistent knowledge management tools and documented, repeatable processes

Effective knowledge management — the systematic processes by which knowledge needed for the organization to succeed is created, captured, shared and leveraged — is crucial to CG-9’s success. Knowledge management facilitates better decision making; builds a learning culture that shares knowledge across the enterprise; and stimulates innovation and efficiency. The Directorate will unify efforts by implementing a common knowledge management framework across all programs, offices and staffs.

Objective 1.2 Performance Measures	Performance Target
Knowledge requirements in key business processes are documented, standardized and integrated into a standard knowledge management framework	Common electronic framework available by 1QFY15; Full system implemented by FY16; Positive trend in user logon hits
Compliance with SOP-defined trigger points for capturing and recording lessons learned	70% compliance, reported at each annual review and acquisition decision event

Goal 2: Sustain workforce excellence

Recruiting, developing and retaining CG-9’s workforce of highly professional and credentialed personnel enable the directorate’s current success. Sustaining that capacity and improving the capabilities of this diverse, agile and highly qualified workforce is essential to sustain the Coast Guard as a model across the federal government. Investing in the Coast Guard’s greatest acquisition asset — its people — will enable continued successful management and execution of crucial acquisition programs.

Objective 2.1 – Support proficiency and ongoing professional development — including workforce certifications

Proper workforce training and certification helps ensure that CG-9 maintains proficiency in today’s complex acquisition and business management environment. Through accountability reporting measures, CG-9 will continue to ensure staff is sufficiently trained and certified to successfully manage daily work requirements. Similar to the importance of training and certification, continuous professional development helps CG-9’s workforce build on its expertise and experience to meet tomorrow’s challenges. The Directorate is committed to supporting the professional development needs of every staff member.

Objective 2.1 Performance Measures	Performance Target
Improved dissemination of training and education opportunities	Workforce-wide communication within five (5) business days of CG announcement of application open period
Percent of supervisors who have completed 360-degree performance assessments	>90%
Percent of staff certified at the desired acquisition certification level, specified for position within 18 months of reporting	>80%

Objective 2.2 – Maintain and improve workforce stability

Workforce stability fosters unity and efficiency through higher levels of organizational knowledge and consistent business relationships. CG-9 will work to minimize disruption in the workforce by encouraging low civilian turnover and vacancy rates.

Objective 2.2 Performance Measures	Performance Target
Civilian turnover rate	<7%
Exit survey participation	>60%

Goal 3: Deliver essential capabilities within established cost, schedule and performance parameters

Delivering needed capabilities to Coast Guard operators is at the very core of CG-9’s mission. Proven acquisition practices and policies are essential to successful delivery of effective assets, systems and services. Those practices and processes must be consistent and documented in such a way that future acquisition professionals can build on CG-9’s current success. CG-9’s acquisition policies should clearly define acquisition roles and responsibilities, reflect best practices and lessons learned, and adapt to changes within the service, Department of Homeland Security and federal government. Maintaining appropriate levels of oversight is critical to ensure compliance with acquisition policy while providing acquisition professionals the ability to make smart and effective decisions and trade-offs.

Objective 3.1 – Deliver capabilities in accordance with Acquisition Program Baselines (APB)

Each previous objective is designed to strengthen CG-9’s ability to continue delivering needed assets and capabilities within cost, schedule and performance parameters. To ensure transparency throughout the acquisition process, and to enable informed decision-making, CG-9 will regularly report and assess each project’s adherence to APB requirements.

Objective 3.1 Performance Measures	Performance Target
Percent of projects within Acquisition Program Baseline costs	>90%
Percent of projects within Acquisition Program Baseline performance specifications	>90%
Percent of projects within Acquisition Program Baseline schedule	>90%

Objective 3.2 – Ensure consistent, repeatable and timely acquisition policies, processes and document management

Consistent and repeatable acquisition policies, processes and document management reduce rework and result in efficient performance. Timely completion of acquisition document requirements enables successful achievement of objectives. Further, by systematically documenting, testing, evaluating and improving its internal control processes, the directorate maintains reasonable assurance that it will meet its business objectives.

Objective 3.2 Performance Measures	Performance Target
Acquisition project documents drafted and cleared through Coast Guard channels	<8 weeks concurrent clearance; <6 weeks sequential clearance
Comply with federal financial policy and processes	<5% deviation
Cycle time to approve financial documents	>75% on first pass
Procurement Action Lead Time (PALT) performance; measured beginning at PR package acceptance through contract award	90% of contracts awarded with less than 15% deviation from published PALT, based on random sampling of ~5% of total CG-9 contracts
Effective CG-9 Internal Control program	Controls pass at >95%
Quality CG-912 contracts	100% of sustained protests reviewed for broader lessons learned within 30 days; action plan to address identified systemic deficiencies within 90 days

VI. Summary

The work of CG-9 is vitally important to the security of the United States and the successful execution of the Coast Guard's missions. Assets, systems, capabilities and services delivered by the Directorate's professional workforce enable and enhance mission execution every day. The work is complex and challenging. It demands well-trained, dedicated professionals with a passion for supporting the Coast Guard's missions. But more than anything else, it requires unity of effort across all domains, functions and teams.

This Acquisition Directorate *Strategic Plan* provides the top-level direction and structure to enhance that unified approach to acquisition success. The goals, objectives and performance measures it describes will guide the Coast Guard's acquisition enterprise toward sustaining mission excellence and achieving its vision to be a model of acquisition excellence in government. As such, those goals, objectives and performance measures are relevant to every element of the acquisition workforce. Each of us contribute to this *Plan's* success, and our daily efforts will help CG-9 achieve its strategic goals.

Measuring the Acquisition Directorate's performance against each target in this *Plan* will enable effective decision making and is crucial to ensuring CG-9 achieves its goals. Each performance measure will be monitored and regularly reported. Senior and executive leaders will review this information during regular planning meetings, where it will inform decisions regarding additional actions or resources necessary to meet each goal. Additionally, this information will be accessible to the entire CG-9 workforce via the Acquisition Directorate's CG Portal intranet environment.