



Acquisition Directorate

Blueprint for Acquisition Reform

United States Coast Guard

July 2008
Version 3.0



Homeland
Security



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Tab 1: Introduction to Version 3.0



**National Security Cutter
Bertholf (WMSL 750)**



Coastal Patrol Boat



**Acquisition
Directorate**



Assistant Commandant for Acquisition (CG-9)
Chief Acquisition Officer (CAO)
United States Coast Guard
Washington, D.C. 20593-0001

JUL 14 2008

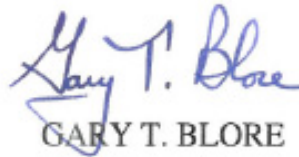
On 9 July 2007, the Commandant of the Coast Guard endorsed the *Blueprint for Acquisition Reform* as the Coast Guard's "capstone strategic document for reshaping our acquisition and contracting capabilities." It represents a key step forward in establishing the capacity and capability of the Coast Guard to organically acquire assets and services. The central goal is to enhance the Coast Guard's mission execution through effective and efficient acquisition and contracting activities, while working with other mission support directorates (CG-1, CG-4, and CG-6) to ensure robust life-cycle systems management.

Since the stand-up of the single Acquisition Directorate on 13 July 2007, over 60 percent of the *Blueprint for Acquisition Reform, Version 2.0* action items have been completed. A few key accomplishments include:

- Codifying overarching roles and responsibilities of the acquisition function and responsibilities of acquisition personnel.
- Development of a CG-9 Human Capital Strategic Plan and innovative indoctrination and training approaches.
- Independent reviews of draft acquisition/contracting strategies for major systems, as well as Requests for Proposals (RFPs).
- Conversion of the Deepwater Performance Management System (DPMS) to the Acquisition Performance Management System (APMS), and the integration of input from three USCG accounting systems into a complete Acquisition, Construction, and Improvement (AC&I) data set.
- Integration of research and development activities and the Research and Development (R&D) Center into CG-9.
- Ensuring appropriate oversight and project commentary from the Technical Authorities (CG-1, CG-4, and CG-6) and Sponsors (normally CG-7).
- Implemented the documentation of best practices and initiated disciplined compliance with the Major Systems Acquisition Manual (MSAM), including legacy Deepwater projects.
- More active role of the Head Contracting Authority (HCA) organization in oversight and incorporating contracting policy with contracting operations.

Acquisition process reforms such as these are ensuring our projects are successfully completed, and thereby enhancing Coast Guard mission execution. However, acquisition reform efforts continue to evolve, and each July, the *Blueprint for Acquisition Reform* will be updated. This year's revision, Version 3.0, includes additional individual action items, adjustments to current action items, and a summary of directorate objectives for the next year. The document has also been adjusted to reflect Office of Federal Procurement Policy (OFPP) guidance released 21 May 2008. During odd years, the Blueprint for Acquisition Reform will undergo a more substantial update as acquisition strategies and priorities are revalidated.

The fundamental mission of the Coast Guard acquisition enterprise remains: to deliver the assets, systems and services that provide our customers (the operating forces) with the best means with which to execute their missions. This document and subsequent revisions provide the framework in which to accomplish this mission.

A handwritten signature in blue ink that reads "Gary T. Blore". The signature is written in a cursive style with a large initial "G".

GARY T. BLORE
Assistant Commandant for Acquisition
United States Coast Guard



THE COMMANDANT OF THE UNITED STATES COAST GUARD
WASHINGTON, D.C. 20593-0001

JUL 09 2007

As we reorganize the Coast Guard to improve operational support, acquisition is one of the top priorities. In the past, the Coast Guard performed procurement and acquisitions, ranging from basic services to major systems, in a less than a synergistic manner. Although often successful, the processes were not optimally aligned to ensure standardization, or to control cost or schedule. On assuming the Office of Commandant in May 2006, I ordered a top-down review of our acquisition structure and processes. This study considered input from all sources, including Government Accountability Office and Inspector General reports, third party assessments, and internally generated lessons learned from past acquisitions.

The *Blueprint for Acquisition Reform* is the result of this comprehensive structure and process review. It defines our way ahead and method for achieving the end effect. The *Blueprint* is our capstone strategic document for reshaping our acquisition and contracting capabilities into a single entity, a new Acquisition Directorate, or CG-9 as a numbered staff element. The CG-9 organization will equip the Coast Guard with the capacity to efficiently sustain operational activities, acquire single asset-class systems, and manage the more complex acquisition of integrated systems. The consolidation of all acquisition and procurement activities under a Chief Acquisition Officer will drive efficiencies in requirements generation, resource allocation and program management. This strategy, once combined with those being developed for overarching mission support, will ensure that the Coast Guard is positioned to equip and sustain itself into the future as the Nation's premiere maritime safety and security agency.

A handwritten signature in blue ink, appearing to read "Thad W. Allen".

THAD W. ALLEN
Admiral, U.S. Coast Guard
Commandant

Tab 2: Directorate Objectives



**Nationwide Automatic
Identification System (NAIS)**



HC-130J Fleet Introduction



**Acquisition
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SUMMARY OF DIRECTORATE OBJECTIVES FOR THE NEXT YEAR

Assistant Commandant for Acquisition (CG-9) Directorate Objectives July 2008 - July 2009

4th Quarter, Fiscal Year 2008

No Later Than JULY 2008:

- Publish Version 3.0 to the Blueprint for Acquisition Reform.
- Resolve Nationwide Automatic Identification System (NAIS) prospective award date and develop Plan of Action & Milestones (POAM) for FY08 obligations and internal reprogramming(s).

No Later Than AUGUST 2008

- Award National Security Cutter (NSC) contract for Long Lead Material (LLM) (fixed price) for NSC #4.
- Award contract for C-130J #4 missionization.
- Develop a strategy, through budget request, reprogramming, or other means to missionize C-130Js #5 and #6.
- Initiate an Independent Cost Estimate (ICE) for C-130H versus C-130J relative fleet sizes.

No Later Than SEPTEMBER 2008

- Develop a POAM for moving primary contracting activity for the NSC from Integrated Coast Guard Systems (ICGS) to Northrop Grumman (NGSB).
 - Justification for Other Than Full and Open Competition (JOTFOC) for NSC #5-8.
 - Government Furnished Equipment (GFE)/Government Furnished Information (GFI) Command, Control, Communication, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR).
- Award Maritime Patrol Aircraft (MPA) contract for aircraft and pallets as deemed affordable using FY08 funds.
- Establish an Integrated Project Team (IPT) to resolve processes for governance of non-major acquisition projects.
- Award Rescue 21 base period contract extension.

SUMMARY OF DIRECTORATE OBJECTIVES FOR THE NEXT YEAR

- Achieve 100% compliance with Department of Homeland Security (DHS)-Required Level III Program Manager (PM) Certification requirements for Approved Level I Investments.

1st Quarter, Fiscal Year 2009

No Later Than OCTOBER 2008

- Develop a POAM for moving primary contracting activity for MPA from ICGS to a suitable vendor with a proven integration record.
 - Business Case Analysis (BCA) (including GFE C4ISR option).
 - Conduct market research and data rights reviews to determine opportunities to introduce competition.
- Award Fast Response Cutter-B (FRC-B).
- Publish revision 2.0 to Major Systems Acquisition Manual (MSAM).

No Later Than NOVEMBER 2008

- Develop a detailed POAM for NSC, MPA, and C4ISR to transition System Engineering & Integration (SEI) activities from ICGS to the Coast Guard or independent 3rd party (supported by qualified businesses as appropriate).
- Complete relocation of Systems Integration Program Office (SIPO) personnel and associated support contractors to the Jemal Riverside Building.
- Complete implementation of Final Operating Capability (FOC) organizational changes.
- Develop POAM for Unmanned Aircraft System (UAS) study to determine “way ahead” for NSC.

No Later Than DECEMBER 2008

- For the Aircraft Ship Integrated Secure and Traverse (ASIST) capture and transition system, provide timeline with decision points for design/construction dates, Developmental Test and Evaluation (DT&E) reports, and installation on HH-65C.
- Complete the C4ISR Acquisition Plan update.
- Fully implement DHS-sponsored Acquisition Career Information System (ACMIS) or develop a POAM for an appropriate alternative.

SUMMARY OF DIRECTORATE OBJECTIVES FOR THE NEXT YEAR

2nd Quarter, Fiscal Year 2009

No Later Than JANUARY 2009

- Develop a detailed POAM and initiate implementation of an information management system to transition Integrated Product Data Environment (IPDE) from ICGS to the Coast Guard.
- Reduce unobligated balances/carryover funds by executing to the approved mid-year obligation/expenditure plan.

No Later Than MARCH 2009

- Develop a POAM for bringing all CG-9 and designated non-major acquisition projects into compliance with the MSAM.

Tab 3: Executive Summary (from Version 2.0)



**Command, Control, Communication,
Computers, Intelligence, Surveillance
and Reconnaissance (C4ISR)**



**Patrol Boats Sustainment and
Medium Endurance Cutter Sustainment**



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Executive Summary (from Version 2.0)

This document contains the *Blueprint for Acquisition Reform* in the form of a whitepaper and Power Point presentation suitable for delivery to groups both familiar and unfamiliar with the Coast Guard acquisition structure and processes. This package is designed to layout the current state of planning for the Coast Guard's overarching schema for acquisition reform. Integral, but not all-inclusive, to this effort is the consolidation of the Acquisition Directorate, IDS (PEO Deepwater), CG-66, CG-85 (procurement policy) and the Research & Development Center into CG-9, or the reformed Acquisition Directorate which will be accomplished as Commandant's Intent Action Order (CIAO) #1. The general plan and background are contained in the white paper, with the overarching strategy and details of the four suggested component plans contained in the Power Point (note pages) and annexes. The four plans that constitute sub-components of the *Blueprint* are:

1. Organizational Leadership and Alignment (CIAO #1)
2. Policies & Processes
3. Human Capital
4. Knowledge and Information Management

The intent of the *Blueprint for Acquisition Reform* is to survey past assessments, lessons learned following project execution, input from Defense Acquisition University and other independent sources, with the goal of cataloging specific issues that historically impede the efficient execution of acquisition projects. Following the identification of specific shortcomings, positive steps are structured through a overarching strategy and detailed plans of action and milestones to remedy each functional area. Metrics to gauge progress and overall effect on acquisition program effectiveness are included. The cumulative effect of implementing this strategy and component plans will be the enhancement of the Coast Guard's ability to:

- Continue to efficiently execute asset-based "traditional" projects
- Under Coast Guard leadership, effectively employ a governmental or commercial entity as a systems integrator for the execution of complex acquisitions
- Efficiently execute non-major acquisitions and contracts for necessary goods and services to sustain operations

Although following the path suggested in the *Blueprint for Acquisition Reform* will yield significant improvements in Coast Guard acquisition processes and results, the full benefit of lifecycle systems management will not be realized until the Mission Support architecture (CIAO #4) is implemented. The *Blueprint* represents a substantial and immediate step forward in establishing the Coast Guard as a model mid-sized federal agency for acquisition processes, policy, workforce, functionality and results.

The central goal of this effort is to enhance Coast Guard mission execution through effective and efficient acquisition and lifecycle management of critical operational systems.

Tab 4: Information Paper (from Version 2.0)



Rescue 21

Three fishermen are escorted by Coast Guard personnel from a helicopter after being rescued from their 38-foot fishing vessel that began sinking 12 miles south of Fire Island, N.Y., at about 10:30 a.m. Feb. 13, 2008.



HH-60 Conversion Projects



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The U.S. Coast Guard Blueprint for Acquisition Reform Information Paper *(from Version 2.0)*

The USCG is a unique federal institution in its scope of constituency and customer base. To adequately perform operational missions, the USCG works daily with commercial entities, law enforcement organizations and military authorities around the globe. In times of threat to security or safety, the Coast Guard is the only organization capable of coordinating the wide span of forces brought to bear by Defense, Department of Homeland Security (DHS) partners, Federal, state, local governmental and other organizations in the maritime environment. As such, the USCG must deploy operational assets and command and control systems capable of operating with a diverse population of stakeholders at all levels. Through the authorities specified in the National Maritime Strategy and several other policy instruments, including Homeland Security Presidential Directives, the Coast Guard is designated the lead Federal agency for response to safety and security threats in the maritime arena.

Integrating regulatory, public safety and military functions is a critical USCG competency. Accordingly, the service acquisition enterprise must be capable of providing the unique tools and platforms required to accomplish that tasking. The strategic context within which the Coast Guard was required to achieve this integration changed dramatically following the events of September 11th 2001. Mission stability was superseded by an environment of new strategic imperatives that drove additional operational requirements. Disruption in the acquisition process followed as the USCG sought to meet the demands of new mission-generated requirements across the Integrated Deepwater System (IDS/G-D) effort, as well as in several other major Acquisition Directorate (G-A) projects. Acquisition capability lagged behind the expanded operational requirements and budget revitalization experienced post-9/11. As a result of Federal reorganization, the USCG became a key component in the Department of Homeland Security. Upon migrating from the Department of Transportation to DHS, the USCG shifted from being a Tier II to a Tier I agency in a department with a decidedly different focus. Early on, the Coast Guard recognized a need to enhance several competencies and capabilities including the ability to acquire complex systems in support of expanded mission requirements.

The Coast Guard's current patchwork arrangement of acquisition, systems engineering, contracting, testing and logistics support has evolved over our 200 plus year history in response to emergent requirements, often driven by time-critical national priorities. In 2001, the decision was made to split the nascent IDS acquisition from the Acquisitions Directorate. The IDS acquisition was to be accomplished through a commercial integrator using a system-of-systems modality, while ongoing single asset class acquisitions continued through the administration of traditional program management and contracting practices.

Within the two primary acquisition entities (G-D and G-A) staff redundancies existed that independently provide the same or similar functions. In addition to these components, the Engineering & Logistics Directorate (CG-4) which is responsible for systems engineering, maintenance and logistics support for all operational assets and physical infrastructure, executed acquisition and procurement activities for systems and facilities support. Contracting, procurement policy and resource management were split between G-ACS, in the Acquisition Directorate, and CG-85 in the Resource Directorate. Information technology-related procurement was accomplished, to a large extent, by the Command, Control, Communications and Information Systems Directorate (CG-6), although the lines for governance of information

The U.S. Coast Guard Blueprint for Acquisition Reform Information Paper (from Version 2.0)

technology (IT) related acquisition were often blurred. The Assistant Commandant for Operations (CG-3) managed the acquisition of several non-major systems in concert with CG-4 and G-ACS. At the Headquarters level, governance issues continually arose due to lack of standardized systems management doctrine, cross-directorate alignment and standardized decision making tools. The current arrangement resulted in a lack of standardized processes, internal inefficiencies and external confusion regarding who was responsible and accountable at each step in the Coast Guard acquisition process.

Additionally, there was no accepted doctrine for the collaborative integration of requirements generation, design, acquisition, sustainment, planned obsolescence or planning for future acquisitions. In short, major systems were not managed from a lifecycle perspective. Governance of individual projects has become problematic, causing confusion within headquarters staffs and operational sponsors regarding where the responsibility for project execution lies. Meanwhile, DHS is building policy requirements for standardized, department-wide acquisition processes and investment review. DHS views the Coast Guard acquisition structure as fragmented. The Coast Guard desires to take a lead role in assisting with DHS developmental efforts, but first had to ensure that its own internal processes, workforce and policies are aligned.

When ADM Thad Allen assumed the office of Commandant in May 2006, one of his first directives was to initiate the reform of acquisition in the Coast Guard. Initially, the task was defined as consolidating the Deepwater and Acquisition organizations within a single, more efficient and effective construct. Following a close examination of the level of acquisition capability in the Coast Guard, it became evident that a broader initiative was required. The Assistant Commandant for Acquisition (G-A) was given the mandate to develop, in concert with other stakeholders, common process, policy, structure and procedure for the service acquisition enterprise. The Coast Guard has recognized that it will never have, nor does it require, the acquisition capabilities of the Department of Defense. It must, however, build internal competencies and establish the ability to partner externally with governmental and commercial entities to continue the efficient execution of asset-based systems acquisitions, while attaining the ability to effectively manage an external integrator when appropriate. The overarching goal is to enhance mission execution through a responsive, competent and efficient acquisition organization. The strategy and component plans to accomplish this capabilities enhancement are titled the *Blueprint for Acquisition Reform*.

This effort commenced with a comprehensive assessment of the existing state. Numerous studies, IG reports, GAO assessments and internally generated lessons learned over the past five years cited deficiencies in systems acquisition process and structure which were considered in building the *Blueprint for Acquisition Reform*. Additionally, the strategy considered features



Note: Colors reflect the CG-9 self-assessment of current state

mandated in the Services Acquisition Reform Act (SARA) and department wide expectations expressed by the DHS Chief Procurement Officer and the Undersecretary for Management. The *Blueprint* utilizes a framework developed by the U.S. Government Accountability Office for assessing the

The U.S. Coast Guard Blueprint for Acquisition Reform Information Paper *(from Version 2.0)*

relative health of acquisition performance in Federal agencies.

While the consolidation of Deepwater and the Acquisition Directorate, to also include elements of the Command, Control, Communications and Information Systems Directorate, the Resources Directorate and the Research and Development Center, is a major component of the *Blueprint*, the plan also encompasses actions that must be taken in concert to achieve the functionality required by today's Coast Guard. Each cornerstone (room) in the framework has required the development of component plans comprised of specific actions needed to enhance the overall efficiency of the enterprise.

The four individual plans, attached as annexes to this document, include specific focus on:

1. Organizational Alignment & Leadership (including CIAO #1)
2. Policies and Processes
3. Human Capital
4. Knowledge & Information Management

The synergies built within the Blueprint and its component plans will enhance the overall competency, capability and capacity of the Coast Guard to organically acquire assets and services using traditional contracting, while ensuring the appropriate oversight and direction of outside (governmental or commercial) systems integrators when warranted. The plans will result in sustainable enhancements through the development of workforce competencies, particularly in program management and contracting. New start projects will be closely reviewed to ensure compliance with practices listed in this document, the service Major Systems Acquisition Manual (5000 series) and DHS program and investment review processes. Details of the four plans are contained in the accompanying power-point and annexes. Disciplined adherence to established processes, including the incorporation of best practices and use of data driven decision making tools, is central to success. The aggregate result of these concerted actions will be the development of an enhanced Acquisition Directorate, capable of efficiently and effectively meeting the increased mission requirements of Coast Guard operational forces.

Tab 5: Way-Ahead (from Version 2.0)



Response Boat - Medium (RB-M)



HH-65 Conversion/Sustainment Projects



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Acquisition Directorate

Blueprint for Acquisition Reform Way Ahead *(from Version 2.0)*

Phase I Implementation – 13 July 2007

Phase II Implementation – 30 November 2008*

* Revised date from 1 July 2009 to align with the CG-9 Systems Integration Program Office (SIPO) personnel relocation to Jemal Riverside Building.



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Blueprint for Acquisition Reform in the U. S. Coast Guard

“The Coast Guard must become the model for mid-sized Federal agency acquisition in process, workforce and capability.” - ADM Thad Allen

The Coast Guard must have the organic ability to:

- Execute major systems acquisition of required assets and services in compliance with DHS policy.
- Employ an integrator to acquire assets compliant with a Coast Guard defined systems architecture in a performance-based contract environment.
- Execute non-major acquisitions and sustainment contracting to efficiently and effectively support missions, facilities, and infrastructure.



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Blueprint for Acquisition Reform, Version 2.0

13 July 2007

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- This brief will map the Coast Guard Blueprint for Acquisition Reform. Defined as capital assets requiring lifecycle management.
- With the ascendance of the Coast Guard to tier-one Federal agency status, transfer to the Department of Homeland Security following the events of September 11, 2001, the ongoing acquisition of the IDS using non-traditional contracting and various other more traditional systems acquisitions, the Service acquisition enterprise has never been more challenged.
- Acquisition functions are currently accomplished by numerous staff elements (HQ & field) without common process, procedure, experience, abilities or knowledge.
- Numerous reviews and studies have cited significant deficiencies in the Coast Guard's ability to acquire complex systems despite some notable successes.
- The acquisition budget has grown by an order of magnitude. Currently at \$1.4B per FY. As currently structured, this exceeds the Coast Guard's ability to execute.
- The Coast Guard must institute positive change to enable the execution of traditional contracting, as well as execution through a government or commercial systems integrator

Blueprint for Acquisition Reform in the U. S. Coast Guard

Past State – Numerous Internal Acquisition Activities

- **Acquisitions Directorate:** Asset-based systems acquisition (DoD 5000 model >CG Major Systems Acquisition Manual)
- **Deepwater Program Executive Officer (PEO):** System of Systems performance-based acquisition using a non-governmental Systems Integrator (ICGS).
- **CG-3** (Operations Directorate), **CG-1** (Human Resources Directorate), **and CG-4** (Engineering and Logistics Directorate): Procurement of assets below the major systems threshold.
- **CG-6** (Telecommunications and Information Systems Directorate): Procurement of IT systems.
- **Field activities:** Acquisition of sub-systems level asset support.

Lack of standardized structure, process and accountability



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- Various commands and staff elements procure goods and services to satisfy Coast Guard needs. This decentralized construct has resulted in an inefficient, undisciplined approach that lacks common procedures, internal controls, common financial transaction and property accountability systems.

Blueprint for Acquisition Reform in the U. S. Coast Guard

Past Assessment Reports

- DHS - “Waste, Abuse, and Mismanagement in DHS Contracts”, U.S. House of Representatives, Committee on Government Reform, July 2006
- USCG-”Observations on Agency Performance, Operations and Future Challenges”, GAO-06-448T/June 2006
- USCG-”Improvements Needed in Management Oversight of Rescue System Acquisition”, GAO-06-623/May 2006
- USCG-”Changes to Deepwater Plan Appear Sound and Program Management has Improved but Continued Monitoring is Warranted”, GAO-06-546/April 2006
- DHS-”Success and Challenges in DHS’ Efforts to Create an Effective Acquisition Organization”, GAO-05-179/March 2005
- USCG-”Coast Guard’s Deepwater Program needs Increased Attention to Management and Contractor Oversight”, GAO-04-380/March 2004
- USCG-”New Communications System to Support Search and Rescue Faces Challenges”, GAO-03-1111/September 2003

Common Themes



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- Past assessments reveal common themes regarding shortcomings in our procurement and acquisition processes, workforce and structure.

Blueprint for Acquisition Reform in the U. S. Coast Guard

Common Causes for Coast Guard Acquisition Performance Problems

- Inadequate definition, understanding and/or stability of requirements
- Lack of acquisition expertise in program management
- Inability to effectively manage a systems integrator
- Inability to adequately assess programmatic risk
- Lack of expertise in cost estimation
- Suboptimal contract strategy formulation
- Inconsistent resources due to yearly vice multi-year funding
- Inadequate senior level strategic program management and oversight
- Lack of continuity in key management positions
- Lack of knowledge management and decision support systems

These shortcomings are common across government acquisition



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- Throughout the catalog of studies, reports and hot-wash of recent experience, a set of common deficiencies in the Coast Guard's ability to execute emerges. It is beneficial to identify these specific issues as the first step toward remediation.
- These shortcomings are common throughout government and commercial systems acquisition to varying degrees.
- The Blueprint defines corrective action, both short and long-term, for most of these deficiencies.

Blueprint for Acquisition Reform in the U. S. Coast Guard

Summary of Acquisition Reform Strategic Intent

- Enhance **mission execution** by delivering integrated systems, assets and support necessary to accomplish maritime safety and security tasking.
- Become the **model for mid-size Federal agency** acquisition and procurement.
- Establish adequate **balance** between requirements generation, acquisition management, and resource functions.
- Equip the Coast Guard to acquire major systems using **organic capability or through management of a systems integrator** when appropriate.
- Align Coast Guard **acquisition and procurement policies** with DHS review and process mandates
- Develop **organic workforce competencies** (military & civilian):
 - Program Management - Contracting (1102 series)
 - Business/Financial Management, Lifecycle Logistics, COTR, etc.
- **Reform organization** to facilitate efficient and effective execution:
 - Policies & Processes - Knowledge & Information Management
 - Human Capital - Organizational Alignment and Leadership



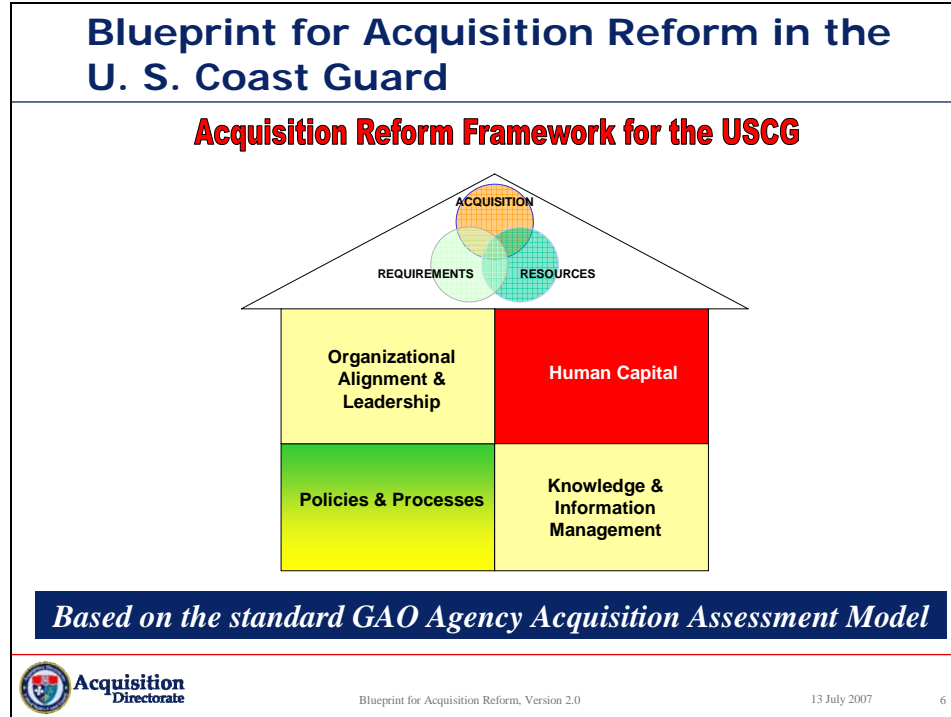
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- The Blueprint for Acquisition Reform, of which the consolidation of the Acquisition Directorate, PEO Deepwater, the Procurement Policy shop and the R&D Program is part, is designed to achieve the specific strategic intent listed here.
- Accomplishment of these goals will start the Service on a path to effective and efficient program and contract execution in a lifecycle context.
- Full acquisition reform will only be realized through the aggregate effect of the consolidation mentioned above and the other actions identified in this plan, combined with the stand up of the overarching mission support architecture.



- To adequately assess, identify and correct deficiencies in our acquisition architecture, we have adopted the GAO framework for assessing the health of an agency's acquisition capability.
- Strategy for building our acquisition capabilities is based on this model.
- Note the interconnected circles in the "attic" of the "house." This is the balance of key functions that must be achieved to facilitate efficient acquisition processes.
- The colors of each "room" reflect our own current self-assessment.



Overview

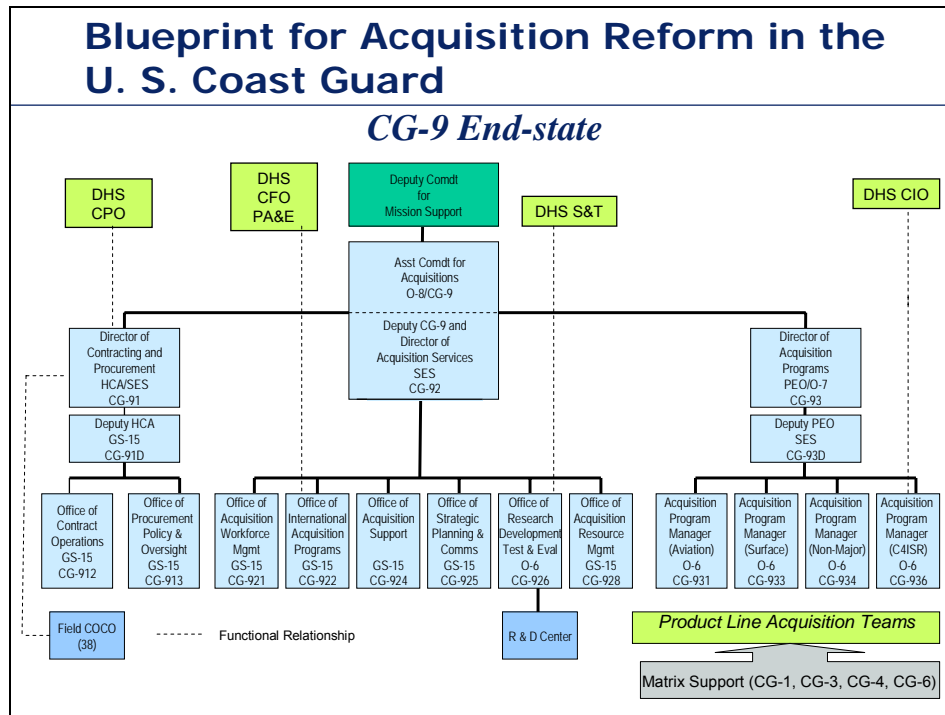
- Provides a framework illustrating what USCG intends to achieve in the area of Organizational Alignment and Leadership with an Integrated Approach to acquisition that centralizes Program Execution, Support as well as Contracting and Procurement.
- CIAO#1 and supporting initiatives accomplish these goals.

Expected Results

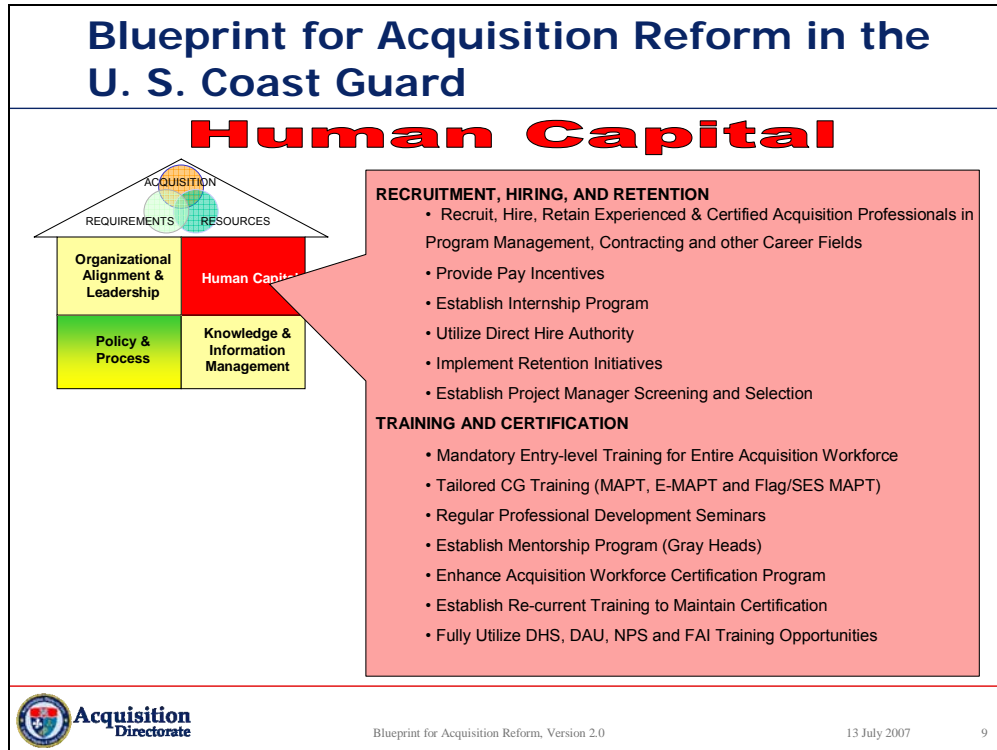
- Improve mission execution by delivering more effective platforms and support aligned by product lines in a lifecycle management context
- Enhance acquisition process execution by organizing internal functions to eliminate redundancies and optimally align support activities to better control cost and performance in all acquisitions.
- Provide a single-point executive leadership for the CG acquisition function

Approach

- Implementation of CIAO#1 over the next 6-24 months
- Hire SES to HCA and Deputy CAO positions
- Continue collaboration with DHS in policy formulation



- This slide depicts the end state envisioned for restructured Acquisition Directorate
- Program management is the “operational” arm of the acquisition structure. All other elements exist to support the Program Manager, the lynchpin function for the entire process.
- Contracting is aligned in execution and policy, both at HQ and in the field.
- The R & D Center has been incorporated into an Office of Research, Development, Test & Evaluation which will provide critical acquisition support tasks heretofore not assigned. This cell will also contribute to requirements establishment and review during the pre-acquisition phase.
- Acquisition Services exists to support the PM Division in all aspects of the process including new starts, cost estimation, risk assessment, financial management, corporate outreach, training & certification and myriad other support tasks. This structure addresses and corrects specific areas of weakness identified earlier.
- This construct provides for lifecycle management of product lines, as well as alignment with DHS for policy and oversight.
- This organization is a component part of the overarching Mission Support Organization currently under development.



Overview

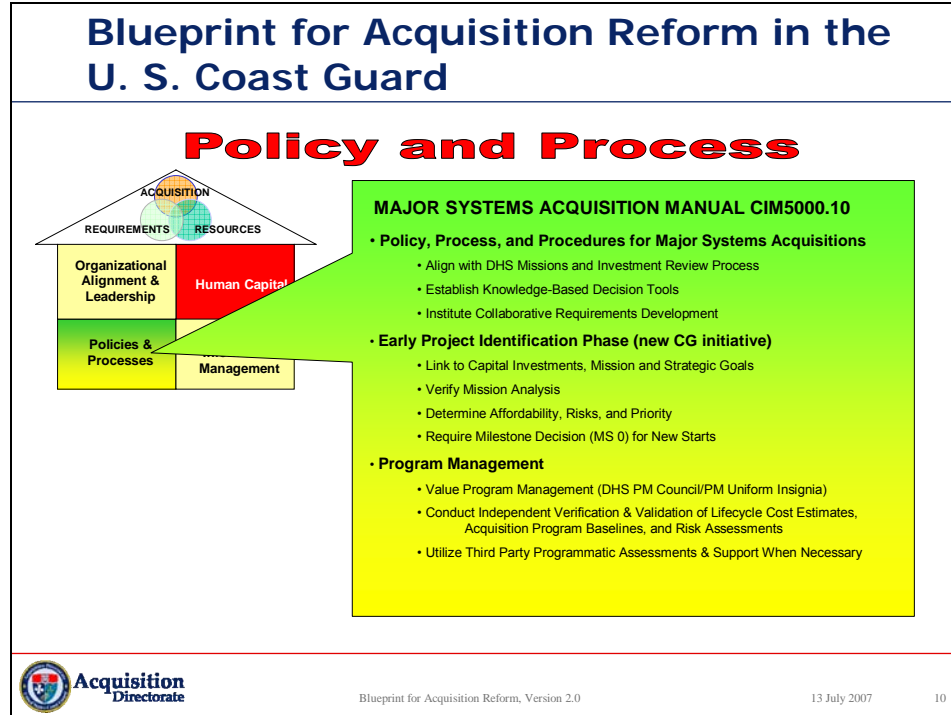
- Provides a framework illustrating what USCG intends to achieve in the area of Human Capital through more effective programs to recruit, hire, retain, train and certify a core cadre of acquisition personnel in Program & Contract Management as well as in other acquisition disciplines such as budgeting, logistics, and systems engineering.

Expected Result

- Goal in this area is to recognize that quality people are an essential element for ensuring that our acquisition programs are positioned for success.

Approach to Achieving Results

- Recognize the importance of personnel continuity, particularly in key leadership positions
- Institute a robust training and certification program
- Establish a balanced workforce between civilian and military
- Develop career paths for civilian and military
- Identify key acquisition competencies and hire/develop accordingly
- Enhance professional development of existing workforce



Overview

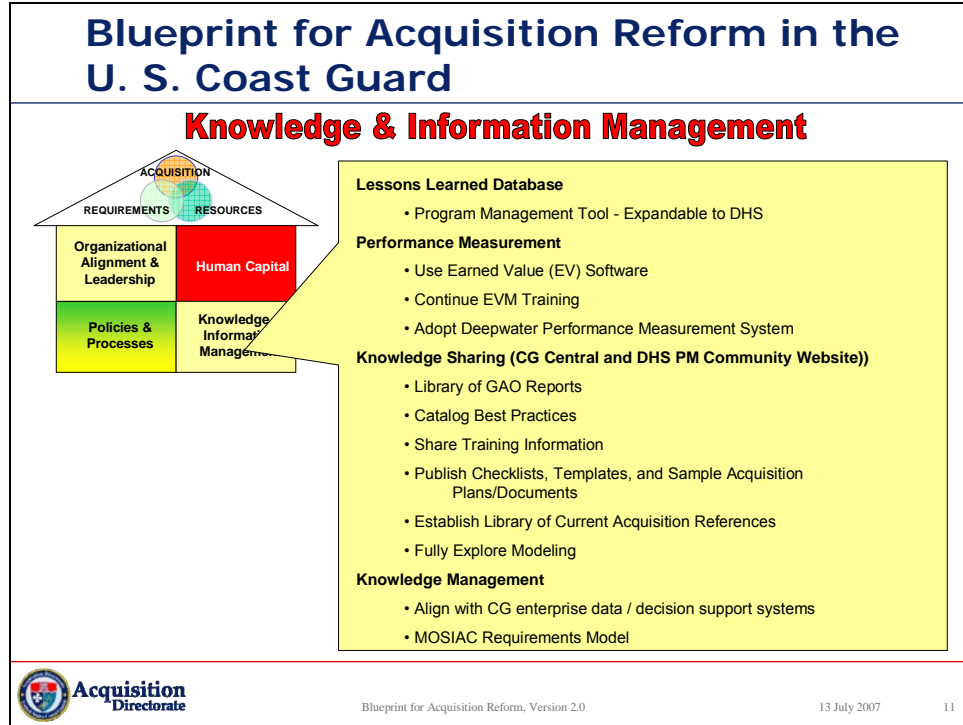
- Provides a framework illustrating what USCG intends to achieve in the area of Policies & Processes through implementation of the updated Major Systems Acquisition Manual, instituting a more rigorous approach to identifying projects, ensuring proper accomplishment of Acquisition Program Management functions and aligning with DHS investment review policy.

Expected Results

- Policies, processes and procedures tailored to better position acquisition programs for success.

Approach to Achieving Results

- Establish common processes and effective controls across all acquisitions
- Establish integrity and discipline in project execution
- Align with DHS and DOD
- Partner with other DHS components through the Joint Requirements Council, Program Management Council and Commodity Council
- Align resource requirements with an approved acquisition plan (E.G. APB>>CIP)



Overview

- Provides a framework illustrating what USCG intends to achieve in the area of Knowledge & Information Management through Lessons Learned, Performance Measurement, Knowledge Sharing, and Knowledge Management.

Expected Results

- Goal of this area is to help make individual acquisition projects more efficient and effective by sharing knowledge and information.
- Growing experience through sharing lessons learned
- Robust data centric decision making tools

Approach to Achieving Results

- Establish standard, meaningful metrics for implementation of this plan, as well as overall project health
- Facilitate data-driven decision making
- Expand the use of modeling

**Blueprint for Acquisition Reform in the
U. S. Coast Guard**

Key Concepts for Success

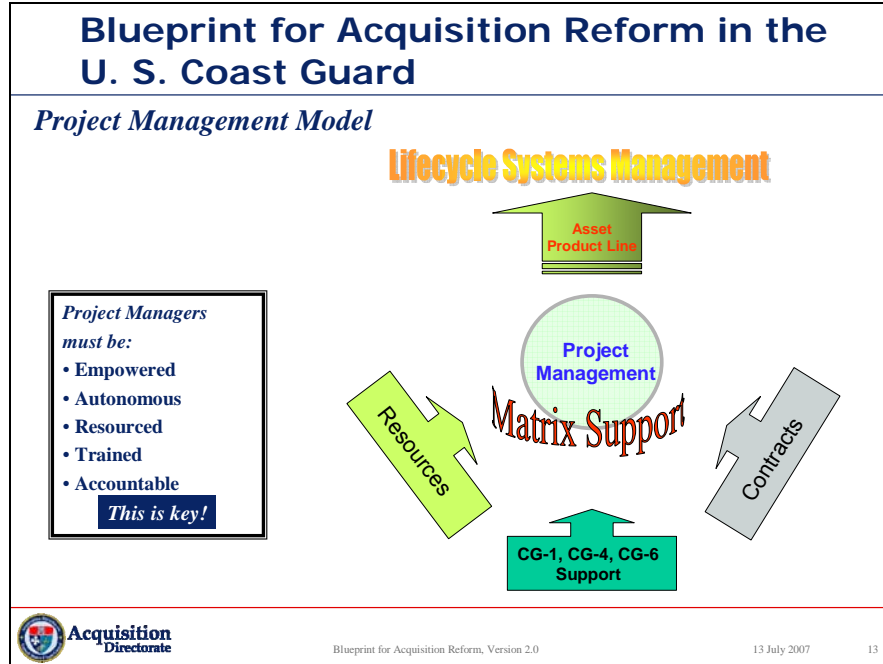


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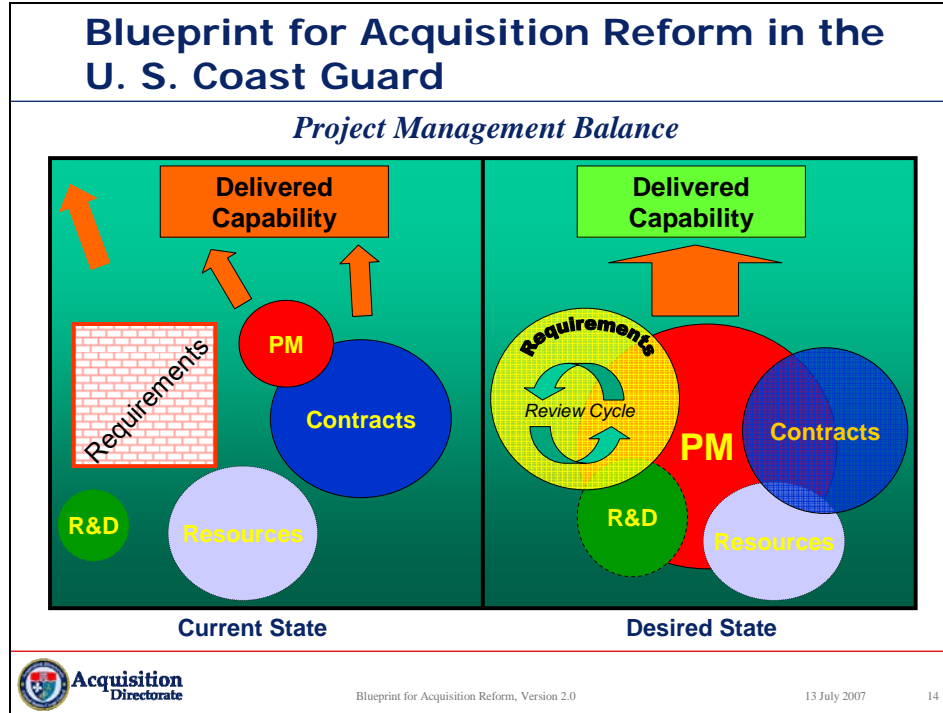
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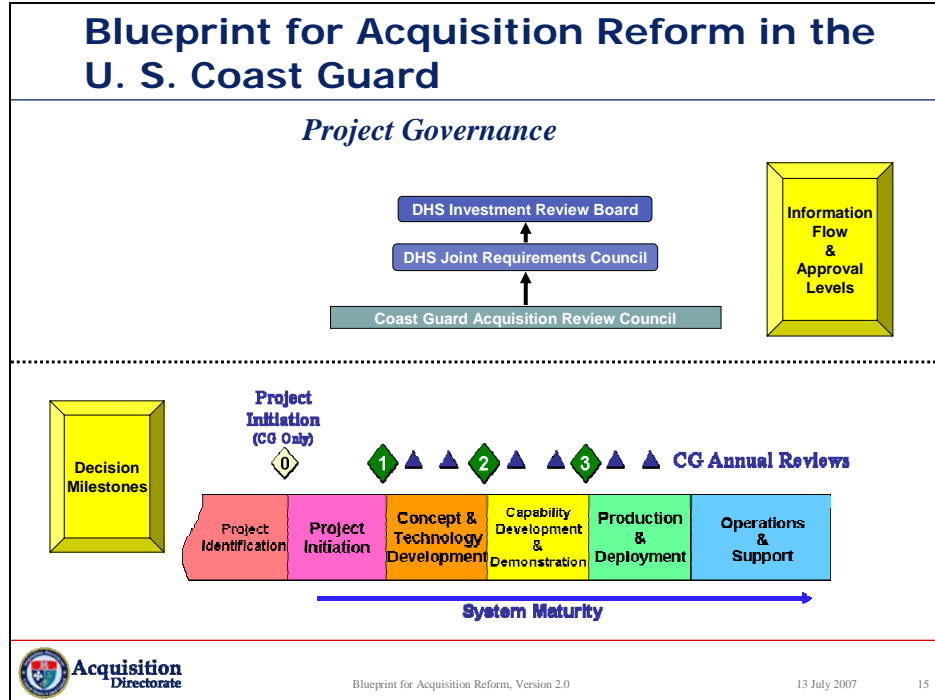
- Project management is the lynchpin for success of this reformation
- Project Managers must be empowered, the single point of authority for their programs, the strategic managers of the entire process.
- The span of control is such in the reorganized structure that PM's must be the (semi-) autonomous, trained, resourced, empowered and accountable leaders of the effort
- Project management capabilities must be "built or bought." The Coast Guard must establish a competency development methodology for military and civilian employees.
- Properly trained and supported project managers must be the single point of accountability for successful execution.



- Critical elements and functions required for successful acquisition execution are disparate and not aligned in process
- As a result of a lack of expertise borne from experience, Project Managers do not exercise strategic management
- By default, Contract Officers assume a larger role than desired creating an imbalance in overall project management. This results in management by “line item” rather than strategic project management
- Requirements are generated, then passed to the acquiring activity without interactive review during the acquisition process
- The planning, programming and budgeting (Resources) authority does not dynamically interact with the acquisition process. The Coast Guard needs to expand authorization of Below the Threshold Reprogramming Authority.
- R & D has not been functionally connected to the acquisition process. Doing so will provide the PM with a critical set of tools for tasks ranging from collaborative requirements generation to technology insertion.
- Although this system has produced success in medium sized, asset-based projects, it is not suitable for large, complex program execution, particularly those involving C4I/IT requirements.

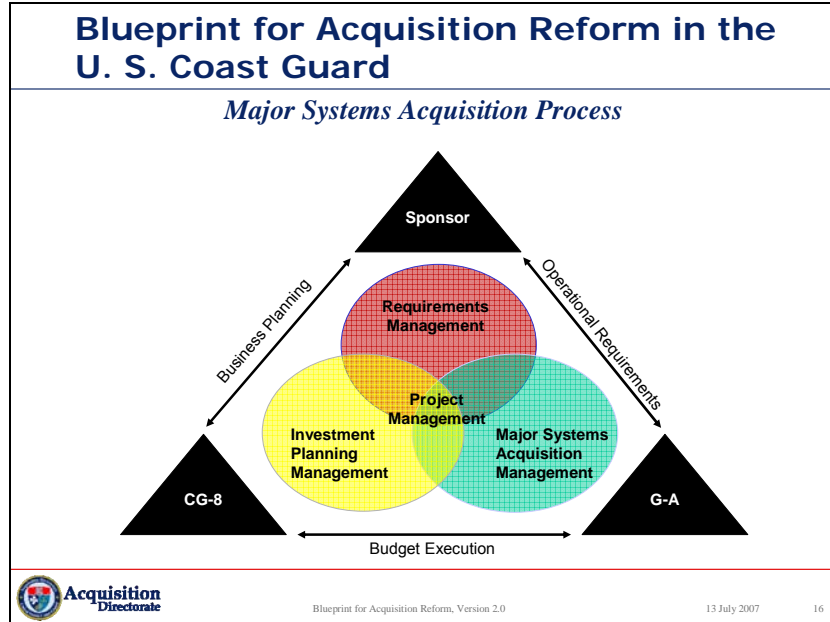
USCG Acquisition Way Ahead *(from Version 2.0)*

- A new, fully integrated and aligned process must be established to focus, coordinate and strategically manage projects
- All component parts must interact strategically over the life of the acquisition to most efficiently produce the required capability
- In particular, the Project Manager must be empowered to lead the whole process from a strategic perspective
- Requirements must be reviewed on a cyclical basis to revalidate through the lens of affordability and technical achievability



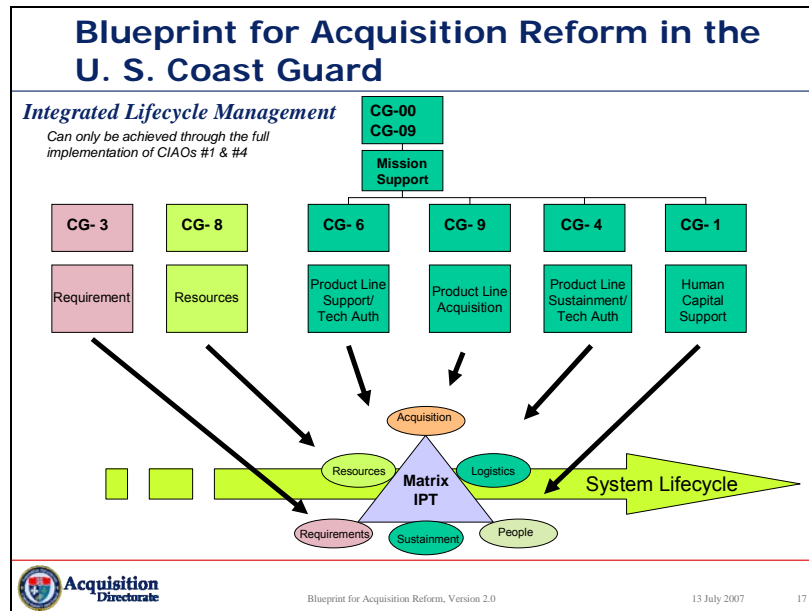
Project Governance processes are in place and include:

- Information Flow and Approval Levels
- Formal Investment Review Process in place for review and approval of major investments
- Validates requirements and ensures affordability
- Ensures spending supports DHS missions
- Decision Milestones
- Project Initiation milestone (CG unique) to document mission analysis and assess preliminary affordability
- Internal (CGARC) and External (DHS JRC/IRB) milestone approval required prior to moving into next acquisition phase
- Exit Criteria have to be satisfied and satisfactory progress demonstrated at each milestone
- Investment performance reviewed annually by CG Acquisition Executive and all Stakeholders
- Both internally and externally, budget planning, review and approval tasks must be aligned to ensure adequate oversight and policy compliance, while focusing on efficient project execution.

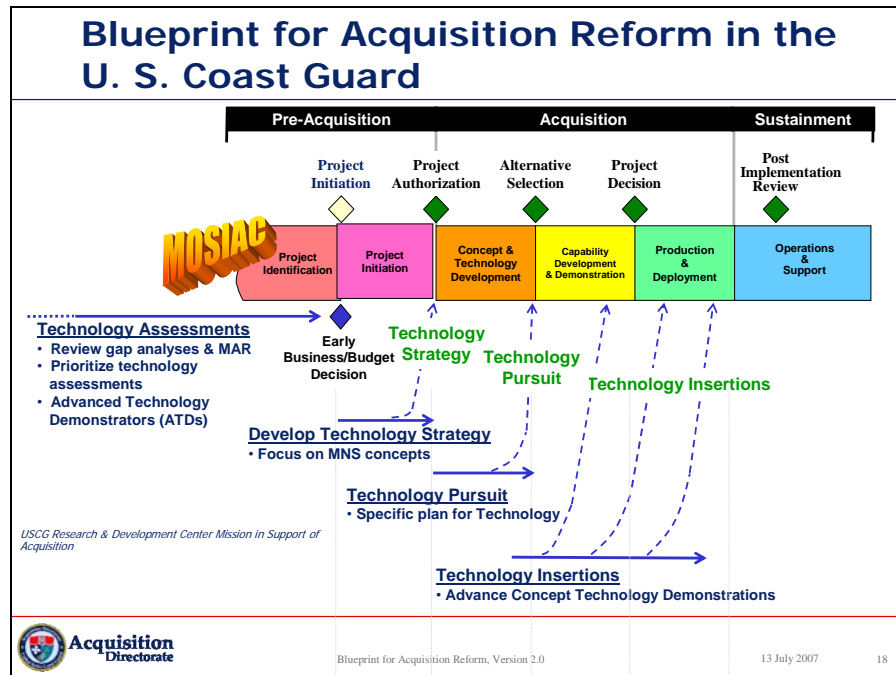


- This Vin diagram captures the world of the government PM who must work the interfaces between the three major support systems – Requirements Management, Investment Planning Management, and Acquisition Management.

USCG Acquisition Way Ahead (from Version 2.0)



- Staff elements contributing to project execution must contribute to the effort, under the leadership of the designated Project Manager, in a matrix Integrated Project Team which, once chartered, will exist throughout the lifecycle of the system being acquired
- Leadership of the matrixed IPT can change as the system matures, but the core competencies represented remain in place throughout the lifecycle
- This reality can only be realized through implementation of the Mission Support (SYSCOM) structure defined in CIAO#1 & CIAO#4
- Interim steps can be taken to structure the acquisition phase IPTs in advance of the full realization of the Mission Support structure



- This slide represents a logic model representing a large part of the role of the Coast Guard Research and Development Center in support of major system acquisition and life cycle support. Technology refresh and insertion is a critical enhancement to lifecycle management that has not been approached in a disciplined manner. This process has to start early in the acquisition cycle in order to position projects to realize emerging technology.

Blueprint for Acquisition Reform in the U. S. Coast Guard

What the Blueprint for Acquisition Reform Yields

Phase I (13 July 2007):

- Single Coast Guard Executive Point of Contact for Acquisition
- Standard Acquisition Processes & Doctrine
- Disciplined and Balanced Project Management
- Centralized Contracting Operations and Policy
- Systems Acquisition Using the Product Line Model

Phase II (30 November 2008):*

- Product Line Management through Asset Lifecycle
- Resolved Governance of Acquisition Initiatives
- A Viable Acquisition Workforce Career Path for Military and Civilian Employees
- Enhanced Ability to Acquire at the Major and Non-Major System Levels
- Ability to Manage Systems Integrators
 - DoD or OGA
 - Commercial Contract

Enhanced Mission Execution Through Efficient Acquisition and Lifecycle Management of Critical Assets and Capabilities



Acquisition
Directorate

Blueprint for Acquisition Reform, Version 2.0

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- Implementation of this “Blueprint” will position the Coast Guard well on the road to becoming a model for mid-sized Federal agency acquisition processes, functionality and workforce.
- Although incremental results will be realized through the implementation of CIAO#1 and the Blueprint, full benefit will only be achieved when our restructured Mission Support Architecture is fully in place.

** Revised date from 1 July 2009 to align with the CG-9 Systems Integration Program Office (SIPO) personnel relocation to Jemal Riverside Building.*

Blueprint for Acquisition Reform in the U. S. Coast Guard

Phase I & II Implementation Yields

Problem, Issue or Concern	Status Quo	New Model
Aligned Acquisition Processes		
Governance		
R & D Support of Acquisition		
Standard PM Support Functions		
Centralized Contracting Authority		
Workforce Development & Cert		
Lifecycle Systems Management		
Common Acquisition Doctrine		
Decision Tools & Internal Controls		



**Acquisition
Directorate**

Blueprint for Acquisition Reform, Version 2.0

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**Blueprint for Acquisition Reform in the
U. S. Coast Guard**

Additional Slides



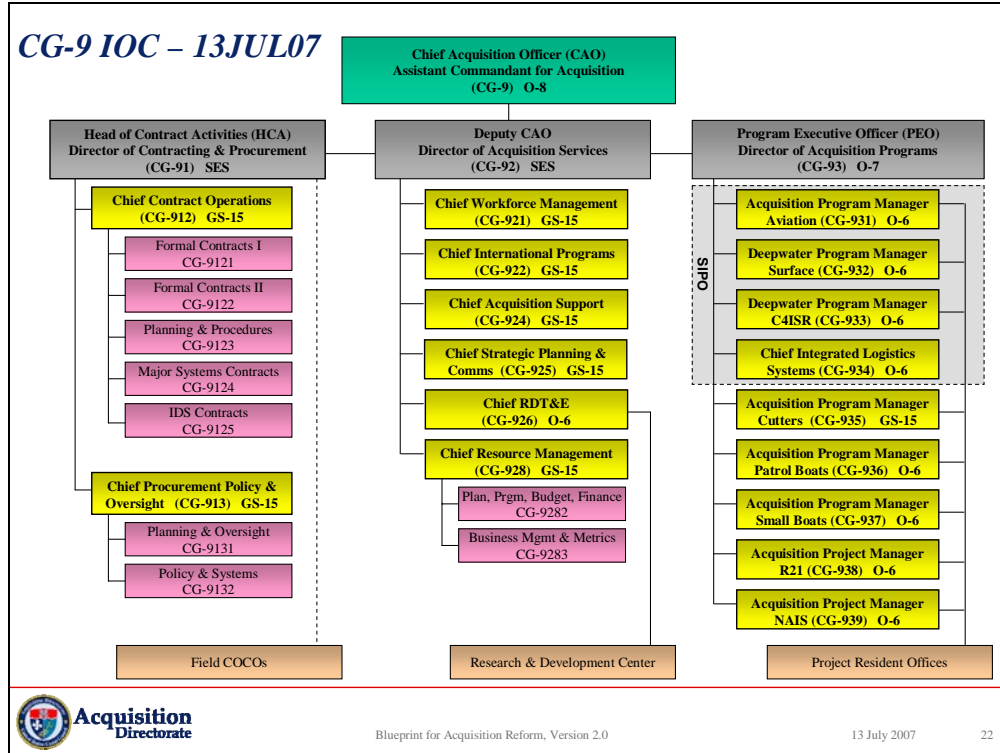
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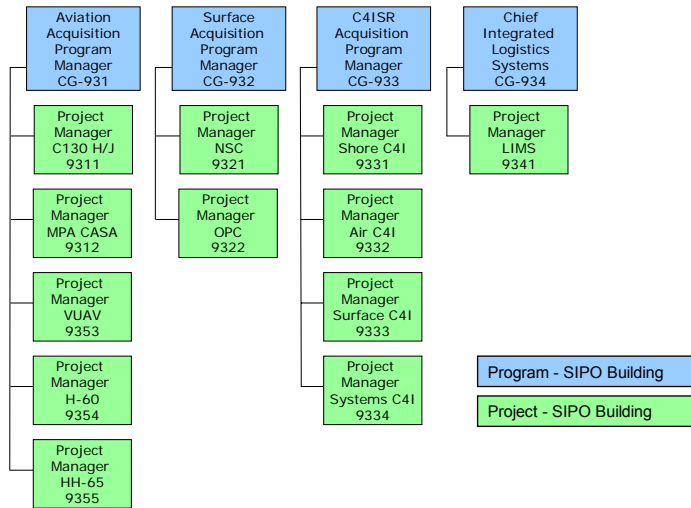


USCG Acquisition Way Ahead (from Version 2.0)



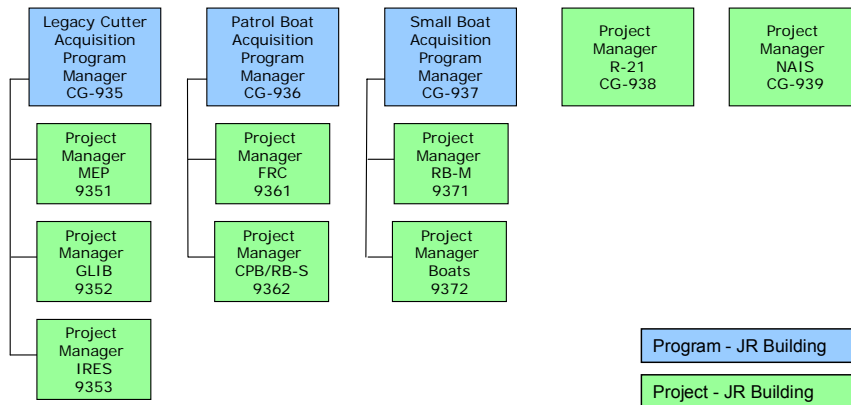
Blueprint for Acquisition Reform in the U. S. Coast Guard

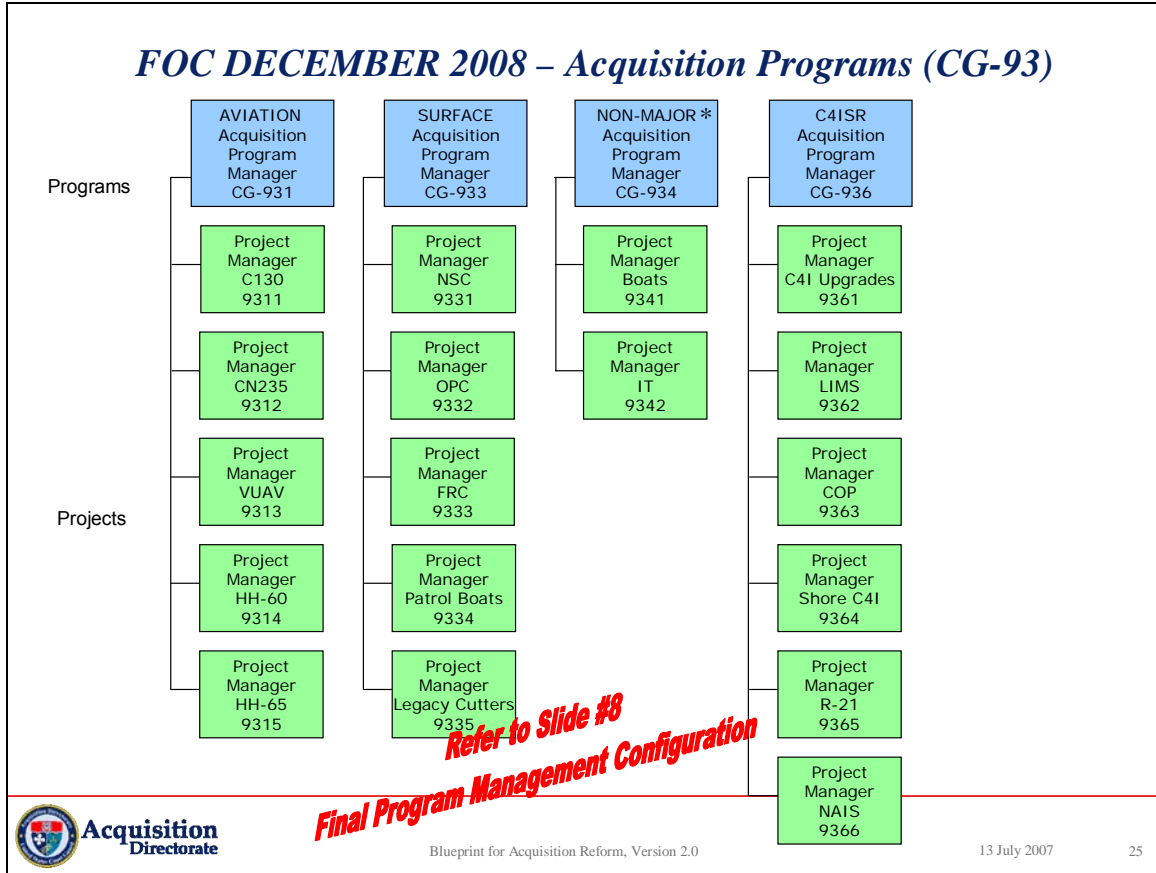
CG-9 Program Management (931-934)



Blueprint for Acquisition Reform in the U. S. Coast Guard

CG-9 Program Management (935-939)





*** This is the anticipated non-major acquisition organization however; it is subject of a working group currently conducting deliberations regarding CG-9's end-state.**

Blueprint for Acquisition Reform in the U. S. Coast Guard

Future Initiatives

- **Create Acquisition Career Paths
(military and civilian)**
 - Project Manager Tour lengths
 - Project Manager Selection
 - Project Manager and Deputy Project Manager Hybrid
Structure (Best Qualified O-6/GS-15)
 - Precepts to Promotion Boards



Blueprint for Acquisition Reform in the U. S. Coast Guard

Consolidation: Guiding Principles

- **Optimize span of control at all levels**
 - Establish clear lines of governance and communication
 - Align adequate Flag and SES positions
 - Consider need to co-locate SIPO with CG-9
 - Align with enterprise architecture
 - Align processes using Product Line Manager concept
- **Enable organic contracting or contract systems integration**
 - Ensure capability to provide synergistic Program Mgmt & KO functions
- **Support full life cycle management of assets and systems**
- **Provide career progression and development of workforce competency (Military & Civilian)**
- **Minimize disruption to existing acquisitions during org changes**
 - Allocate personnel within existing resource levels (initially)



Blueprint for Acquisition Reform in the U. S. Coast Guard

Consolidation: Structural Considerations

- **Product Line Organization aligned w/ CG-3 (Ops), CG-4 (Log/Eng), CG-6 (IT)**
- **Asset sustainment to be managed by “field” product line managers**
- **Project Management (PM) Staff Construct**
 - Core PM Staff: PM, dPM, Tech Mgr, COTR, Program Analyst, KO)
 - Core PM Matrix Members: Business Mgr, Logistics Mgr, Systems Engineer, Sponsor’s Representative)
- **PM is resourced, empowered, responsible, and *accountable***
 - positioned to manage workload and life cycle issues
- **Improved PM career progression/succession at all levels**
- **Improve functional competency development in workforce**
 - technical, financial, logistics



Blueprint for Acquisition Reform in the U. S. Coast Guard

Consolidation: Key Established Positions

AAE: Agency Acquisition Executive

- Chairs CG Acquisition Review Council (CGARC)
- DHS Investment Review Board member

CG-9: Assistant Commandant for Acquisition

- Oversees systems acquisition management process
- Ensures compliance with DHS investment review policy
- Single entity responsible for Agency-level acquisition

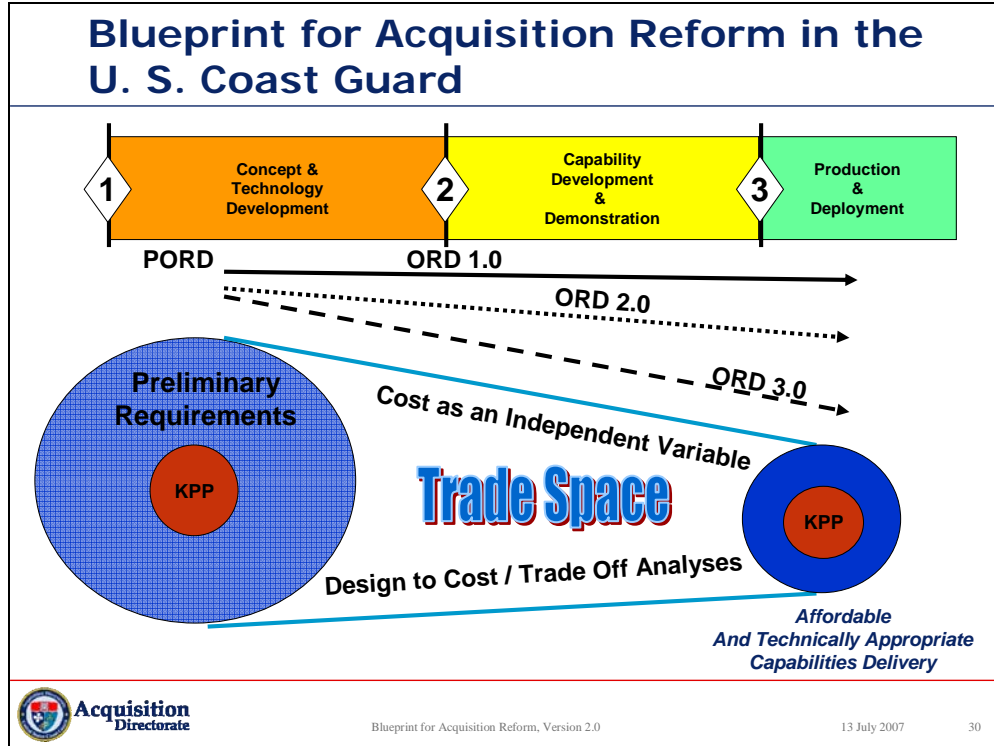
CFO: Chief Financial Officer

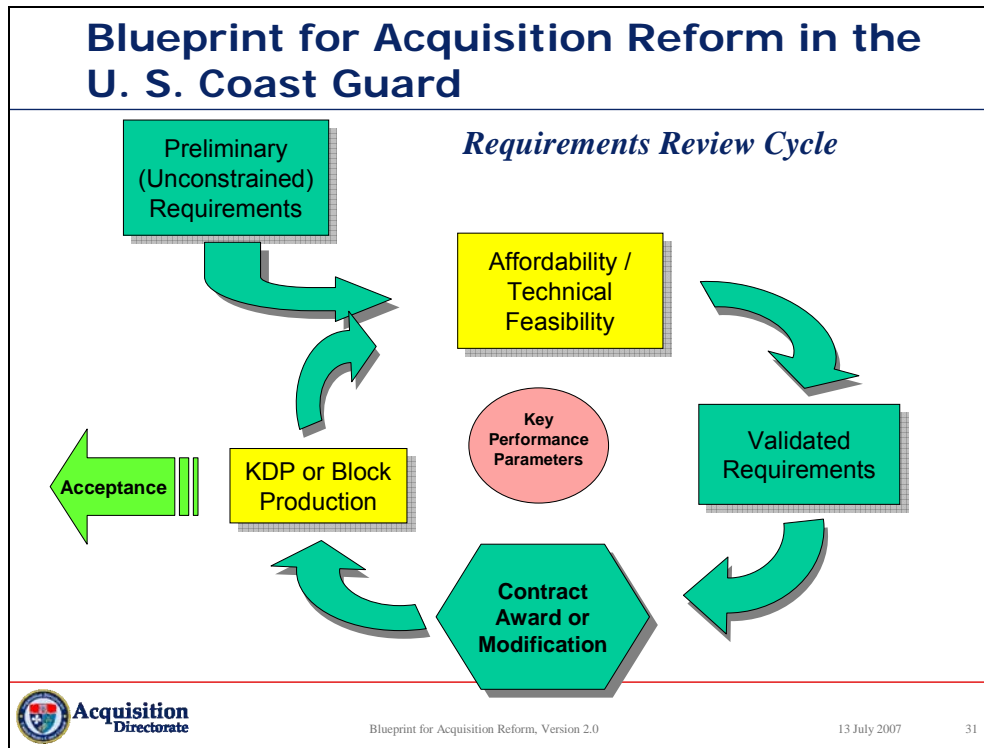
- Budgeting & Funds Management
- CFO Act compliance

HCA: Head of Contracting Activity

- Oversees all CG contracting activities
- Responsibility for all CG procurement policy and oversight
- Certification and Warranting of all procurement professionals
- Debarment Official
- Competition Advocate







Tab 6: Action Plan (updated for Version 3.0)



**HC-144A Maritime Patrol Aircraft
(MPA) *Ocean Sentry***



Long Range Interceptor



**Acquisition
Directorate**

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

1. Organizational Alignment and Leadership (Executive Sponsor: CG-92)

- Overview:** The *Blueprint for Acquisition Reform*, outlines a framework for strengthening the Coast Guard's acquisition enterprise in four major areas including organizational alignment and leadership; policies and procedures; human capital; and information management and stewardship. This action plan addresses the area of organizational leadership and alignment. By organizational alignment, the *Blueprint* refers to the integration of the Coast Guard's acquisition enterprise functions within the service's overarching mission support organization. Stakeholders involved in Coast Guard acquisition support will have a better understanding of their roles and responsibilities, and where these fit into the broader context of mission support. By also emphasizing executive leadership, the *Blueprint* provides senior management with a clear vision for how they may best direct support the execution of the acquisition directorate's programs. Executive leaders determine the quality of relationships between the various functional elements of the acquisition enterprise and are key to strengthening the communication and interaction between program management and employees.
- Intent:** As the new Acquisition Directorate reaches Full Operating Capability (FOC), the execution of this action plan will ensure that acquisition functions are properly aligned within the organization; promote stakeholders' understanding of their roles and responsibilities; and enhance the effectiveness of mission support outcomes.
- Goal:** The mission of the Acquisition Directorate is to acquire and deliver more capable and interoperable assets and systems that support Coast Guard operational forces in executing their missions effectively, efficiently and safely. The goal of organizational alignment is to ensure that the acquisition enterprise is functionally capable of enabling the Coast Guard to meet its mission requirements. Additionally, fostering strong, ethical and effective executive leadership will enable the Coast Guard Acquisition Directorate to work in an integrated fashion toward the common vision of an empowered workforce that is motivated to deliver products in a controlled environment while meeting schedule and performance goals.
- Action Plan:** The Acquisition Directorate will use the two elements and five critical success factors, comprising organizational alignment and leadership, to ensure proper organizational placement of the acquisition function, align stakeholder roles and responsibilities, and enhance leadership effectiveness. The following plan includes action items, measurable outcomes, lead points of contact (POCs), and planned completion dates listed beneath each critical success factor. The lead POC will track and manage progress and brief the executive sponsor quarterly, to include a memo with the status of assigned action items and measurable outcomes. This action plan will be reviewed regularly and updated annually during the fourth quarter of the fiscal year.

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

Element: Aligning Acquisition with Agency Mission and Needs				
Critical Success Factor: Assuring Appropriate Placement of the Acquisition Function				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
1	Benchmark percentage of discretionary budget which the USCG spends on acquisition of goods and services.	Complete Benchmark.	CG-9282	Complete
2	Ensure overarching roles and responsibilities of the acquisition function and acquisition personnel in the USCG are well defined.	Overarching roles and responsibilities of the acquisition function and acquisition personnel are codified in CI 5000.9.	CG-924	Complete
3	Prepare and submit recommendation to establish CG-wide award to recognize efforts made by acquisition personnel who contribute strategically to achieving USCG missions	Recommendation for CG-wide award prepared and submitted.	CG-921	Complete
Element: Aligning Acquisition with Agency Mission and Needs				
Critical Success Factor: Organizing the Acquisition Function to Operate Strategically				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
4	Evaluate the appropriate number of program manager/deputy program manager positions.	Positions identified in CIAO #1 documents.	CG-93D	Complete
5	Incorporate Research Development, Test & Evaluation (RDT&E) as part of the CG-9 organization.	Office of Research, Development, Test, & Evaluation (RDT&E)/ (CG-926) established in CIAO #1 documents.	CG-92	Complete
6	Identify leadership and reporting structure for CG-9.	CG-9 leadership/reporting structure codified in CIAO #1.	CG-93D	Complete

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

7	Centralize CG-9 contracting and procurement management. Implement policies and processes to align CG-9 with DHS.	Documented HCA Memo stating CG-9 policies and procedures aligned with DHS and codified in appropriate DHS/CG regulations.	CG-91	Complete
8	Investigate need to establish internal oversight staff for acquisition governance.	Signed CG-9 Decision Memo pertaining to need for establishing oversight for acquisition governance.	CG-92	Complete
9	Speak with one acquisition voice. Update and publish the mission and vision of the consolidated acquisition organization.	CG-9 Mission & Vision published.	CG-92	Complete
10	Strengthen contracting. Incorporate the Head Contracting Activity (HCA) as part of CG-9. Hire dedicated Senior Executive to perform HCA function.	Include CG-85 as part of the G-A organization. Establish SES position for HCA. SES onboard.	CG-92	Complete
11	Update/Identify/Track/ Publish outcome-oriented performance metrics for major acquisition programs related to acquisition efficiency, effectiveness, and results. Link to and demonstrate usefulness of achieving agency mission and goals.	Performance metrics published.	CG-9283	Complete
13	Establish and provide centralized organization for acquisition support in the areas of Budget and Financial Management, Workforce Management, and RDT&E.	Functional statements, organization chart, and billet map published.	CG-92	Complete
14	Investigate delegation of CG Acquisition Executive Authority.	Draft Decision Memo for CCG addressing CAE authorities developed.	CG-924	4Q FY09

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

15	Develop and publish a Statement of Principles regarding acquisition throughout the USCG.	MSAM updated.	CG-92	1Q FY09
16	Establish internal controls that assess the health of the acquisition function.	CG-9 Guidance published in the Blueprint for Acquisition Reform annual review.	CG-925	4Q FY08
17	Establish product line acquisition and management organization.	Memo establishing organization published.	CG-93D	1Q FY09
18	Identify the leadership and reporting structure for CG-9 Program Integration Team.	CG-9 Program Integration Team leadership and reporting structure codified.	CG-93D	1Q FY09
19	Establish and provide centralized organization for acquisition support in the area of Logistics Management.	Functional statements, organization chart, and billet map published.	CG-934	1Q FY09
20	Continue to move forward with establishing the single acquisition structure initiated as part of Commandant's Intent Action Order (CIAO) #1. Transitional Operational Capability (TOC): 1 Apr 07, Initial Operational Capability (IOC): 13 Jul 07, Final Operational Capability (FOC): 1QFY09. Ensure proper alignment with the future mission support organization CIAO #4 as well as with life cycle support.	Achieve TOC on 1 Apr 07/Publish ALCOAST. Achieve IOC on 13 Jul 07/Publish ALCOAST. Achieve FOC by 1QFY09 in coordination with mission support transformation efforts.	CG-92	1Q FY09

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

105	Develop and propose a Quarterly Review Process for oversight of project performance.	Seek CG-9 approval to utilize APMS to present quarterly project performance to enhance oversight by senior acquisition management officials.	CG-9283	3Q FY09
Element: Aligning Acquisition with Agency Mission and Needs				
Critical Success Factor: Clearly Defining and Integrating Roles and Responsibilities				
	Action Item	Measurable Outcome	Lead POC	Planned Complete
106	Ensure CG-9 is compatible with the mission support organization.	Convene CG-9 working group to assess processes and final CG-9 organizational "fit" with the mission support organization framework.	CG-9	4Q FY09
107	Investigate the consolidation of external coordination functions from across CG-9 into CG-925.	If appropriate, revise organization charts and SOPs reflecting consolidation of External Coordination functions.	CG-92	3Q FY09
108	Conduct regular flag level alignment meetings with stakeholders on a recurring basis.	Recurring meeting schedule established.	CG-9	4Q FY08
109	Provide guidance to distinguish the roles and responsibilities of contractors support services and inherently governmental functions.	Inherently governmental SOP completed and distributed.	CG-921	3Q FY09
110	Establish process for governance of non-major (<\$50m) acquisitions.	Develop Commandant Instruction outlining roles and responsibilities for non-major acquisitions.	CG-924	3Q FY09
111	Increase awareness and visibility of Program Manager and Project Manager authority and responsibility.	Update MSAM to reflect Program Manager and Project Manager authority and responsibility.	CG-924	1Q FY09

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

112	Merge SDLC/SLC process for major IT projects with major non-IT process.	Update MSAM to capture SDLC/SLC process as part of the investment review process for major systems.	CG-924	1Q FY09
113	Develop internal control process for coordinating project annual and milestone reviews.	Develop SOP documenting process.	CG-924	3Q FY09
Element: Commitment from Leadership				
Critical Success Factor: Clear, Strong, and Ethical Executive Leadership				
	Action Item	Measurable Outcome	Lead POC	Planned Complete
21	Ensure the USCG Assistant Commandant for Acquisition is properly designated and empowered by senior leaders in the Service.	Charter for CG-9 published.	CG-925	1Q FY09
22	Examine existing infrastructure for providing executive leadership (e.g. Overarching Matrix Team (OMT) Coast Guard Acquisition Resource Council (CGARC), etc.) with a view to establishing an appropriate forum to promote integration and coordination among the agency's budgetary processes and human capital, acquisition, and financial management functions.	Recommendations documented in memorandum to CAE outlining recommended government infrastructure.	CG-925	3Q FY09
23	Review and update, as necessary, the ethics code of conduct for the consolidated Acquisition Directorate.	Draft CG-9 Ethics Policy developed.	CG-924	Complete

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

24	Review acquisition-related internal controls for sufficiency.	Publish memo to initiate review of extant internal controls. Obtain responses from CG-9 Office Chiefs. Analyze responses. Publish memo for the record on updated internal controls.	CG-924	4Q FY08
25	Ensure ethics training on interacting with the contractor community is conducted within the acquisition workforce on an annual basis.	Appropriate annual ethics training conducted.	CG-924	Complete
114	Pilot mandatory annual training at CG Headquarters on interacting with the contractor community, including: adequate oversight of contracts for government personnel, KOs, COTRs and PMs.	Pilot conducted.	CG-91	1Q FY09
115	Pilot Action Learning Team concept to address organizational issues and strengthen leadership skills.	Action Learning Team concept piloted & recommendation developed.	CG-921	4Q FY09
116	In partnership with CG-1, units facilitate professional development seminar sessions on leadership competencies.	Report % of managers who attend training sessions.	CG-9212	4Q FY09
117	Draft an internal control instruction that describes the internal control program within CG-9 to include a description of the control environment, a catalog of controls, corresponding tests, continuous monitoring, etc.	Instruction developed and approved.	CG-9282	4Q FY09

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

Element: Commitment from Leadership				
Critical Success Factor: Effective Communications and Continuous Improvement				
	Action Item	Measurable Outcome	Lead POC	Planned Complete
26	Ensure processes are in place to develop, deploy and report CG-9 metrics.	Appropriate processes in place.	CG-9283	Complete
27	Expand and build upon existing USCG surveys to solicit views on the effectiveness of communications, effectiveness of acquisition processes, and areas needing improvement.	Surveys developed in tool and deployable.	CG-9283	Complete
28	Continue coordination across acquisition functions to improve business processes, eliminate redundancy and inconsistency, and maximize leveraging of resources to meet common/shared requirements.	Annual update of the Blueprint for Acquisition Reform.	CG-925	4Q FY08
118	Need to create PM forum for knowledge sharing of best practices and lessons learned.	Organize PM Community of Practice to share knowledge.	CG-924	3Q FY09
119	Research acquisition reform strategies/best practices from other agencies/think tanks/etc.	Recommend strategies and best practices for implementation into Blueprint for Acquisition Reform. Add relevant information to lessons learned database.	CG-925	3Q FY09

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

2. Policies and Processes (Executive Sponsor: CG-92)

- Overview:** The *Blueprint for Acquisition Reform*, outlines a framework for strengthening the Coast Guard's acquisition enterprise in four major areas including organizational alignment and leadership; policies and processes; human capital; and information management and stewardship. This action plan addresses the area of policies and processes, in an effort to capture best practices and reinforce the basic principles that govern how the Acquisition Directorate manages and executes its programs. To be effective, policies and processes must be accompanied by controls and incentives to ensure they translate well into the organization's practices. Major acquisition programs require special attention to policies and processes, to ensure successful outcomes.
- Intent:** As the new Acquisition Directorate reaches Full Operating Capability (FOC), the execution of this action plan will ensure that the organization's policies and processes are developed to improve execution of the Coast Guard's acquisition programs, and deliver the platforms and systems that meet the operating force's requirements.
- Goal:** The mission of the Acquisition Directorate is to acquire and deliver more capable and interoperable assets and systems that support Coast Guard operational forces in executing their missions effectively, efficiently and safely. The goal of developing and implementing effective policies and processes is to improve overall acquisition outcomes. Successful policies and processes also enhance partnering among the Acquisition Directorate with other Coast Guard directorates and functions, and raises awareness of external factors that could impact acquisition programs. Coast Guard program execution must be in policy alignment with DHS, OMB, and Congressional mandates to function effectively.
- Action Plan:** The Acquisition Directorate will use the three elements and ten critical success factors, comprising policies & processes, to improve execution of the Coast Guard's acquisition programs. The following plan includes action items, measurable outcomes, lead points of contact (POC), and planned completion dates listed beneath each critical success factor. The lead POC will track and manage progress and brief the executive sponsor quarterly, to include a memo with the status of assigned action items and measurable outcomes. This action plan will be reviewed regularly and updated annually during the fourth quarter of the fiscal year.

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

Element: Planning Strategically				
Critical Success Factor: Partnering with Internal Organizations				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
29	Conduct Acquisition Planning workshop.	Workshop conducted.	CG-924	Complete
30	Conduct Requirements (Mission Needs Statement (MNS), Operational Requirements Document (ORD)) workshop with sponsors.	Workshop conducted.	CG-924	Complete
31	Investigate transferring DHS Investment Review Process (IRP) responsibility from CG-512 to CG-924.	Responsibility reflected in draft CI 50009.	CG-924	Complete
32	Document Acquisition Planning Lessons Learned.	Lessons learned entered in LLS.	CG-924	Complete
33	Document Requirements Lessons Learned.	Lessons learned entered in LLS.	CG-924	Complete
34	Promulgate policy (i.e., Commandant Instruction 5000.9) for CG acquisition roles and responsibilities.	Submit CI 50009 for signature.	CG-924	2Q FY09
35	Update MSAM to reflect systems program management.	MSAM Updated.	CG-924	1Q FY09
36	Update MSAM to reflect Acquisition Strategy process.	MSAM Updated.	CG-924	1Q FY09
37	Update MSAM to reflect collaborative requirements process.	MSAM Updated.	CG-924	1Q FY09
120	Partner with sponsor to conduct collaborative Fleet Mix Analysis (FMA) to validate mission targets, design & analyze assets and fleets, and calculate return on investment.	Business Case for optimal fleet mix delivered to oversight organizations.	CG-926	4Q FY09

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

Element: Planning Strategically				
Critical Success Factor: Assessing Internal Requirements and the Impact of External Events				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
39	Baseline prior acquisition/contracting strategies of major systems for inclusion in lessons learned database.	Prior acquisition/contracting strategies baselined in Lessons Learned Database.	CG-924	2Q FY09
40	Review Acquisition Plans (APs) with consideration of CG-wide needs (including non-majors).	Establish new competition advocate that reviews all Acquisition Plans.	CG-92	Complete
41	Monitor AP submittal with Advanced Acquisition Planning (AAP) forecasts.	Procedures codified and implemented.	CG-91	4Q FY08
Element: Effectively Managing the Acquisition Process				
Critical Success Factor: Empowering of Cross-Functional Teams				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
42	Coordinate independent reviews of draft acquisition/contracting strategies for major systems.	Contract vehicle established.	CG-924	Complete
43	Coordinate independent reviews of draft RFPs for major systems.	Contract vehicle established.	CG-924	Complete
44	Develop process to conduct Independent Verification & Validation (IV&V) cost, schedule, and performance measurement baselines for major systems.	Standard Operating Procedures published and distributed.	CG-924	2Q FY09
45	Institute processes to demonstrate value of the Program Manager/ Project Manager (e.g., develop promotion board precepts, develop uniform insignia, etc).	Processes to empower and demonstrate value of Program Manager & Project Manager are instituted.	CG-92	4Q FY08
46	Conduct cross-functional review (acquisition / contracting strategy and RFPs) for major systems.	Procedures codified and implemented in MSAM update.	CG-92	1Q FY09
121	Ensure all Integrated Product Teams (IPTs) are chartered.	White Paper prepared documenting results and recommended POAM.	CG-93	3Q FY09

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

Element: Effectively Managing the Acquisition Process				
Critical Success Factor: Managing and Engaging Suppliers				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
47	Conduct training on Government and Contractor relationships.	Appropriate training conducted and training system in place.	CG-91	4Q FY08
Element: Effectively Managing the Acquisition Process				
Critical Success Factor: Monitoring and Providing Oversight to Achieve Desired Outcomes				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
48	Track training & certification of USCG Contracting Officer's Technical Representatives (COTRs).	Tracking program in place.	CG-91	4Q FY09
49	Establish Earned Value (EVM) policies for proper oversight.	Earned Value (EVM) policies codified in MSAM.	CG-924	Complete
50	Investigate integration of financial management and contract management systems.	Needs Assessment Complete.	CG-9282	Complete
51	Track and communicate financial information for proper oversight.	Tracking system in place.	CG-9282	Complete
52	Track assignment of CG-9 Contracting Officer's Technical Representatives (COTRs).	Pilot program in place.	CG-91	Complete
53	Conduct strategic review of AAPs for the Coast Guard.	Strategic review completed/ documented.	CG-91	4Q FY08
54	Document process to monitor corrective action Remediation Plans in DHS Periodic Report.	MSAM Updated.	CG-924	1Q FY09
122	Ensure applicable external report recommendations and findings are being considered for incorporation into the Blueprint for Acquisition Reform.	Use an independent third party to analyze applicable external report findings and provide recommendations for incorporation into the Blueprint for Acquisition Reform.	CG-925	4Q FY09

Action Plan to the Blueprint for Acquisition Reform (Updated for Version 3.0)

123	Require mandatory requirement for Independent Cost Estimates (ICE).	Update MSAM to include requirement for ICE.	CG-924	1Q FY09
124	Develop Customer hand book for contracting.	Central locator where contracting customers can reference Acquisition related information.	CG-91	1Q FY10
125	Investigate adding language to MSAM reflecting OE vs. AC&I funding for acquisition projects.	Document findings and if appropriate, update MSAM.	CG-924	1Q FY09
126	Establish milestone documenting completion of Critical Design Review (CDR) and approval to exercise low rate initial production (LRIP).	Update MSAM to include intermediate milestone for LRIP approval.	CG-924	1Q FY09
127	Provide additional guidance for standardizing and improving the requirements generation process.	Update MSAM to reflect the role/need for an Integrated Requirements Development Team, CONOPS and OV-1.	CG-924	1Q FY09
128	Mandate requirement for separate individual project Risk Management Plan (RMP).	Update MSAM to include RMP requirement.	CG-924	1Q FY09
129	Add requirement for PM to document completion of PDR, CDR and TRR in a memo to CG-9 including stakeholder views.	Update MSAM to reflect requirement.	CG-924	1Q FY09
130	Streamline review and approval process for acquisition planning documents (E.g., ILSP, CMP, RMP, TEMP).	Update MSAM to reflect CG-93 approval for planning documents.	CG-924	1Q FY09
131	Require approval of all test plans prior to testing.	Update MSAM to reflect requirement.	CG-924	1Q FY09
132	Provide guidance for solicitation planning.	Update MSAM to include guidance.	CG-924	1Q FY09
133	Develop External Coordination Response SOP.	SOP Completed and Implemented.	CG-925	1Q FY09
134	Develop standard template for drafting and issuing SOPs.	Template Distributed.	CG-925	2Q FY09

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135	Develop project metric to assess an acquisition project's likelihood to succeed and clearly represent that assessment to CG leadership.	Develop Probability of Project Success (PoPS) metric.	CG-928	3Q FY09
136	Provide guidance for standardizing and improving cost estimating techniques, best practices, integrating organic acquisition and life-cycle cost-estimation into all aspects of project planning and execution.	Develop BCEFM Desktop Guide.	CG-9283	3Q FY09
137	Complete validation of pilot EVM project at CGYard.	Report and recommendation for implementing EVM at CGYard and AR&SC.	CG-935	3Q FY09
138	Ensure Program Managers and Project Managers execute in accordance with the MSAM and have clear PEO direction regarding performance expectations to establish a "contract" between Program Managers/Project Managers and PEO for tenure.	Endorse Project Manager Charters and hold PEO/Project Manager meeting for newly chartered Project Managers/Program Managers to impart PEO expectations for management of major acquisition projects.	CG-93D	3Q FY09
139	Participate in development of policy for the CG to lead in the Systems Integrator role.	Document findings and recommend changes to Coast Guard organizational functional statements and/or other documents as appropriate.	CG-93D	3Q FY09

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Element: Effectively Managing the Acquisition Process				
Critical Success Factor: Enabling Financial Accountability				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
140	Review each CG-93 project and evaluate compliance with DHS EVMS Guidelines and CG-9 SOP #4 EVM.	All projects are in compliance with DHS EVMS Guidelines or have approved business case supporting alternate approach.	CG-933	4Q FY09
Element: Promoting Successful Outcomes of Major Projects				
Critical Success Factor: Using Sound Capital Investment Strategies; Integrating Organizational Goals into the Capital Decision-making Process				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
55	Ensure all capital investments for major systems are linked to DHS/CG missions.	Process documented.	CG-924	Complete
56	Establish a position on resource/budget reform that will provide the acquisition function with the agility to respond to changing requirements as documented in APB revisions.	Position established/ published.	CG-9282	4Q FY08
57	All Investments for major systems linked to DHS or CG Strategic Goals.	Process documented.	CG-924	Complete
58	Document process to review Exhibit 300 submissions and Acquisition Program Baselines (APB) for link to CG/DHS missions.	Process documented.	CG-924	Complete
141	Ensure all projects are MSAM compliant.	Conduct internal audit of each project and develop a POAM for MSAM compliance.	CG-924	2Q FY09

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Element: Promoting Successful Outcomes of Major Projects				
Critical Success Factor: Employing Knowledge-Based Acquisition Approaches				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
59	Institute third-party independent review process for conducting programmatic assessments, determining technical maturity and verifying design stability.	CG-9 Decision Memo published.	CG-926	Complete
60	Develop knowledge-based decision tools for acquisition oversight.	Standard set of metrics implemented in DPMs – Deploy Probability of Success Metrics.	CG-9283	Complete
61	Link Project Identification phase with Capital Planning & Investment Control (CPIC) process that takes into account affordability, risks & priority.	MSAM Updated.	CG-924	1Q FY09
62	Propose process for Milestone (MS) 0 review and approval to include process to verify mission analyses.	MSAM Updated.	CG-924	1Q FY09
142	Augment the Coast Guard's organic capacity, experience, and expertise through "trusted agent" strategic relationships with Navy University Affiliated Research Centers (UARC) and Energy Department National Labs acting solely in the government interest.	Trusted Agent service contracts in place through NAVSEA and DOE.	CG-926	1Q FY09
143	Model the capabilities of planned and existing assets in a manner that informs decisions on the numbers of assets needed.	Upgrade to CGMOES.	CG-926	2Q FY09

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3. Human Capital

(Executive Sponsor: CG-92)

Overview: The *Blueprint for Acquisition Reform*, outlines a framework for strengthening the Coast Guard's acquisition enterprise in four major areas including organizational alignment and leadership; policies and procedures; human capital; and information management and stewardship. This action plan addresses the area of human capital management. The objective is to ensure that the service creates and implements plans and practices that empower a workforce to deliver products and capabilities that increase the Coast Guard's operational readiness, enhance its mission performance, and create a safer working environment for its people.

Intent: As the new Acquisition Directorate reaches Full Operating Capability (FOC), the execution of this action plan will ensure that the organization is postured to recruit, hire, retain, train and certify a core cadre of acquisition professionals committed to excellence in the execution of the Coast Guard's acquisition programs.

Goal: The mission of the Acquisition Directorate is to acquire and deliver more capable and interoperable assets and systems that support Coast Guard operational forces in executing their missions effectively, efficiently and safely. The goal of the human capital focus area is to ensure that the Coast Guard develops and strengthens its organic workforce competencies in the areas of program management, contracting, business & financial management, life-cycle logistics, and other disciplines.

Action Plan: The Acquisition Directorate will use the four elements and eight critical success factors, comprising human capital, to determine whether the Coast Guard has the appropriate human capital management plan and resources in place to execute the directorate's acquisition programs. The following plan includes action items, measurable outcomes, lead points of contact (POCs), and planned completion dates listed beneath each critical success factor. The lead POC will track and manage progress and brief the executive sponsor quarterly, to include a memo with the status of assigned action items and measurable outcomes. This action plan will be reviewed regularly and updated annually during the fourth quarter of the fiscal year.

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Element: Valuing and Investing in the Acquisition Workforce				
Critical Success Factor: Commitment to Human Capital Management				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
63	Expand & build upon existing Workforce Satisfaction Surveys to monitor and manage human capital performance and issues such as effects of consolidation activities, media reports on employee morale, and real or perceived workforce issues. Survey results will be reported to CG-9 leadership and shared with staff.	Surveys developed in tool and deployable.	CG-9283	Complete
64	Investigate and assess the value of establishing an Office of Acquisition Workforce Management to focus exclusively on managing all USCG Acquisition Human Capital issues including strategic workforce planning and development, training, recruiting, retention, and succession planning.	CG-9 Decision Memo published.	CG-92	Complete
144	Conduct end-to-end review of recruitment and hiring processing times to identify areas for potential improvement.	Review completed; metrics collected and communicated to responsible organizational unit to make process improvements.	CG-9212	1Q FY09
145	Enhance New Employee Orientation (NEO) program to incorporate CG-9 indoctrination session.	CG-9 Indoctrination sessions provided bi-weekly to new employees.	CG-9212	2Q FY09

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Element: Valuing and Investing in the Acquisition Workforce				
Critical Success Factor: Role of the Human Capital Function				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
146	Develop and propose a career path for Storekeepers and Warrants.	Career path developed and proposal submitted.	CG-91	2Q FY09
Element: Strategic Human Capital Planning				
Critical Success Factor: Integration and Alignment				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
65	Ensure alignment of newly developed Position Descriptions (PDs) with roles and responsibilities for new hires under CG-9 organization to facilitate selection process for hiring qualified acquisition personnel.	CG-9 staffing requirements codified (e.g. PAL) to facilitate matching of personnel & position competencies.	CG-921	Complete
65a	Work with CG-1 to update current acquisition Position Descriptions (PDs).	CG-9 staffing requirements codified in collaboration with CG-1.	CG-921	Complete
66	Examine and revise functional statements at the unit and individual level to create increased understanding and alignment of functions.	Functional statements examined and revised IAW CIAO#1.	CG-921	Complete
67	Work with CG-9 managers to clarify roles & responsibilities of acquisition positions.	CG-9 roles & responsibilities documented, as coordinated with CG-9 managers.	CG-92	Complete
147	Align CG-9 Human Capital Plan with the DHS Plan. Update the CG-9 Human Capital Plan when the DHS Plan is updated.	CG-9 Human Capital plan aligned with DHS Human Capital Plan.	CG-921	4Q FY10
148	Institutionalize key human capital policies and initiatives so that they are less sensitive to transitions in leadership.	Develop SOPs for HC management.	CG-921	4Q FY09

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Element: Strategic Human Capital Planning				
Critical Success Factor: Data-Driven Human Capital Decisions				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
68	Develop and publish a comprehensive long-range Strategic Workforce Plan describing the necessary competencies of the CG-9 acquisition workforce, and the specific individual level skill sets needed to execute and sustain current and future acquisition efforts.	Strategic Workforce Plan published.	CG-921	Complete
69	Institute more robust human capital measures, which may include ratio of offers to acceptances, average employee tenure, reasons for separation, training evaluation survey data, workforce training and education data, and customer and employee satisfaction surveys.	Human capital measures codified and tracked in CG-921 Workforce database.	CG-921	Complete
71	Investigate and assess with a view towards establishing an automated CG-9 Workforce Management System for capturing and reporting key workforce data.	Recommendation approved.	CG-921	Complete
149	Ensure that agency officials have access to evidence that certified program managers, meet education, training, and experience requirements.	Report bi-annually on the status of PM certifications.	CG-9211	4Q FY10
150	Develop a formal process to review CG-9 AC&I personnel resource allocations on a recurring basis.	CG-9 SOP.	CG-9	3Q FY09
151	Pilot test automated MS Project based system supporting PMs in anticipating/proactively addressing future workforce needs.	Pilot completed on time.	CG-921	Complete

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152	Based on the outcome of future workforce needs pilot test, make decision on expanded implementation of MS Project based system.	Assess pilot outcome and develop decision memo for approval.	CG-921	Complete
153	Stand-up Workforce Management System (beta version), for capturing and reporting key workforce data.	Workforce Management System Stand-up.	CG-9212	3Q FY09
Element: Acquiring, Developing, and Retaining Talent				
Critical Success Factor: Targeted Investments in People				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
72	Track, record and report the skills, training, education, internships, and certification of CG-9 personnel.	Skills, training, education, internships, and certification of CG-9 personnel tracked, recorded and reported.	CG-921	Complete
73	Expand and track use of current Federal merit-based awards and recognition.	Federal merit-based awards and recognition tracked in USCG CPMRS System.	CG-921	Complete
74	Work with CG-1 to implement succession planning to build deep bench strength of internally qualified candidates.	Workforce succession planning implemented, as coordinated with CG-1.	CG-921	Complete
75	Explore and identify opportunities to enhance acquisition career paths development and recognition.	Opportunities appropriately identified and documented.	CG-921	Complete
154	Investigate feasibility of Tenure Agreements for military/civilian level 1 investment PMs.	Report on recommendations.	CG-921	2Q FY09
155	Publish continuous learning guidance to facilitate the achievement of mandatory acquisition certification and training performance goals.	CG-9 SOP #5 modified to incorporate continuous learning guidance beyond certification.	CG-9211	1Q FY09

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156	Partner with DAU or other equivalent independent group [study] to establish an acquisition military career path plan/recommendation for acquisition personnel.	Plan/recommendation completed.	CG-9211	2Q FY10
157	Establish a formal Program Manager-focused mentoring program (provide opportunities for program managers to speak with former program managers, retired acquisition professionals, program managers from other services, academia, etc).	Mentoring program implemented.	CG-9212	3Q FY09
Element: Acquiring, Developing, and Retaining Talent				
Critical Success Factor: Human Capital Approaches Tailored to Meet Organizational Needs				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
76	Work with CG-1 to identify and apply creative pay, recruitment, retention and other incentives (to include direct hire authority) as allowed for under existing Federal regulations, statutes, and policies.	Creative pay, recruitment, retention, and incentives are applied IAW 5 C.F.R. and CG-1 policies and procedures.	CG-921	Complete
77	Develop CG-9 Strategic Human Capital Framework and Plan of Action & Milestones (POA&M), detailing Human Capital policy and practices.	CG-9 Human Capital Plan published.	CG-921	Complete

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78	Institute innovative approaches to indoctrinate and train the acquisition workforce to include mandatory entry-level training, tailored CG Training (e.g., Major Acquisition Process Training (MAPT), Flag/Executive MAPT, etc.), professional development seminars, mentorship programs, maintaining certifications and training opportunities through DAU and Federal Acquisition Institute (FAI).	Execute innovative approach to indoctrinating and training the acquisition workforce, as addressed in CG-921 Standard Operating Procedures.	CG-921	Complete
79	Develop recommendations for Program Manager/Project Manager Screening and Selection process.	Decision memo recommending Program Manager/Project Manager screening and selection process complete.	CG-9211	4Q FY09
158	Investigate feasibility to establish CG-9 omnibus-type support contracts to reduce administrative workload on KO's & COTRs.	If feasible POAM developed and contract vehicles awarded.	CG-92	1Q FY10
159	Build and maintain a multi-disciplined, certified acquisition workforce.	Report bi-annually % employees who complete mandatory training to achieve/maintain DHS required acquisition certification levels.	CG-9211	2Q FY09
160	Create and implement employee entrance survey to identify key reasons new employees joined CG-9 and to inform initiatives to drive recruitment, development, and retention.	Report quarterly on data and % new employees who complete entrance survey.	CG-9212	1Q FY09

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Element: Creating Results-Oriented Organizational Cultures				
Critical Success Factor: Empowerment and Inclusiveness				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
80	Identify workforce training in Integrated Product Team (IPT) and Integrated Product and Process Development (IPPD) acquisition approaches.	White Paper prepared documenting results and recommendation.	CG-924	Complete
81	Implement the CG-9 Project Manager-centric acquisition execution model.	CG-9 Project Manager-centric acquisition execution model published in MSAM update.	CG-92	1Q FY09
Element: Creating Results-Oriented Organizational Cultures				
Critical Success Factor: Unit and Individual Performance Linked to Organizational Goals				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
161	Conduct performance goal writing training (SMART goals) for managers on linking individual performance to CG-9 organizational goals.	Report % of Managers who attend training.	CG-9212	3Q FY09

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4. Information Management & Stewardship

(Executive Sponsor: CG-92)

- Overview:** The *Blueprint for Acquisition Reform* outlines a framework for strengthening the Coast Guard's acquisition enterprise in four major areas including organizational alignment and leadership; policies and procedures; human capital; and information management and stewardship. This action plan addresses the area of information management and stewardship. The Coast Guard's Acquisition Directorate depends upon a variety of technologies and tools that help program managers and staff make well-informed decisions in the course of executing their programs.
- Intent:** As the new Acquisition Directorate reaches Full Operating Capability (FOC), the execution of this action plan will ensure that the organization has the right tools and capabilities for capturing lessons learned, measuring performance, sharing and managing knowledge.
- Goal:** The mission of the Acquisition Directorate is to acquire and deliver more capable and interoperable assets and systems that support Coast Guard operational forces in executing their missions effectively, efficiently and safely. The goal of the information management and stewardship focus area is to identify opportunities to reduce costs, improve service levels, measure compliance with supplier agreements, and provide better management of service providers.
- Action Plan:** The Acquisition Directorate will use the two elements and five critical success factors, comprising information management and stewardship, to ensure the availability of data essential to making good acquisition decisions. The following plan includes action items, measurable outcomes, lead points of contact (POC), and planned completion dates listed beneath each critical success factor. The lead POC will track and manage progress and brief the executive sponsor quarterly, to include a memo with the status of assigned action items and measurable outcomes. This action plan will be reviewed regularly and updated annually during the fourth quarter of the fiscal year.

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Element: Identifying Data and Technology that Support Acquisition Management Decisions				
Critical Success Factor: Tracking Acquisition Data				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
82	Develop Key Financial/Schedule/EVM reports and provide training for all program and project managers.	Key reports developed and appropriate training provided.	CG-9283	Complete
83	Develop comprehensive financial metrics to include obligation and expenditure targets, undelivered obligations, interest, and aged commitments.	Metrics developed.	CG-9283	Complete
84	Develop data sources to track contract process metrics (e.g., Contract Information Management System (CIMS), etc.)	Incorporate data sources to track contract process metrics into Virtual Acquisition Office.	CG-91	1Q FY10
85	Implement EVM on all required acquisition projects in accordance with DHS requirements (e.g., using X-12 format, etc).	EVM is implemented on acquisition projects IAW DHS reqs.	CG-93	4Q FY09
86	Develop a CG-9 Integrated Master Plan and Integrated Master Delivery Schedule for all projects and track status.	CG-9 IMP and IMS developed.	CG-93	4Q FY09
87	Update DPMS to include revised HR Metrics.	DPMS updated to reflect HR metrics.	CG-9283	Complete
88	Develop automated and flexible budgeting systems for use by all major programs and projects.	Deploy web-based budgeting tool for all project managers.	CG-9283	Complete
89	Develop metrics to assess the effectiveness of the acquisition function for major systems.	QPR and PoPS developed and implemented.	CG-924	2Q FY09
162	Coordinate with CG-8 for annual training on how to input data into FPDS-NG to make service acquisitions to DHS.	Annual training program implemented.	CG-91	3Q FY09
163	Document obligation plan review process and timeline.	SOP signed.	CG-9283	2Q FY09

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Element: Identifying Data and Technology that Support Acquisition Management Decisions				
Critical Success Factor: Translating Financial Data into Meaningful Formats				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
90	Integrate all three Coast Guard accounting systems into a complete AC&I data set useable by all CG-9 personnel.	Accounting systems integrated into complete AC&I data set useable by all CG-9 personnel.	CG-9283	Complete
91	Develop obligation and expenditure reports for each program/project manager.	Obligation and expenditure reports developed for each program/project manager.	CG-9283	Complete
92	Develop financial reports to track expenditures and interest expense.	Financial reports to track expenditures and interest expense developed.	CG-9283	Complete
93	Implement lessons learned database.	Lessons learned database established.	CG-924	Complete
94	Develop financial reports for external reporting.	Financial reports for external reporting developed.	CG-9283	Complete
95	Conduct study to evaluate adapting or converting the current Deepwater Performance Measurement System (DPMS) or other existing system to establish a single Acquisition Performance Measurement System (APMS).	CG-9 Decision Memo published.	CG-9283	Complete
Element: Identifying Data and Technology that Support Acquisition Management Decisions				
Critical Success Factor: Analyzing Goods and Services Spending				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
97	Track and analyze CG-9 credit card purchases.	System in place to track and analyze CG-9 credit card purchases.	CG-9282	Complete

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98	Track acquisition workforce training spending by organization.	System in place to track acquisition workforce training spending by organization (except CG-91).	CG-9282	Complete
99	Track CG-91 training spending.	System in place to track CG-91 training spending.	CG-91	Complete
Element: Safeguarding the Integrity of Operations and Data				
Critical Success Factor: Ensuring Effective General and Application Controls				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
100/ 101	Promote alignment of CG-9 information and knowledge systems with CG-wide technologies by ensuring all CG-9 major systems complete CG-6 certification and accreditation application process.	All CG-9 major systems have completed CG-6 certification and accreditation application process.	CG-9212	4Q FY09
102	Identify need to develop, document, and/or evaluate new internal controls for acquisition functions to include contract awards.	CG-9 Decision Memo published.	CG-92	3Q FY09
Element: Safeguarding the Integrity of Operations and Data				
Critical Success Factor: Data Stewardship				
#	Action Item	Measurable Outcome	Lead POC	Planned Complete
96	Expand and maintain knowledge repository for knowledge sharing that contains links to relevant GAO Reports, Best Practices, Training Information, Checklists, Templates, MSAM Acquisition Plans/Documents, current acquisition references, and modeling information.	Knowledge repository established and SOP developed.	CG-92	2Q FY10
103	Conduct internal review to ensure CG-9 data is accurate, complete, timely and reliable.	Internal Review Process Completed.	CG-9283	Complete

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104	Ensure all contractors working major acquisitions for Coast Guard provide data in electronic format (i.e., X-12).	SOP developed with system in place to ensure contractors provide data in required format.	CG-93	4Q FY09
164	Establish a Virtual Acquisitions Office.	A mechanism for customers and contracting professionals to use as reference/guidance information.	CG-91	1Q FY10
165	Establish Information Management Plan and System to account for SIPO relocation and disposition of IPDE data.	Information System established and plan developed.	CG-92	1Q FY09
166	Develop Data Management SOP.	SOP Completed and Distributed.	CG-9212	1Q FY09