



Acquisition
Directorate

Strategic Plan

Blueprint for Continuous Improvement



October 2010/Version 5.0

Introduction from Coast Guard Commandant, Admiral Robert J. Papp

Shipmates,

This comprehensive update of the *Blueprint for Continuous Improvement* details the goals, objectives and governance structure we want to achieve in our Acquisition Directorate (CG-9). This Strategic Plan fits well within my guiding principles of steady the service, honor our profession, strengthen our partnerships, and respect our shipmates.

CG-9 is recapitalizing the Coast Guard's aircraft, cutters, command, control and communication systems and other mission critical infrastructure to meet current and future operational readiness and mission support requirements. By doing so, the Coast Guard will be enabled to deliver vital services to the American Public. Additionally, CG-9 oversees the Coast Guard's contracting activity, research and development functions and foreign military sales programs—as well as asset Product Line initiation and planning through the Asset Project Office (APO), which will report to CG-9 at the beginning of fiscal year 2011. In addition to significantly contributing to the readiness of our units in the field, these vital functions ensure that Coast Guard men and women will have the equipment and systems they need to execute our missions safely, reliably and effectively for decades to come.

This Strategic Plan provides the focus on elements needed for continuous improvement in acquisition by institutionalizing proven processes that are aligned with the Department of Homeland Security (DHS) acquisition goals and objectives and investing in a trained, experienced and credentialed workforce—capable of managing our complex major acquisition projects. This Strategic Plan takes full advantage of capabilities already present in other federal agencies and departments, building on our partnerships to ensure we are good stewards of the taxpayer's dollar. By focusing in these areas, CG-9 is successfully building on our efforts to recapitalize major assets.

CG-9 is focused on and committed to sound business and financial management principles. This update of the *Blueprint for Continuous Improvement* directs attention to those fundamental principles, while maintaining alignment with the Coast Guard *Major Systems Acquisition Manual, Coast Guard Publication 1*, and the guidance provided by DHS, the Office of Federal Procurement Policy (OFPP), and the Government Accountability Office (GAO).

Recapitalizing our assets is critical to ensuring the future readiness of our Coast Guard. This fifth update of the *Blueprint* will steady acquisition activities and further refine our processes to continue to successfully recapitalize our Coast Guard. I am proud of the men and women of CG-9 and support their efforts in delivering the products and services that will ensure our future mission execution success.

“Semper Paratus!”



Robert J. Papp, Jr.
Admiral, United States Coast Guard



Message from Coast Guard Chief Acquisition Officer, Rear Admiral Ronald J. Rábago

This updated Strategic Plan, the *Blueprint for Continuous Improvement, Version 5.0*, provides the overarching strategic direction and enterprise objectives that CG-9 will focus on during the next two years and beyond. The goals articulated in this plan, as well as associated objectives and measures, enable the Coast Guard to successfully continue acquiring and delivering assets, systems and services critical to mission execution.



The Coast Guard's reorganized Mission Support enterprise is poised to serve as the systems integrator for all of our major recapitalization and Mission Support programs. Previous editions of this Strategic Plan have outlined specific efforts necessary to reform and improve the agency's acquisition enterprise. Those reform efforts have largely been completed and this year's plan continues our improvement efforts and marks a shift toward a more focused measurement of organizational performance within our reformed acquisition environment. It also improves alignment of the Acquisition Directorate with the Coast Guard's Mission Support Organization, led by Coast Guard Chief of Staff, Vice Admiral John P. Carrier.

Consistent with previous editions of the Acquisition Directorate Strategic Plan, this update is built around the framework established by the Office of Federal Procurement Policy's *Guidelines for Assessing the Acquisition Function*. This framework enables a top-down assessment of efficiency, effectiveness and accountability in four objective areas of the acquisition function: organizational alignment and leadership; policies and processes; human capital; and information management and stewardship.

The goals, objectives and performance measures also reinforce relationships between the Coast Guard's acquisition managers, technical authorities, sponsor and resource manager. It supports internal oversight and partnerships with external agencies, including the Department of Homeland Security (DHS) and the Department of Defense.

We continue to institutionalize and follow disciplined business processes focused on improving cost management and transparency, including milestone-driven, knowledge-based decision making as outlined in our *Major Systems Acquisition Manual*.

The CG-9 Strategic Plan also emphasizes the hiring, professional development, training and certification, and retention of a highly skilled and capable acquisition workforce. CG-9's *Acquisition Human Capital Strategic Plan* supports this objective by using and building on Coast Guard and DHS professional career development and certification programs for military and civilian members of our workforce.

The Mission Support Organization is developing an "enterprise architecture" for knowledge and information management. Part of CG-9's contribution to this effort is to use our certified tools and expertise to develop metrics, internal controls and capture lessons learned to improve acquisition program management, contracting and other core activities in our \$27 billion investment portfolio.

Our Commandant, Admiral Robert J. Papp, has directed that we deliver "the highest level of readiness" by emphasizing mission execution and by prioritizing our recapitalization investments at a sustainable level. The Coast Guard's ability to perform its missions in the future depends upon what we do today. Future editions of the plan will build on this measurable baseline of objectives and goals, ensuring that we hold ourselves accountable to deliver sustainable materiel readiness to the field and always act as a good steward of the taxpayers' funds.

Mission execution begins here!

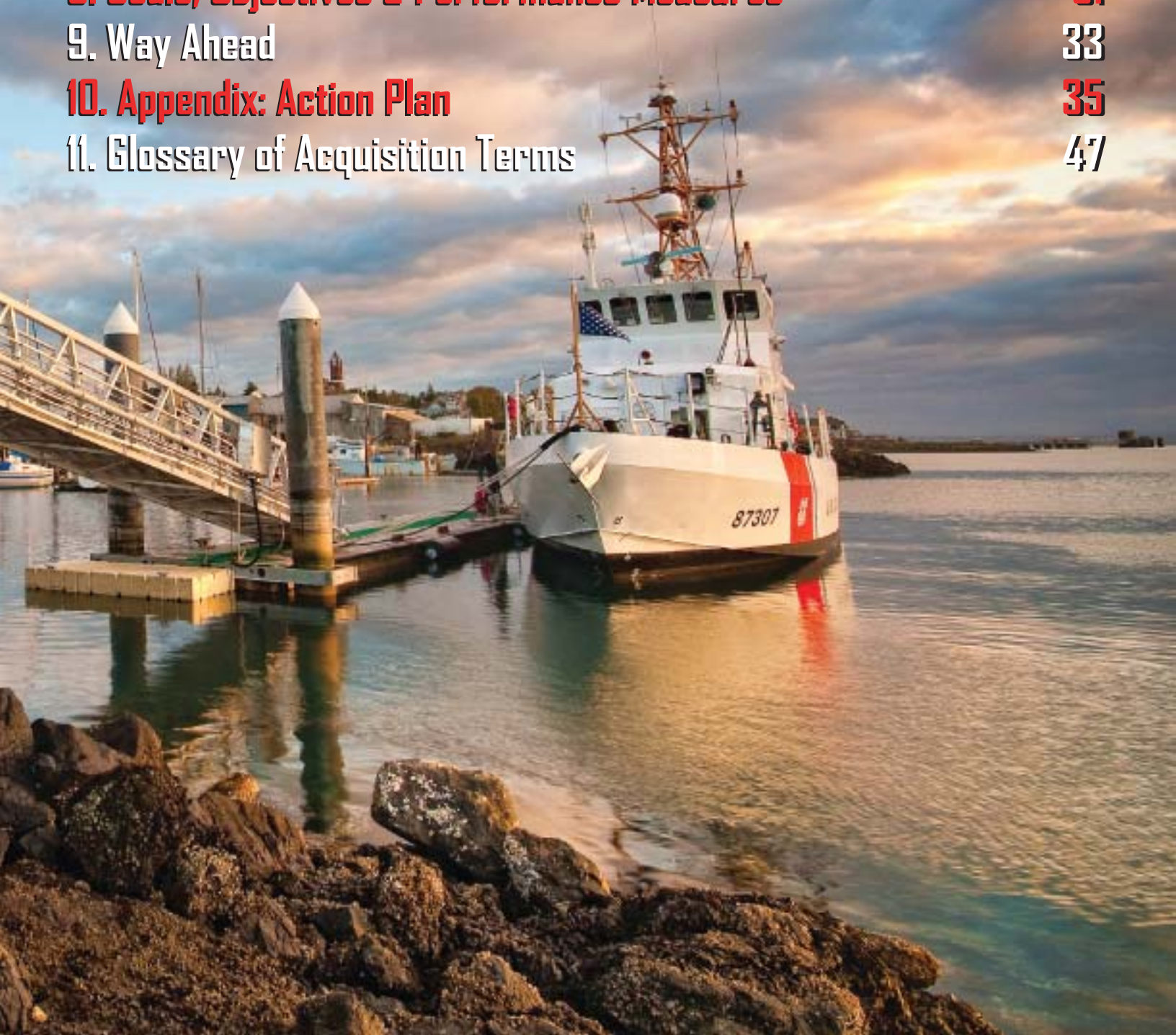
A handwritten signature in blue ink that reads "RJR" followed by a long horizontal line.

Ronald J. Rábago, Rear Admiral, United States Coast Guard
Assistant Commandant for Acquisition and Chief Acquisition Officer

TABLE OF CONTENTS



1. Vision, Mission & Strategic Goals	1
2. Executive Summary	3
3. Role of the Acquisition Directorate	7
4. Acquisition Project Profile	13
5. Cornerstone Principles for Acquisition Management	19
6. Assessing the Acquisition Function	21
7. Continuous Improvement	27
8. Goals, Objectives & Performance Measures	31
9. Way Ahead	33
10. Appendix: Action Plan	35
11. Glossary of Acquisition Terms	47



MISSION, VISION & STRATEGIC GOALS





CG-9 MISSION

Acquire and deliver more-capable, interoperable assets and systems, and high-quality, timely services that support Coast Guard forces in executing missions effectively and efficiently.

CG-9 VISION

The Coast Guard Acquisition Directorate empowers a professional and credentialed workforce motivated by leadership, integrity and teamwork to deliver the assets and systems that increase readiness, enhance mission performance and create a safer working environment.

STRATEGIC GOALS

The following strategic goals represent the primary focus of the organization and reflect the directorate's alignment with guidance from the Government Accountability Office (GAO), the Office of Federal Procurement Policy (OFPP), the Department of Homeland Security (DHS), the DHS Office of the Inspector General, the Coast Guard and the Mission Support organization. These goals continue momentum toward continuous improvement; focus efforts to recruit, train and retain a certified, professional acquisition workforce; highlight the importance of knowledge-based decision making; and focus attention on CG-9's key core competency: the recapitalization of the Coast Guard's aircraft, cutters and mission systems.

1. Provide optimal service to the field by ensuring alignment and management of core acquisition business functions and roles and responsibilities.
2. Develop and implement departmentally aligned acquisition policies and processes.
3. Develop and implement effective and efficient decision making to maximize results and manage risk within resource constraints.
4. Recruit, develop and retain a diverse, agile, highly capable, credentialed and qualified workforce.
5. Effectively manage information across the acquisition enterprise.
6. Execute Coast Guard acquisitions within contract cost, schedule and performance parameters.

EXECUTIVE SUMMARY

The Acquisition Directorate's (CG-9) Strategic Plan—known as the *Blueprint for Continuous Improvement*—is the top-level planning document for the Coast Guard's acquisition enterprise. This edition of the CG-9 Strategic Plan leverages the progress achieved through past editions of the *Blueprint for Continuous Improvement* and the *Blueprint for Acquisition Reform*. The action plan approach of previous editions successfully established the unified and effective acquisition organization, policies, processes and stewardship that exist today within the Acquisition Directorate. This year's plan builds on that success by shifting more toward a performance measurement and management structure. The intent is to effectively balance quantitative and qualitative measures covering critical aspects of the acquisition enterprise. These measures will provide clear indications of the organization's health and help gauge our progress in improving our ability to deliver and integrate assets and services that meet Coast Guard operational requirements and represent the best value for the taxpayers.

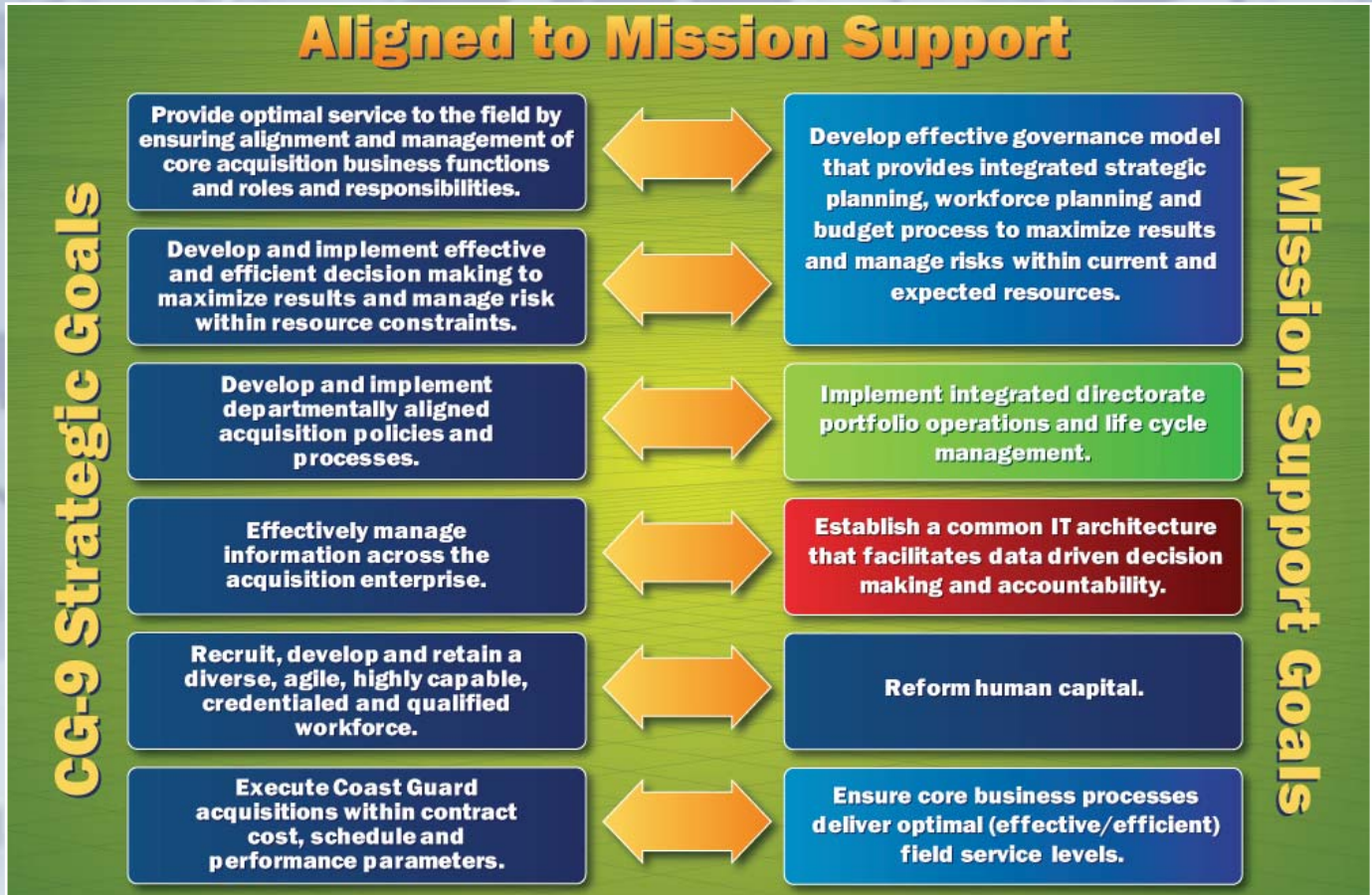
The plan's basic structure includes goals, objectives and performance measures (or metrics) that will help establish a baseline of performance and assess progress during the next two years. Each metric in the plan is assigned to a "measure manager," who is responsible for planning, executing and tracking progress toward achieving the measure. Measure managers will develop plans of actions and milestones (including specific tasks and initiatives to be undertaken, performance targets and completion timelines) to get results and report on their assigned metrics. At the executive level, the directorate will monitor each measure's major milestones. Completion of tasks and initiatives will be monitored and tracked through the *Blueprint's* Action Plan, which will be published as an appendix to the CG-9 Strategic Plan. In addition to reporting performance levels through the plan's measures, the Action Plan will enable full leadership and stakeholder visibility into the progress toward improving those measures and achieving each objective.

This edition of the CG-9 Strategic Plan also aligns with the direction set by the Coast Guard's Chief of Staff, facilitating the full integration of the Acquisition Directorate as a component of the Coast Guard's Mission Support Organization. Aligned with the Chief of Staff, the Acquisition Directorate will continue to improve its capacity and capabilities as a process-oriented, requirements-driven organization. Together with other Coast Guard partners, CG-9's new Strategic Plan renews the directorate's commitment to fielding assets that are interoperable with Coast Guard lifecycle support infrastructures to optimize total ownership cost and maximize readiness.

LINKED TO MISSION SUPPORT ORGANIZATION & DEPARTMENT OF HOMELAND SECURITY

The goals, objectives and performance measures outlined in this plan support the strategic direction and guidance from the Mission Support Organization and the Commandant. They have been developed to focus organizational attention and efforts to optimize CG-9's contributions to the accomplishment of broader Mission Support, Coast Guard and DHS goals. The Acquisition Directorate's goals correspond to the strategic intent established by the Chief of Staff as the Mission Support Strategic Plan is being developed. By assessing targets under each measure, objective and goal, this plan enables CG-9 to monitor the health and improve the performance of the Coast Guard's acquisition enterprise.

For example, one area of emphasis for the Mission Support Organization has been the management of information to enable better decision making. To support that effort, CG-9's Strategic Plan focuses attention on developing, using and monitoring Information Technology (IT) resources for the acquisition enterprise. CG-9 will promote knowledge sharing through effective management of acquisition IT toolsets and associated data outputs, thus contributing to the enterprise architecture being developed by the Mission Support Organization (including key business, financial, program management and contracting metrics).

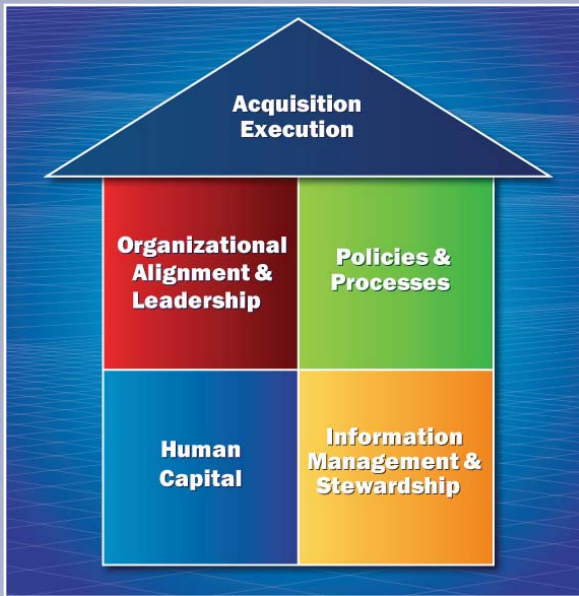


ALIGNED WITH FEDERAL GUIDANCE

Previous editions of the *Blueprint* were built on the solid foundations of the guidance published in 2008 by the GAO and the OFPP: *Guidelines for Assessing the Acquisition Function*. This framework established four major categories of activity through which a federal agency's acquisition function may be assessed: **organizational alignment and leadership; policies and processes; human capital; and information management and stewardship.**

Version 5.0 of the Strategic Plan continues that link to the GAO/OFPP framework while also reflecting the transition toward an outcome-based performance management strategic posture. Each goal in the plan is tied to a functional category established by the GAO and the OFPP. CG-9 also has added a fifth functional category—**acquisition execution**—to emphasize the directorate's core competencies in recapitalization, contracting, acquisition program management and acquisition services.

In addition to the GAO/OFPP guidance, which is the basis for the internal controls process that the directorate uses to monitor its organizational health, this edition of the plan also considers numerous



studies and reports, acquisition best practices, lessons learned and other input. The influence of these resources is reflected in the table of goals, objectives and measures developed collaboratively with subject matter experts from across CG-9 and published as the central element of the plan. The plan’s outcome-oriented approach to monitoring and tracking progress to selected milestones associated with each metric also reflects input from Mission Support, Coast Guard, DHS and Department of Defense (DoD) strategic planning models.

Adding to the “four rooms of the house” illustration in the GAO/OFPP framework, CG-9’s Strategic Plan renews the focus on acquisition execution to emphasize continuous improvement in efficient and effective program execution. The plan re-emphasizes the Acquisition

Directorate’s core responsibility: to acquire, deliver and integrate major systems that meet Coast Guard requirements within cost and schedule constraints.

PLAN STRUCTURE

The goals outlined in the CG-9 Strategic Plan represent the results that the acquisition enterprise will achieve. These goals define the strategic-level “what” and “why” of CG-9’s efforts. In order to track progress toward attaining its goals, CG-9 has set objectives that define “how” the directorate’s functional elements will accomplish the goals. Each objective has one or more performance measures and associated targets that set specific metrics and outcomes expected for each goal area.

Past editions of the *Blueprint* were built around a detailed action plan in the form of a task list aimed at guiding acquisition reform activity in each area of the GAO/OFPP “house.” While Version 5.0 shifts its central emphasis away from that action plan to focus on performance management through outcome-oriented objectives and measures, it does maintain the importance of the action plan to complete initiatives necessary for accomplishment of objectives and goals. The Action Plan from past editions of the *Blueprint* will be brought forward with Version 5.0. Key tasks, initiatives and milestones from this new edition of the *Blueprint* will be captured in the updated action plan, which will be published as an appendix to the CG-9 Strategic Plan.

The structure of *Blueprint Version 5.0* enables full accountability, oversight and monitoring as key tasks and initiatives are completed under each measure, objective and goal. By tying tasks and initiatives to those measures, objectives and goals, the plan will help establish a valid baseline assessment of CG-9 performance and more effectively track progress toward improved performance where appropriate.

MONITORING PROGRESS

The objectives and measures in the plan represent the best effort of the directorate’s key stakeholders to assess the current state of performance and set targets that will stretch the organization toward achieving its goals.

CG-9's Strategic Plan is a "living document," in the sense that stakeholders from throughout the organization work collaboratively to develop the objectives, measures and action plan milestones that will meet the Chief Acquisition Officer's goals and objectives. The processes in place to track accomplishment of earlier *Blueprint* tasks will serve as the basis for monitoring progress toward achieving the performance measure milestones published in the action plan appendix. Measure managers will report at least quarterly to the CAO on progress toward meeting milestones.

In the months ahead, CG-9 will monitor the outputs from tracking each measure, assessing the continued relevance of the plan's metrics as the directorate works toward its objectives and goals. Lessons learned from the *Blueprint* monitoring process will influence the continuation or replacement of specific metrics or milestones as the organization develops and builds upon baseline data for assessing and managing future performance. The *Blueprint* monitoring process reflects the implementation of continuous improvement as part of the culture of the Coast Guard's acquisition enterprise.

As part of a system of checks and balances, CG-9 will regularly review and assess measure managers' progress from the perspective of developing a set of balanced outcomes that align with the priorities of the Chief of Staff, the Coast Guard and DHS.



FREQUENCY OF BLUEPRINT UPDATE

The CG-9 Strategic Plan—including its goals and objectives—will be revised and published bi-annually. Progress toward achieving targets, measures and objectives—using the action plan—will be reported to the CAO quarterly and those targets will be validated each year. Since office-level and employee performance plans across the directorate will be aligned with the CG-9 Strategic Plan, publication of the *Blueprint* will be coordinated to support those efforts. Accordingly, CG-9 is adjusting the bi-annual Strategic Plan publication date to March. The next edition of the Acquisition Directorate Strategic Plan will be published in March 2012.

Each year within the strategic planning cycle, CG-9 will review the *Blueprint's* performance measures and associated Action Plan to assess progress and continued relevance. In collaboration with CG-9 executive leadership, performance measure managers will add, subtract or revise action plan milestones and tasks associated with each of the Strategic Plan's metrics to ensure that these accurately reflect trends, activities and priorities across the acquisition enterprise. All performance measure and action plan updates resulting from this annual review will be documented and published to the Strategic Plan.

ROLE OF THE ACQUISITION DIRECTORATE (CG-9)



CG-9 is responsible for the Coast Guard's current \$27 billion recapitalization investment portfolio, which includes more than 20 major acquisition programs and projects. Acquiring new assets and upgrading legacy platforms, mission systems and facilities are fundamental aspects of the process of recapitalization, which replaces obsolete and costly-to-maintain assets in order to achieve sustainable readiness in the field. These investments help ensure readiness by delivering (within cost and on schedule) the cutters; small boats; aircraft; and electronic command, control, communication, computers, intelligence, surveillance and reconnaissance (C4ISR) systems that meet specified performance requirements.

CG-9 contracts, services and manages all Coast Guard major acquisitions under authorities documented in the Federal Acquisition Regulation (FAR), DHS's Acquisition Manual, the Coast Guard's *Major Systems Acquisition Manual (MSAM)*, the Acquisition Directorate's Human Capital Strategy, and the *Coast Guard's Publication 1*.

The Acquisition Directorate has three functional divisions—Head of Contracting Activity/Director of Contracting and Procurement (CG-91); Director of Acquisition Services (CG-92); and Program Executive Officer/Director of Acquisition Programs (CG-93).

CG-91's role as the Head of Contracting Activity (HCA) and Director of Contracting and Procurement reaches far beyond the boundaries of CG-9 or Coast Guard headquarters. This executive is responsible for planning, directing, coordinating and controlling all aspects of procurement policy and operational contracting programs throughout the Coast Guard. The HCA manages all of the Coast Guard's acquisition contracts and other procurements, as well as provides direct contract support for CG-93's acquisition program managers. The HCA also ensures Coast Guard compliance with federal contract law and regulations.

Like acquisition program management, contracting follows a detailed and disciplined process. Prior to acquisition contract award, contracting officers and program managers (PMs) work together to conduct market research, acquisition planning, industry interaction, and cost and price analyses. These efforts help ensure that Coast Guard contracts

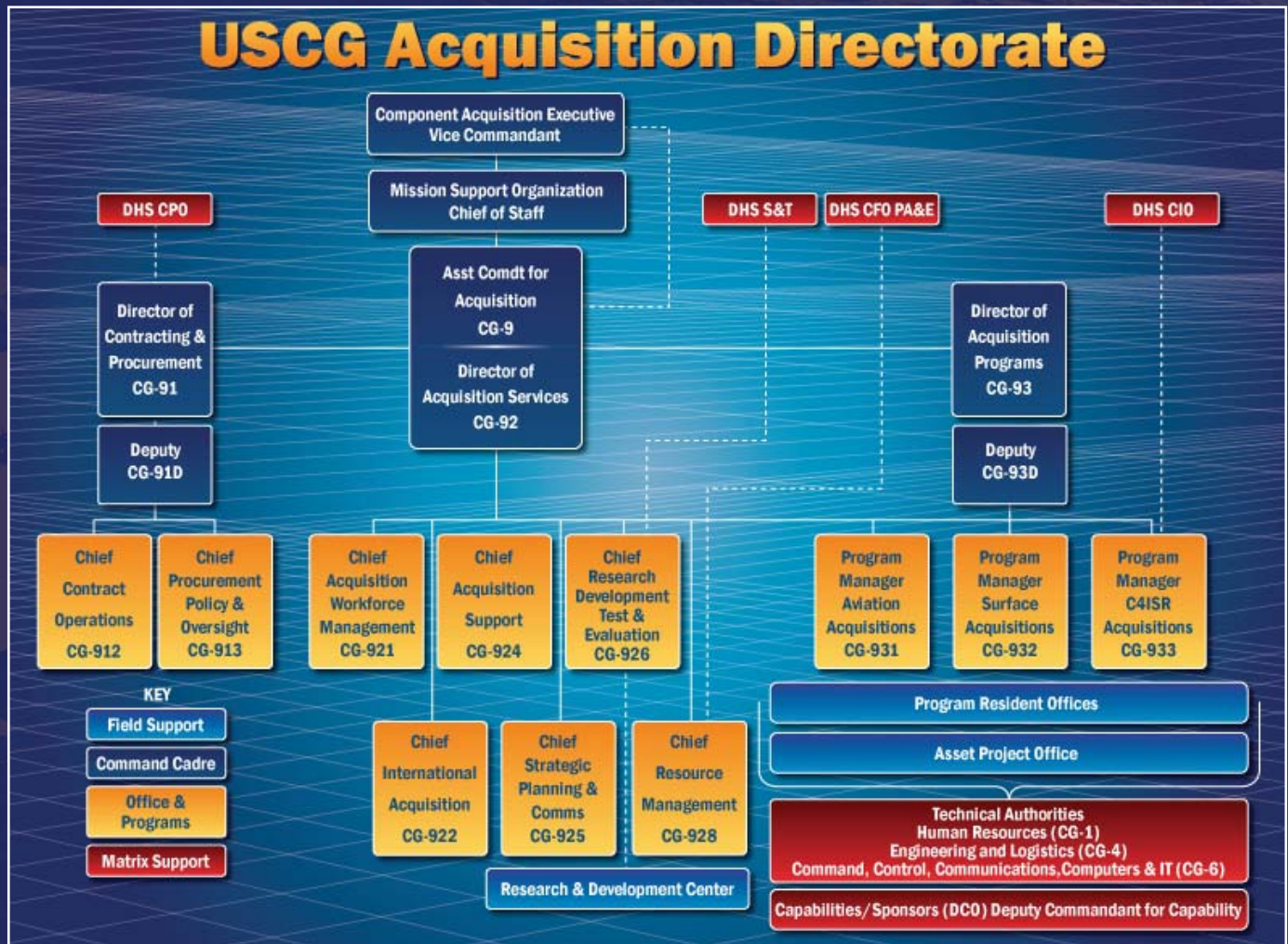




reflect sound business principles, appropriately manage risks and are effectively administered to deliver best value for the taxpayers. Once an award has been made, Coast Guard contracting officers and their technical representatives monitor contractor performance, identify risks, and take action to remedy challenges to the successful completion, delivery and acceptance of new assets.

CG-92, the Director of Acquisition Services, is responsible for supporting all aspects of the acquisition enterprise—including new program starts, cost estimation, risk assessment and management, financial management, corporate outreach, and acquisition workforce training and certification. CG-92 also provides acquisition resource management, strategic planning and communication support, and oversees the Research, Development Test & Evaluation Program and the Foreign Military Sales Program.

CG-93, the Program Executive Officer and Director of Acquisition Programs, provides certified acquisition management of the Coast Guard's Level 1 (totaling more than \$1 billion in lifecycle cost) and Level 2 (totaling between \$300 million and \$1 billion in lifecycle cost) investment programs, which deliver the service's next-generation aviation, surface and C4IT assets.



MISSION SUPPORT PARTNERSHIP

The Acquisition Directorate is a component of the Coast Guard's Mission Support Organization. Led by the Chief of Staff, the Mission Support Organization provides comprehensive support for the people; assets (including ships, aircraft and shore facilities); IT systems (including those supporting maintenance, human resources and supply management); and information (including procedures, technical documentation and training materials) that are needed by the operational community to carry out Coast Guard missions.



In addition to CG-9, the Mission Support Organization also includes the Assistant Commandant for Human Resources (CG-1), who acts as the technical authority for human integration related to newly acquired assets and systems; the Assistant Commandant for Engineering and Logistics (CG-4), who serves as the chief engineer of the Coast Guard and technical authority for engineering and logistics; and the Assistant Commandant for C4 and Information Technology (C4&IT) (CG-6), who is the technical authority for all Coast Guard C4&IT systems and solutions. This team develops, produces, delivers, integrates, supports and disposes of the materiel solutions that meet Coast Guard mission requirements.

As the Coast Guard develops mission needs and requirements, the Mission Support Organization works with the operational community, under the Deputy Commandant for Operations (DCO) and the Assistant Commandant for Resources (CG-8), to identify, define and fund solutions to meet those requirements. Additionally, the acquisition community works closely with the Assistant Commandants for Capability (CG-7) and for Intelligence and Criminal Investigation (CG-2). These organizations develop and sponsor the requirements that must be met on behalf of the operational community. Together with CG-7, CG-2 also helps set the technical standards for intelligence and other functions supported by acquisition products. Once the Coast Guard has determined to invest in a recapitalization program to deliver assets that will meet a given set of requirements, CG-9 helps to assess alternative solutions, evaluate asset performance parameters, determine costs and schedules associated with fulfilling the stated requirements, and analyze the impact that the new asset or capability will have on existing Coast Guard support infrastructure.

In addition to building close relationships with stakeholders in the Coast Guard's acquisition enterprise, CG-9 also partners with other agencies, including those of DHS and DoD, especially the U.S. Navy. These partnerships help ensure Coast Guard interoperability with its federal partners in the field and add value to the service's acquisition investments by leveraging economies of scale in procuring common systems and components, vetting cost estimates, assuring the quality of engineering designs, and evaluating acquisition risk management plans.

Within DHS CG-9 has built close working relationships with U.S. Customs and Border Protection (CBP) and other agencies. These partnerships support collaborative requirements generation and validation, alternatives analyses, technology assessments and other "pre-acquisition" efforts. As with DoD, CG-9

works with its DHS partners to support engineering, design, production, cost estimation, contracting, test and evaluation and other key acquisition activities. For example, CG-9 recently worked with CBP to assess maritime applications for land-based Unmanned Aircraft Systems technology in law enforcement operations.

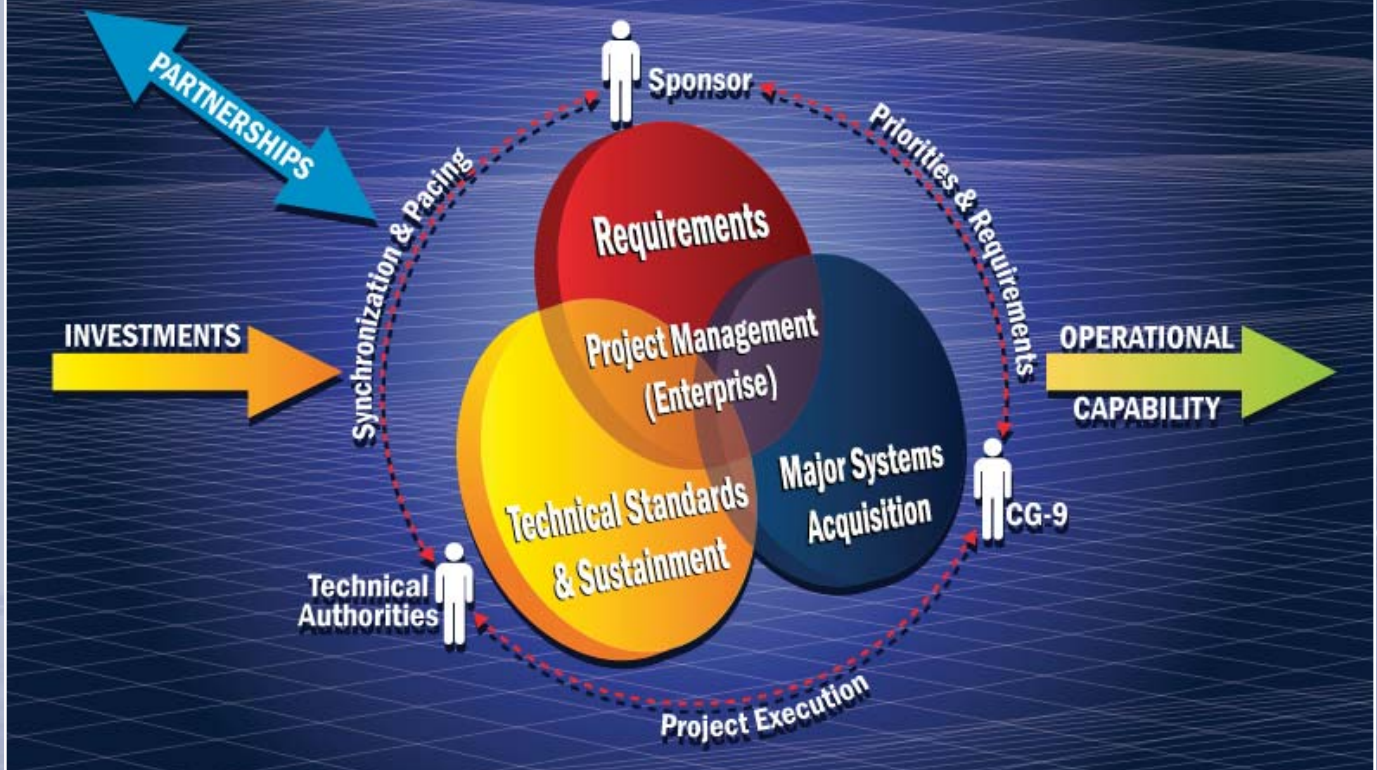


SYSTEMS INTEGRATOR MODEL

Like the United States' other armed services, the Coast Guard applies a systems engineering approach to recapitalizing its platforms and equipment. Systems engineering is the process through which a mission need is met with operationally effective and suitable products—such as the cutters, small boats, aircraft and C4ISR systems provided by CG-9's investment portfolio.

Acquisition is part of the systems engineering process, encompassing several crucial phases at the beginning of an asset's lifecycle. CG-9's responsibilities include design, production, test, delivery, integration and support planning for new and upgraded assets. In managing these phases of the systems engineering process, CG-9 complements the efforts of other elements of the acquisition enterprise (technical authorities, sponsor, budget manager), which collectively serve as the Coast Guard's Systems Integrator.

Systems Integrator Model



The Systems Integrator is responsible for all phases in the lifecycle of Coast Guard assets, from concept development to disposition. The Systems Integrator's key challenge is to balance the Coast Guard's operational requirements for capability, as championed by the DCO and the sponsors, with the constraints and considerations of technical design and affordability. Supporting this Systems Integrator concept, the Mission Support Organization is developing a new business model that features close collaboration among all functional Mission Support elements and Coast Guard headquarters, as well as forming partnerships with other agencies in the public and private sectors.

From an acquisition perspective, these relationships provide the professional and technical expertise as well as checks and balances that will ensure new and upgraded products are delivered and effectively integrated into the Coast Guard's infrastructure. Once an asset is fielded, the lifecycle support elements of the Systems Integrator ensure that the end user has the necessary support, in the form of parts, training and other products and services, to make the best use of the platforms and systems provided by recapitalization programs.

As a component of the Mission Support Organization, CG-9 is well positioned to contribute to Coast Guard systems engineering and systems integration. For example, working alongside CG-4, the Acquisition Directorate and its project staff are helping the Coast Guard transition to managing assets in robust "product lines" at key Mission Support facilities, such as the Aviation Logistics Center (ALC) and the Surface Forces Logistics Center (SFLC). At the ALC and SFLC, the Mission Support organization partnership provides lifecycle engineering, logistics, supply, bi-level maintenance, sustainment and other services for Coast Guard aircraft and surface vessels. CG-9 will soon manage a new construct called the Asset Project Office (APO), which will act as a liaison between the acquisition and logistics communities, managing the process of transitioning assets from the acquisition phases of their lifecycles to the operations and sustainment phases.

RESEARCH & DEVELOPMENT

CG-9 also supports the Coast Guard's systems engineering and systems integration efforts by managing the Research, Development, Test and Evaluation (RDT&E) Program. By conducting studies, analyses, experimentation and other activities, the RDT&E Program informs the development of both materiel and non-materiel solutions to enable Coast Guard missions. These activities help improve the products and services that CG-9 and the Mission Support Organization provide to the operational community. The RDT&E Program manages the Research & Development Center, which is located in New London, Conn. A major field activity of CG-9, the R&D Center provides applied scientific research, development, testing and evaluation of new technologies for the maritime environment. At any given time, the R&D Center is working on more than 80 projects in such areas as human factors analysis; requirements generation and pre-acquisition technical development; feasibility and affordability of new technologies; research, development, testing and evaluation of new technologies; risk management analysis throughout the acquisition process; and independent technical analysis and operational effectiveness modeling.



CG-9 also supports the Coast Guard's systems engineering and systems integration efforts by managing the Research, Development, Test and Evaluation (RDT&E) Program. By conducting studies, analyses, experimentation and other activities, the RDT&E Program informs the development of both materiel and non-materiel solutions to enable Coast Guard missions. These activities help improve the products and services that CG-9 and the Mission Support Organization provide to the operational community. The RDT&E Program manages the Research & Development Center, which is located in New London, Conn. A major field activity of CG-9, the R&D Center provides applied scientific research, development, testing and evaluation of new technologies for the maritime environment. At any given time, the R&D Center is working on more than 80 projects in such areas as human factors analysis; requirements generation and pre-acquisition technical development; feasibility and affordability of new technologies; research, development, testing and evaluation of new technologies; risk management analysis throughout the acquisition process; and independent technical analysis and operational effectiveness modeling.



of ex-Coast Guard materiel. The Coast Guard's FMS activity provides a critical link between the Coast Guard's acquisition efforts and international allies and partners. It establishes long-term partnerships and provides allied partners with access to assets that the Coast Guard uses every day. Since its establishment in 2005, the Coast Guard's FMS office has delivered more than 250 vessels—including Excess Defense Articles (EDAs)—and has more than 50 more on order, in construction or pending delivery. The FMS office maintains expertise and efforts that include international business development; interagency and U.S. government-industry coordination; technology security and disclosure analysis; FMS/EDA project delivery execution and financial management; and FMS logistics support management. The FMS activity supports the Coast Guard by helping ensure continued engagement and some degree of interoperability between the United States and friendly nations' naval and maritime law enforcement services. It also has the potential to reduce overhead costs for the Coast Guard at manufacturing facilities where both FMS and Coast Guard work is ongoing.

FOREIGN MILITARY SALES (FMS)

Additionally, CG-9 manages the Coast Guard's Foreign Military Sales (FMS) activity through the Office of International Acquisition Programs. The Office of International Acquisition Programs (CG-922) works closely with the Coast Guard's Director of International Affairs & Foreign Policy (DCO-I). DCO-I advises the Commandant on foreign policy matters and strategies, including FMS and transfers

ACQUISITION PROJECT PROFILE

AVIATION PROJECTS

HC-130J HERCULES LONG RANGE SURVEILLANCE (LRS) AIRCRAFT MISSIONIZATION AND FLEET INTRODUCTION



The Coast Guard's missionized HC-130Js feature new engines, propellers, avionics, sensors and cargo handling equipment that make this model one of the most advanced types in the United States' extensive Hercules fleet. Introduced in fiscal year (FY) 2008 at Air Station Elizabeth City, N.C., the Coast Guard's six HC-130Js have saved lives, supported Coast Guard mobility and interdicted illegal migrants and smugglers.

HC-130H LRS AIRCRAFT CONVERSION AND SUSTAINMENT

The Coast Guard is modernizing the airframes, avionics and mission systems of 16 HC-130H LRS aircraft. With deliveries of converted aircraft beginning in FY 2012, the project ensures that the Coast Guard's H-model Hercules remain safe and operationally effective through FY 2027.



HC-144A OCEAN SENTRY MARITIME PATROL AIRCRAFT (MPA)

The MPA is equipped with communication, navigation and surveillance systems, including surface search radar and an electro-optical/infrared sensor. The HC-144A is capable of stable, long endurance flights, especially important for search and rescue, maritime patrol, medical evacuation and transport missions.

MH-60J/T JAYHAWK MEDIUM RANGE RECOVERY (MRR) HELICOPTER CONVERSION PROJECTS

The Coast Guard is upgrading the airframes, avionics and mission systems of its 42 MH-60J Jayhawk MRR helicopters to operate more safely and effectively in all threat conditions, including hazardous weather search and rescue and Airborne Use of Force (AUF) missions. When the conversion project is complete, these aircraft will be re-designated MH-60T.



MH-65C/D HELICOPTER CONVERSION AND SUSTAINMENT PROJECTS

The Coast Guard's MH-65 Dolphin Short Range Recovery (SRR) helicopters are vital land- and cutter-based assets, capable of performing a variety of missions, including search and rescue and AUF. The conversion and sustainment project modernizes the Coast Guard's 101 Dolphins and extends their service life through 2027.

UNMANNED AIRCRAFT SYSTEMS (UAS)

UASs consist of unmanned aerial vehicles, mission payloads, launch and recovery and command and control equipment. The Coast Guard is researching both land- and cutter-based UASs that could extend the intelligence, surveillance and reconnaissance capabilities of its manned surface and aircraft assets. Following this research, the Coast Guard will develop an acquisition strategy to identify and acquire land-based, mid-altitude, long range UASs, as well as low-altitude, cutter-based UASs to fulfill mission requirements.

U.S. Navy Fire Scout UAS



U.S. Customs and Border Protection "Guardian" Predator UAS

NATIONAL SECURITY CUTTER (NSC)

The Legend-class National Security Cutters (NSCs) are the centerpieces of the Coast Guard's new surface fleet. The NSCs are the most capable and technologically advanced white-hull patrol cutters the Coast Guard has developed, featuring 12,000-nautical-mile range, 60-day endurance cycle and robust command, control and defense systems. The eight NSCs, which began delivery in FY 2008, will extend the Coast Guard's presence in all regions, including the hazardous North Pacific.



Conceptual Rendering

OFFSHORE PATROL CUTTER (OPC)

The Offshore Patrol Cutter (OPC) project will provide a surface asset that fills the operational capability gap between the National Security Cutter and the Fast Response Cutter. The OPC will replace the Coast Guard's current 210-foot and 270-foot Medium Endurance Cutters. Destined to become the workhorses of the Coast Guard's fleet, the 25 OPCs will operate beyond 50 nautical miles from shore, where

the nation's interests require the Coast Guard's unique blend of authorities and 21st century mission capabilities.

FAST RESPONSE CUTTER (FRC)

The Coast Guard will deliver 58 Sentinel-class Fast Response Cutters (FRCs). Acquiring these 154-foot vessels is an important step toward meeting the Coast Guard's mission requirements and replacing the aging fleet of Island-class 110-foot patrol boats.



Conceptual Rendering



IN-SERVICE CUTTERS – MISSION EFFECTIVENESS PROJECT (MEP)

Until new assets like the OPC and FRC are delivered, the Coast Guard is investing in a sustainment program called the Mission Effectiveness Project (MEP) for the 210-foot and 270-foot Medium Endurance Cutters (WMECs) and the 110-foot Island-class patrol boats (WPBs). The MEP, which is carried

out during maintenance availabilities at the Coast Guard Yard in Curtis Bay, Md., will improve these assets' operational availability, increase their reliability and help manage rising maintenance costs by installing equipment that is more easily maintained and supported.

RESPONSE BOAT – MEDIUM (RB-M)

The 45-foot Response Boat-Medium (RB-M) is replacing the Coast Guard's aging 41-foot utility boats and other non-standard boats. The RB-M's design is based on proven technology, including twin water jet propulsion engines capable of greater than 40 knots speed and an operating range of 250 miles. The 45-foot boats are equipped with state-of-the-market navigation and a command, control and communication electronics suite that will improve boat crews' situational awareness and mission readiness. The Coast Guard is acquiring 180 RB-Ms.



RESPONSE BOAT - SMALL (RB-S)

Response Boat-Small (RB-S) was developed in a direct response to the need for additional Homeland Security assets in the wake of the September 11th terrorist attacks. With a contract option for up to 500 standard response boats (470 for the Coast Guard, 20 for DHS and 10 for the U.S. Navy), the Defender-class acquisition is one of the largest boat buys of its type in the world.

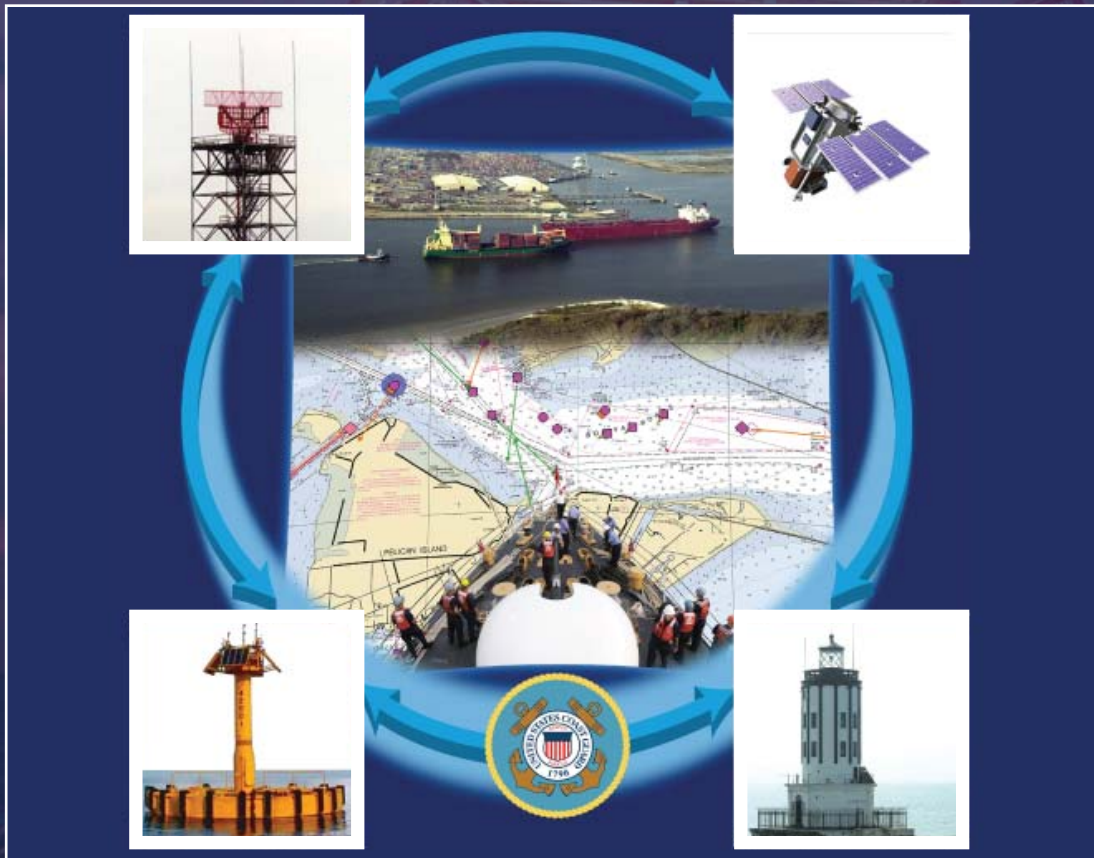
C4ISR/COMMON OPERATING PICTURE

The Coast Guard's Command, Control, Communication, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) acquisition projects encompass the sensors, IT networks, communications, and command and control equipment, systems, and software used for collecting and processing information in support of mission execution. The Coast Guard's C4ISR projects modernize and upgrade the capabilities of new and in-service assets, including cutters, aircraft and shore facilities.



NATIONWIDE AUTOMATIC IDENTIFICATION SYSTEM (NAIS)

NAIS is a data system designed to enhance navigation safety, the maritime transportation system and Maritime Domain Awareness by providing the shore-side communications, network and processing capability to exchange Automatic Identification System (AIS) data in major U.S. ports and from U.S.-bound vessels.



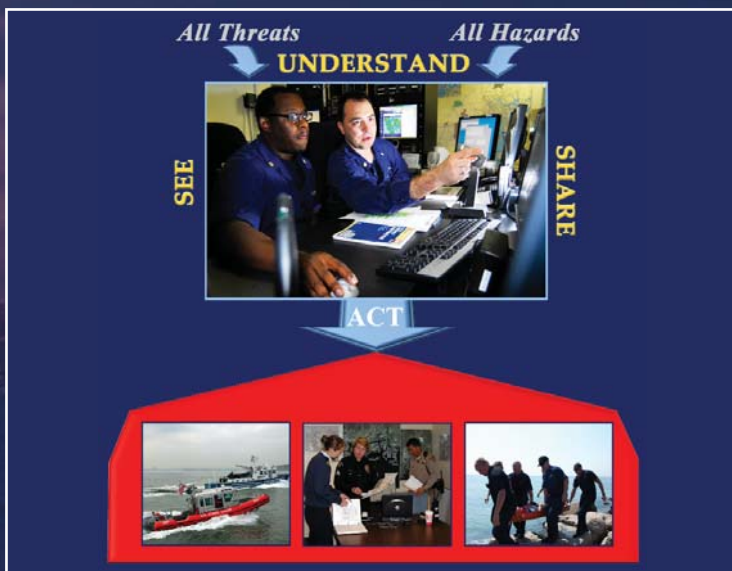
COAST GUARD LOGISTICS INFORMATION MANAGEMENT SYSTEM (CG-LIMS)



The Coast Guard is modernizing its ability to provide lifecycle support for its assets. The Coast Guard Logistics Information Management System (CG-LIMS) project will be an important component of that effort by providing a centrally managed, integrated, enterprise-wide logistics IT system supporting all assets.

RESCUE 21

Rescue 21 is the Coast Guard's new command, control and communications system for all missions in the coastal zone. Beginning in 2007 and continuing through 2017, Rescue 21 is replacing the aging National Distress and Response System. With its increased communications coverage and advanced direction-finding capabilities, Rescue 21 already has been instrumental in saving more than 15,000 lives.



INTERAGENCY OPERATIONS CENTERS (IOC)/ COMMAND 21 (C21)

IOC/C21 will transform Sector Command Centers into Interagency Operations Centers by improving facilities, information management and sensor capabilities in an action oriented, proactive security environment.

CORNERSTONE PRINCIPLES FOR ACQUISITION MANAGEMENT

The Coast Guard developed and relies on eight fundamental principles—or “cornerstones”—to ensure that it continues to effectively and efficiently manage its capital investment portfolios. These eight cornerstones reflect government and industry best practices, as well as lessons learned through internal and external relationships.

CHECKS AND BALANCES

The integration that exists between the Acquisition Directorate, the sponsor and technical authorities is crucial to ensuring that assets and systems are designed and built to meet unique Coast Guard mission requirements. Additionally, it is crucial that the Coast Guard’s acquisition programs effectively control cost, manage contracts and oversee the quality and timeliness of supplier work and products. Each Coast Guard investment decision must balance performance requirements, cost and schedule to achieve the best value for the taxpayer and deliver capability to the field.

ORGANIC COAST GUARD CERTIFICATION

The Coast Guard’s mission set is unique among all federal agencies. As an operational agency and armed service, the Coast Guard must ensure that its assets meet strict performance and contract requirements. Ultimately, the Coast Guard must maintain its own expertise and responsibility to certify operational assets, strengthen the service’s ability to manage its own acquisition projects, control schedules and costs, and ensure operational efficiency and effectiveness.

STANDARD REFERENCE FOR ACQUISITION MANAGEMENT

Major system acquisitions (Level 1 and 2 investments) are complex and require standardized process and procedures to ensure successful delivery. The Coast Guard maintains a reliable source for management procedures, the *Major Systems Acquisition Manual (MSAM)*, which establishes and standardizes processes across the entire acquisition project management lifecycle, as well as defines roles and responsibilities of all participants in these processes. The *MSAM* also establishes documentation procedures and ensures adequate oversight of contractors, mandates proven acquisition procedures and ensures that each acquisition project is managed in a sustainable and repeatable way.

ROBUST STRATEGIC PLANNING

Development of a Strategic Plan, and measuring the successful achievement of goals and objectives under that plan are essential to the success of any enterprise. The Acquisition Directorate’s Strategic Plan—the *Blueprint for Continuous Improvement*—outlines and tracks progress toward those objectives and is aimed at strengthening the way the Coast Guard acquires its new assets and systems.

COMMITMENT TO TRANSPARENCY

The Coast Guard cannot be successful without complete and appropriate transparency of processes to oversight authorities, including agency leadership, DHS executive authorities and Congress. Fostering transparency in Coast Guard acquisition has increased information flow, improved the understanding of complex acquisition issues, identified areas for continuous improvement, and elevated trust among CG-9's stakeholders.

AVOIDANCE OF DUPLICATION OF EFFORT THROUGH ROBUST PARTNERSHIPS

There are aspects of many Coast Guard missions that provide opportunities for partnerships with other federal agencies. The Coast Guard has a long history of fostering effective partnerships in nearly every area of its mission portfolio. Avoidance of duplicative efforts in acquisition services and project execution is another way the Coast Guard manages its investments as a good steward of the taxpayers' dollars. Collaborative effort across organizational boundaries, with partners in DHS, DoD and elsewhere, also enables better interoperability and logistics support.

INDEPENDENT VALIDATION

While the Coast Guard alone is the final authority for the certification of its operational assets and systems, the service must maintain its commitment to independent validation and verification of its business processes, cost estimates and technical designs through third-party experts. Independent assessments, in many cases, provide valuable input to the Coast Guard's own certification process, allowing agency engineers to make better-informed decisions regarding the designs and operational capabilities of new assets. Independent validation and verification also avoid duplication of effort by making use of expertise in other government and private sector entities to inform Coast Guard processes.

DEPARTMENTAL OVERSIGHT

Departmental oversight and authority play a very important role in Coast Guard acquisition processes. That oversight and authority is sought and exercised at key project milestones, or Acquisition Decision Events. All Level 1 acquisition projects (valued at greater than \$1 billion lifecycle cost) require DHS decision authority before proceeding at each of those milestones. The Coast Guard regularly briefs the DHS acquisition executive on the status of all investments, including progress, challenges and risks.

"Our piece is to be aggressive in our management of the acquisition process so that we control costs, manage risks and bring these systems on board at the lowest dollar figure we can."

**- John P. Carrier, Vice Admiral, Chief of Staff,
United States Coast Guard**

ASSESSING THE ACQUISITION FUNCTION

This Acquisition Directorate Strategic Plan was developed through consideration of numerous studies and reports, acquisition best practices, lessons learned, and other input.

The *Blueprint* is built around Government Accountability Office (GAO) and Office of Federal Procurement Policy (OFPP) guidance for assessing the health of acquisition performance in federal agencies. That guidance, published by GAO in 2005 as the *Framework for Assessing the Acquisition Function at Federal Agencies* and by OFPP in 2008 as the *Guidelines for Assessing the Acquisition Function*, establishes four major categories of activity through which a federal agency's acquisition function may be assessed: **organizational alignment and leadership; policies and processes; human capital; and information management and stewardship.** In past editions of the *Blueprint*, relevant actions were grouped and tracked under each of these categories to achieve necessary acquisition reforms.

Strategic Intent



Version 5.0 of the CG-9 Strategic Plan continues that link to the GAO and OFPP framework. Each goal is tied to a functional category established by that framework. To emphasize and renew focus on the Acquisition Directorate's core competencies in acquisition management, an additional goal under a fifth category—**acquisition execution**—was added to the plan. By maintaining a foundational linkage to the GAO/OFPP, this Strategic Plan will help establish a baseline of performance around the critical processes and procedures identified in the framework. Additionally, it uses the functional elements of the framework to identify areas for continued improvement, with objectives and measures established for critical areas of the acquisition enterprise. Ultimately, this Strategic Plan helps to inform the Coast Guard's leadership about the accomplishments and challenges encountered by the acquisition enterprise and supports the service's strategic decision-making process.

While the link to GAO/OFPP's framework remains strong, this edition of the CG-9 Strategic Plan represents a significant shift in focus to outcome-oriented goals, objectives and performance measures. These goals, objectives and performance measures drive the performance outcomes that CG-9 will achieve through the use of consistent, standardized acquisition policies and processes, especially those detailed in the *MSAM*. As a matter of policy in contracting and acquisition management, CG-9 is committed to institutionalizing a culture of full transparency, to improve all stakeholder satisfaction with CG-9's processes and delivery of effective products and services to the field.

Supported by CG-9's Acquisition Human Capital Strategy, this Strategic Plan also sets goals for managing the unique requirements of the professional acquisition workforce. That workforce must have the skills, experience and certifications necessary to plan, contract, manage and monitor the Coast Guard's procurement and major acquisition programs. CG-9 is committed to workforce career development, especially in the crucial areas of program management, contracting, business and financial management, and lifecycle logistics planning.

Finally, this Strategic Plan supports the Coast Guard's effort to manage information to enable better decision making across the acquisition enterprise. CG-9 fully supports the Mission Support organization's effort to construct an Enterprise Architecture (EA). Through the collaborative use of IT resources that collect and analyze Mission Support data, the EA will help the Mission Support organization's functional elements to develop comprehensive information products. CG-9's Strategic Plan ensures that the acquisition enterprise contributes relevant data to the EA by capturing, monitoring and measuring performance using key business, financial and program management metrics, verifying processes through a balanced system of internal controls, and by sharing knowledge with CG-9's partners. It also ensures that CG-9 is a good steward of taxpayers' dollars by setting objectives for building time-saving and cost-saving knowledge in the areas of requirements development, resource allocation, program management and supplier oversight.



MAPPING GOALS TO OBJECTIVES AND PERFORMANCE MEASURES

Shifting to a performance measurement and management structure, Version 5.0 of the CG-9 Strategic Plan is built around defined objectives and performance measures, which map the major outcomes and milestones that the Acquisition Directorate will use to monitor progress toward achieving its strategic goals.



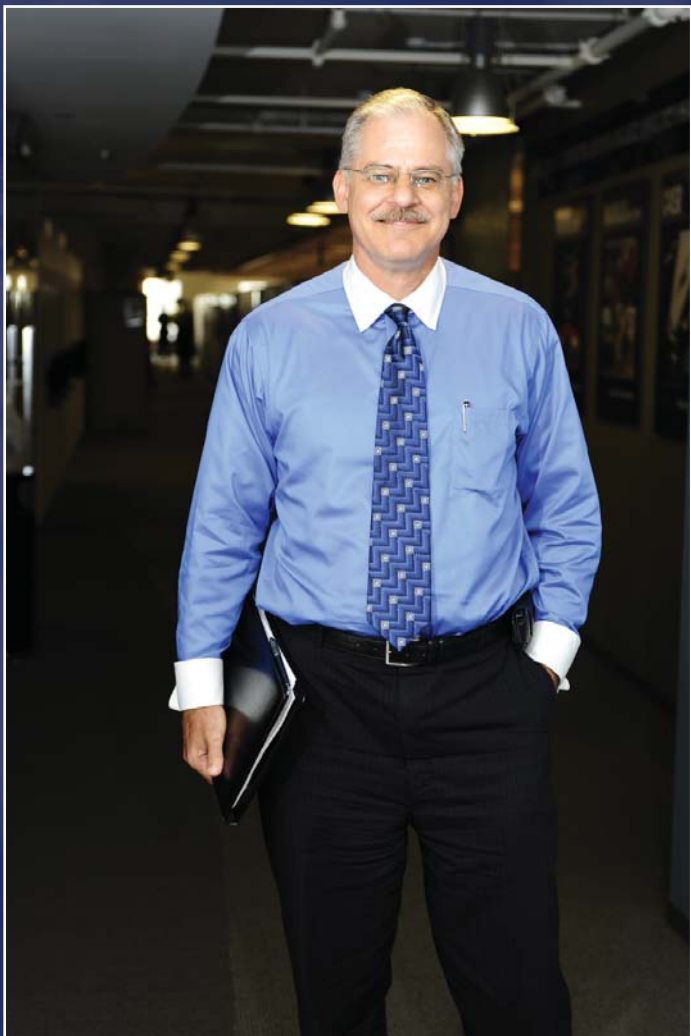
During the period of acquisition reform, which began in 2007, the directorate established key processes, procedures and practices using a detailed Action Plan. That plan was the primary focus of previous editions of the *Blueprint* and included specific tasks, assigned to each office within the directorate, to achieve acquisition reform. By focusing on and maintaining accountability for the *Blueprint* action plan each year, the Coast Guard was able to successfully reform its acquisition enterprise and transition to a state of continuous improvement.

Version 5.0 of the Strategic Plan provides an appropriate pivot point to establish a performance baseline and focus on crucial performance areas within the acquisition enterprise. While the Acquisition Directorate will continue to use the action plan to manage and track completion of specific

tasks related to each objective and performance measure, the primary focus of the Strategic Plan has turned to real performance objectives and measures to establish an effective performance baseline and track progress toward improved performance outcomes.

The objectives and measures in Version 5.0 describe categories of activity that each of CG-9's functional elements will undertake to achieve a given outcome. Again, CG-9's strategic goals were developed based on guidance from

the Commandant and to align with the GAO/OFPP guidance and Mission Support Organization goals. Objectives were identified to address key functions necessary to accomplish each goal. Performance measures were then developed to define one or more metrics to track progress toward each objective. This building block approach enables more efficient performance management by providing real links at each building block level—performance measure, objective and goal.



For example, the first goal of this edition of the Strategic Plan is to “align and manage core acquisition business functions, roles and responsibilities for providing optimal service to the field.” Since “optimal service to the field” can be measured in terms of customer satisfaction levels (with customers including operational sponsors, technical authorities and contracting officer’s technical representatives), the objective for this goal is to “improve overall customer satisfaction with CG-9 service.” The performance measure under that objective, which establishes the metric for measuring success, is “CG-9 customer satisfaction.” That measure is tracked through regular surveys and other assessments of CG-9’s customers to gauge and quantify satisfaction levels. Based on the measurement of satisfaction through those surveys, CG-9 leadership will be able to monitor progress toward ultimately achieving the goal.

This structure of goals, linked to objectives and trackable performance measures, enables more effective action planning to address gaps and work toward continuous improvement.



Each performance measure in the Strategic Plan has been defined and assigned to a specific office chief or program manager for management. These “measure managers” are responsible for developing detailed targets and initiatives, with plans of action and milestones to achieve the level of performance identified in the objective.

Making use of the *Blueprint's* Action Plan, performance measure managers will ensure that tasks are completed and

milestones met to achieve the performance outcomes identified in the objectives and measures. Once each measure manager develops a detailed Plan of Actions and Milestones (POAM) to achieve their assigned measure and objective, key tasks and milestones from those POAMs will be included in the updated action plan—with completion dates. That Action Plan—which will include outstanding actions from previous editions of the Strategic Plan—is included as an appendix to this edition of the *Blueprint*.

By following the strategy and measuring progress as outlined in the *Blueprint*, CG-9 will be able to establish a baseline of performance to assess overall progress toward achieving the Acquisition Directorate’s overarching mission.



PRIORITIZATION

The ultimate aim of the CG-9 Strategic Plan is to accomplish the mission of the Acquisition Directorate. Each goal, objective and performance measure in the plan contributes to that mission. The goals and objectives in the plan were developed collaboratively with stakeholders to provide a cumulative outcome toward accomplishing the CG-9 mission. Because the ultimate desired outcome is cumulative in nature, each goal and objective is viewed with equal importance by the directorate.



Specific tasks identified to achieve the objectives will be prioritized based on importance, time, cost and complexity. CG-9 will follow an action plan prioritization process similar to that used for previous editions of its Strategic Plan. Each measure manager will identify key tasks and provide those for inclusion in the action plan. Based on the individual plan, the measure manager will also provide a summary of time and resources necessary to complete the task, as well as an assessment of related tasks and actions. Those actions and tasks will then be prioritized and documented to enable sustained achievement of measures and objectives.

Each year, the Action Plan will be reviewed and assessed to ensure that priorities are aligned and that efficient progress is being made toward each goal. Where necessary, priorities may be shifted by CG-9 leaders based on resources and changes in the acquisition environment. If such a change is necessary, it will be fully documented to include an assessment of any impact the change might have on other actions or objectives in the plan.



MONITORING PROGRESS

Progress toward each objective and goal will be monitored throughout the year by tracking and reporting each performance measure. In this way, CG-9 leaders will have continued visibility into the performance health of the acquisition enterprise.

While the performance measures themselves will provide a snapshot of the performance health at each report, progress toward completion of key action items will also be tracked to monitor efforts

toward improvement. The Action Plan identifies major tasks and milestones that will help improve CG-9's performance. As those tasks are completed, performance measures will be improved and objectives will be achieved.

CONTINUOUS IMPROVEMENT

ESTABLISHING A PERFORMANCE BASELINE

While providing an enhanced performance measurement and management structure, this new edition of CG-9's Strategic Plan also supports the strategic intent of the Mission Support Organization, the new leadership of the Coast Guard, and DHS. The measures and outcomes in Version 5.0 will help the service to establish a positive correlation between the Acquisition Directorate's key functions, business practices and the objectives of the Mission Support Organization. The measures and outcomes in this edition of the Strategic Plan will set a baseline of performance for Coast Guard leadership to use in the development of acquisition strategies, resource plans and mission requirements. Ultimately, the acquisition community's successful implementation of this plan will be reflected in the delivery of new and improved capabilities for the operational community, led by the DCO.

BEST PRACTICES

A "best practice," the most efficient and effective way of accomplishing a given task, is gleaned through experience and captured in proven and repeatable procedure. Federal acquisition agencies and private enterprise provide a rich vein of best practices that the Coast Guard has mined effectively to inform past editions of the *Blueprint* and updates to the *MSAM*. Adhering to established processes from the *MSAM* and other guidance, CG-9 regularly incorporates both public- and private-sector best practices. These include the collection, analysis and use of lessons learned to improve acquisition business processes and the emphasis on data-driven decision making. The *Blueprint Version 5.0* reinforces the need to continually seek best practices and other collaborative ideas and develop common solutions to acquisition challenges.

SURVEYS/ASSESSMENTS/ANALYSES

CG-9 makes use of various internal and external assessment tools to gauge organizational health and assess the effectiveness of the *Blueprint* and other planning tools. For example, in the area of human capital management, the Coast Guard uses the Office of Personnel Management Organizational Assessment Survey—a research-based, standardized culture/climate survey that measures 17 dimensions of organizational climate that are critical to high performance—and the Federal Managers Financial Integrity Act internal controls assessment. These tools continue to inform successive editions of the *Blueprint* and CG-9's *Human Capital Strategic Plan*.

Additionally, the Acquisition Directorate conducts its own surveys of stakeholder communities within and outside CG-9 to gauge current performance and customer perceptions. An example is the CG-9 Customer Satisfaction Survey. This instrument, along with the annual CG-9 Self Assessment, contributes to the directorate's strategic planning process by informing goals and objectives, providing input to performance measure and developing outcomes.



GAO/DHS OIG RECOMMENDATIONS

As noted, the GAO and the DHS Office of the Inspector General (OIG) have played important roles in shaping successive revisions to the *Blueprint*. CG-9 fully participates in audits conducted by oversight agencies and incorporates the results, findings and recommendations into the strategic planning process.

For example, in its 2009 to 2010 audit of the *Blueprint*, the DHS OIG recommended that the Coast Guard “establish a methodology for assessing progress in implementing the *Blueprint*... by measuring outcomes and not outputs.” The Coast Guard concurred with this recommendation and, with the *Blueprint Version 5.0*, has restructured the previous edition’s action plan as a strategic-level matrix of objectives, measures and target outcomes. These maintain the high-level strategic focus of the *Blueprint* and will empower the measure managers to develop their own detailed plans and functional teams to achieve the desired outcomes.

The DHS OIG also recommended that CG-9 “establish priorities among the [*Blueprint*] actions... identifying interrelationships and the sequence for accomplishing tasks in a building block approach.” In preparing the the Action Plan for this new edition of the *Blueprint*, CG-9 leadership, office chiefs, division chiefs and program managers will work collaboratively to prioritize tasks and actions to successfully achieve each measure and objective.

Finally, the DHS OIG's audit recommended evaluating "and tak[ing] corrective actions to mitigate the effect of delayed completion of action items on acquisition reform." In addition to making the prioritization of objectives and measures more collaborative, CG-9 has developed and implemented a new model for linking measures and outcomes to enterprise goals and objectives. These, in turn, are aligned closely with the goals and objectives of the Coast Guard's Mission Support Organization, DHS and guidance from the OFPP and GAO. A crucial development for *Blueprint Version 5.0* is assigning each measure a manager who will develop detailed plans to meet the desired performance outcome.

LEGISLATION

The Coast Guard works closely with Congress to ensure proper oversight of the service's \$27 billion recapitalization investment portfolio. CG-9 is committed to good stewardship of the taxpayer's investment, including implementing measures required through congressional legislation and meeting the agency's reporting obligations.

INTERNAL CONTROLS

Like the *Blueprint*, CG-9's system of internal controls is aligned with the OFPP/GAO acquisition assessment framework. The internal controls system identifies key processes and tests to ensure the effectiveness of those processes. CG-9 collaboratively and regularly reviews its controls system and tests to ensure that they accurately reflect the current state of the organization and the products and services that it provides.





"While recapitalization of our aging, costly to maintain assets and infrastructure is critical to meet today's missions, equally important is the Coast Guard's transition to a function-based organization that improves sustainable mission execution and standardizes and aligns our business processes."

-Ronald J. Rábago, Rear Admiral,
United States Coast Guard,
Assistant Commandant for Acquisition

GOALS, OBJECTIVES, & PERFORMANCE MEASURES

GOAL 1:

Provide optimal service to the field by ensuring alignment and management of core acquisition business functions and roles and responsibilities.

Objective 1.1: Improve overall customer satisfaction with CG-9 service.

<i>Performance Measure</i>	<i>Measure Manager</i>
1.1.1: CG-9 customer satisfaction	CG-925
1.1.2: Increase customer understanding of acquisition and procurement processes	CG-912

GOAL 2:

Develop and implement departmentally aligned acquisition policies and processes.

Objective 2.1: Develop CG-9-approved Project Life Cycle Cost Estimates (PLCCEs) for all projects.

<i>Performance Measure</i>	<i>Measure Manager</i>
2.1.1: Percent of projects with approved PLCCEs	CG-93SA

Objective 2.2: Ensure compliance with acquisition policy.

<i>Performance Measure</i>	<i>Measure Manager</i>
2.2.1: Percent of projects Major Systems Acquisition Manual (MSAM) compliant	CG-924
2.2.2: Federal Procurement Data System-Next Generation (FPDS-NG) data accuracy	CG-913
2.2.3: Percent of contracts Contractor Performance Assessment Reporting System (CPARS) compliant	CG-912

Objective 2.3: Ensure efficient financial management.

<i>Performance Measure</i>	<i>Measure Manager</i>
2.3.1: Percent obligated compared to targets	CG-928
2.3.2: Percent expended compared to targets	CG-928
2.3.3: Contracts awarded and date entered into the accounting system after award	CG-928

GOAL 3:

Develop and implement effective and efficient decision making to maximize results and manage risk within resource constraints.

Objective 3.1: Promote stability in the Coast Guard's Capital Investment Plan (CIP).

<i>Performance Measure</i>	<i>Measure Manager</i>
3.1.1: Percent of projects stably funded year to year in the CIP	CG-928

Objective 3.2: Ensure Acquisition Program Baseline (APB) alignment with the CIP.

<i>Performance Measure</i>	<i>Measure Manager</i>
3.2.1: Percent of projects where the APB fits into the CIP	CG-928

Objective 3.3: Establish Coast Guard project priorities.

<i>Performance Measure</i>	<i>Measure Manager</i>
3.3.1: Project priority list	CG-928

GOAL 4:

Recruit, develop and retain a diverse, agile, highly capable, credentialed and qualified workforce.

Objective 4.1: Minimize vacancy across the acquisition workforce.	
<i>Performance Measure</i>	<i>Measure Manager</i>
4.1.1: Vacancy rate	CG-921
4.1.2: Turnover rate	CG-921
4.1.3: Average vacancy duration	CG-921
Objective 4.2: Improve overall employee satisfaction within CG-9.	
<i>Performance Measure</i>	<i>Measure Manager</i>
4.2.1: CG-9 employee satisfaction	CG-921
Objective 4.3: Increase the level of CG-9 workforce certifications.	
<i>Performance Measure</i>	<i>Measure Manager</i>
4.3.1: Percent of positions filled with personnel meeting DHS-required certifications	CG-921
4.3.2: Percent of positions filled with personnel meeting CG-9 critical acquisition position required certifications	CG-921
Objective 4.4: Improve CG-9 workforce diversity.	
<i>Performance Measure</i>	<i>Measure Manager</i>
4.4.1: CG-9 workforce diversity compared to Coast Guard-wide and federal government-wide	CG-921

GOAL 5:

Effectively manage information across the acquisition enterprise.

Objective 5.1: Reduce acquisition and procurement document approval cycle time.	
<i>Performance Measure</i>	<i>Measure Manager</i>
5.1.1: Average time for MSAM document completion and approval	CG-924
5.1.2: Establish and baseline Procurement Action Lead Times (PALT) for contract actions	CG-912
Objective 5.2: Improve and standardize acquisition information management toolsets.	
<i>Performance Measure</i>	<i>Measure Manager</i>
5.2.1: Assess and standardize CG-9 information management tools	CG-92
5.2.2: Percent of offices using approved CG-9 knowledge management tools	CG-92

GOAL 6:

Execute Coast Guard acquisitions within contract cost, schedule and performance parameters.

Objective 6.1: Improve program execution.	
<i>Performance Measure</i>	<i>Measure Manager</i>
6.1.1: Percent of projects within contract cost	CG-93SA
6.1.2: Percent of projects within contract schedule	CG-93SA
6.1.3: Percent of projects satisfying contract technical performance	CG-93SA
Objective 6.2: Improve probability of project success.	
<i>Performance Measure</i>	<i>Measure Manager</i>
6.2.1: Percent of projects in green (80-100), yellow (60-79) and red (0-59) overall status in Probability of Project Success (PoPS)	CG-924

WAY AHEAD



CONTINUOUS TRACKING

CG-9 will use a formal quarterly reporting process to track progress toward achieving the CAO's goals and objectives. That quarterly report will be supported by monthly monitoring of the Action Plan to track completion of tasks and milestones associated with each performance measure. During this continuous tracking process, CG-9 will review performance measure targets and tasks to ensure that acquisition remains appropriately aligned with stakeholders under the Mission Support Organization, as well as with stakeholders outside Mission Support, including the operational community, led by the DCO.

MEASURING PROGRESS AGAINST A BASELINE

The measures and target outcomes developed for the *Blueprint Version 5.0* will establish a performance baseline for future assessment. Because CG-9 is a relatively young organization, the metrics selected for this edition will require monitoring and possible refinement in future editions of the Strategic Plan. The directorate intends to achieve continuous improvement by defining and leveraging increasingly effective metrics to track performance, gauge progress, and improve future planning and assessments of the Coast Guard's acquisition enterprise. Each subsequent version of the *Blueprint* will reflect that focus on continuously improving the plan's measurement effectiveness.

"As the Coast Guard continues to improve its acquisition processes, we derive significant benefit from the Department of Homeland Security's oversight and guidance. Together, we ensure that Coast Guard investments deliver effective and efficient capabilities to the men and women performing our critical missions."



-Sally Brice-O'Hara, Vice Admiral, United States Coast Guard
Vice Commandant and Component Acquisition Executive

CG-9 BLUEPRINT APPENDIX: v5.0 ACTION PLAN

INTRODUCTION

The following Action Plan aligns specific activities with each of the goals, objectives and performance measures in the *Blueprint for Continuous Improvement, v5.0*. The action items identified in this Action Plan are aimed at achieving the broader goals outlined in the Strategic Plan.

As part of the Action Plan development, each outstanding action item from previous versions of the *Blueprint* Action Plan was reviewed to ensure that it was appropriately considered, captured and documented. Some action items from previous versions align very closely with new action items in version 5.0 and have been closed with documentation to refocus associated work efforts to the new action items. Previous years' action items that remained open have been brought forward and are included in version 5.0 to ensure continued tracking and completion.

Performance Measure Managers are responsible for completing action items under their respective performance measures, and will lead elements from across the directorate to accomplish their tasks and report progress.

At the executive level, the directorate will regularly report progress to leadership and select stakeholders. Lessons learned by completing these tasks will help inform and adjust the goals, objectives, performance measures and action items in future editions of the *Blueprint*.

As the Coast Guard's acquisition enterprise continues to improve, CG-9's Strategic Plan and its associated Action Plan will keep pace. This will ensure that the Acquisition Directorate's military and civilian employees have the best possible guidance, clear policies and processes, attainable human capital strategies and the necessary knowledge and information management tools with which to deliver new and upgraded assets that meet Coast Guard mission requirements.

Green shading indicates Blueprint v3.0/4.0 action item brought forward into v5.0. [Bracketed office has action]

CG-9 BLUEPRINT V5.0 APPENDIX: ACTION PLAN

GOAL 1:

Provide optimal service to the field by ensuring alignment and management of core acquisition business functions, roles and responsibilities.

Objective 1.1: Improve overall customer satisfaction with CG-9 services

Performance Measure: 1.1.1 CG-9 customer satisfaction

Performance Measure Manager: Office of Strategic Planning & Communication (CG-925)

#	Action Item	Measurable Outcome	Planned Complete
1.1.1.1	CG-9 offices develop and begin implementing customer satisfaction improvement plans based on findings in the 2010 CG-9 <i>Customer Satisfaction Survey</i> .	Customer satisfaction improvement plans from CG-91, CG-92 and CG-93 appropriately documented and initial progress report completed.	2Q FY11
1.1.1.2	CG-9 conducts focus group meetings and regular progress reports with acquisition stakeholders.	Customers identified and first CG-9 customer focus group meeting completed.	3Q FY11
1.1.1.3	Develop, deploy and analyze 2011 CG-9 <i>Customer Satisfaction Survey</i> .	2011 survey and analysis report completed.	1Q FY12
1.1.1.4	CG-9 offices update customer satisfaction improvement plans based on findings in the 2011 CG-9 <i>Customer Satisfaction Survey</i> .	Customer satisfaction improvement plans from CG-91, CG-92 and CG-93 updated and briefed to CG-9 leadership.	2Q FY12

Performance Measure: 1.1.2: Increase customer understanding of acquisition and procurement processes

Performance Measure Manager: Office of Contract Operations (CG-912)

#	Action Item	Measurable Outcome	Planned Complete
1.1.2.1	Analyze customer surveys to identify primary areas for improvement in CG-912 operations; prioritize areas/topics to focus CG-912 training and outreach efforts; develop Plan of Actions and Milestones (POAM) for identified training and outreach areas in an effort to improve customer understanding of the CG-9 acquisition and procurement process.	2010 CG-9 Customer Satisfaction Surveys evaluated; prioritized focus areas/topics identified. POAMs created to develop and deliver training and/or outreach to address areas/topics.	3Q FY11
1.1.2.2	Develop procurement-specific entry and exit meetings with appropriate stakeholders, including Contracting Officers' Technical Representatives (COTRs) and Program Managers (PMs), to solicit customer feedback on the contracting process.	Criteria developed for appropriate procurements for which to conduct entry/exit meetings; schedule, process, attendees, and content developed for each meeting; criteria, schedule, process, attendees, and content issued to CG-912 personnel to implement on appropriate procurements.	4Q FY11
1.1.2.3	(Action Item No.196) Ensure CG-912 consistently promotes recently established standard guidance (iaw CG Practical Guide to Contracting) to assist customers with required documentation.	Top training topic modules developed and delivered to CG-912 contracting staff.	4Q FY11
1.1.2.4	(Action Item No.198) Document source selection process. [CG-91]	Current CG-91 process documented for use with DHS guidance, training developed and delivered to CG-912.	4Q FY11

GOAL 2:

Develop and implement departmentally-aligned acquisition policies and processes.

Objective 2.1: Develop CG-9 approved Project Life Cycle Cost Estimates (PLCCEs) for all projects.

Performance Measure 2.1.1: Percent of projects with approved PLCCEs

Performance Measure Manager: Director of Acquisition Programs Special Assistant (CG-93SA)

#	Action Item	Measurable Outcome	Planned Complete
2.1.1.1	Develop and implement approved mechanisms for establishing and assessing Project Life Cycle Cost Estimates (PLCCEs) for all projects.	PLCCE assessment and reporting tool documented and baseline report provided to CG-9 leadership; quarterly compliance reports thereafter.	1Q FY11
2.1.1.2	Develop and implement detailed action plan, with annual improvement targets, to close gaps identified in the PLCCE assessment baseline.	Detailed PLCCE compliance improvement action plan approved and documented.	2Q FY12

Objective 2.2: Ensure compliance with acquisition policy.

Performance Measure 2.2.1: Percent of projects Major Systems Acquisition Manual (MSAM) compliant

Performance Measure Manager: Office of Acquisition Support (CG-924)

#	Action Item	Measurable Outcome	Planned Complete
2.2.1.1	Create the "Project Activity Prerequisite Documentation Tracker" tool and report to assess comprehensive <i>Major Systems Acquisition Manual (MSAM)</i> compliance within each program and project.	Project Activity Prerequisite Documentation Tracker completed and approved.	1Q FY11
2.2.1.2	Establish baseline of <i>MSAM</i> compliance based on 4Q FY10 <i>MSAM</i> Compliance Summary and Project Activity Prerequisite Documentation Tracker; quarterly compliance assessments and reports thereafter.	<i>MSAM</i> compliance baseline documented and reported to CG-9 leadership.	1Q FY11
2.2.1.3	(Action Item No.34) Promulgate policy (e.g. <i>Commandant Instruction 5000.9</i>) for Coast Guard acquisition roles and responsibilities. [CG-924]	<i>Commandant Instruction 5000.9</i> submitted for signature.	2Q FY11

Performance Measure 2.2.2: Federal Procurement Data System-Next Generation (FPDS-NG) data accuracy

Performance Measure Manager: Office of Procurement Policy & Oversight (CG-913)

#	Action Item	Measurable Outcome	Planned Complete
2.2.2.1	Identify Federal procurement Data System-Next generation (FPDS-NG) sample population and notify Chiefs of Contracting Offices (COCOs) of site visits.	Sample identification and site visit notifications completed.	1Q FY11
2.2.2.2	Conduct on-site FPDS-NG validation and completion of Data Quality Report (DQR).	DQR completed and submitted to CG-91 for certification.	1Q FY11
2.2.2.3	Define FPDS-NG accuracy improvement target(s) and develop detailed action for improving FPDS-NG accuracy.	For target areas, process change developed and documented.	2Q FY11
2.2.2.4	Record baseline for targeted field(s) and measure rate of change.	10 percent improvement achieved in target areas.	4Q FY11

Performance Measure 2.2.3: Percent of contracts Contractor Performance Assessment Reporting System (CPARS) compliant			
Performance Measure Manager: Office of Contract Operations (CG-912)			
#	Action Item	Measurable Outcome	Planned Complete
2.2.3.1	Define compliance criteria for use of Contractor Performance Assessment Reporting System (CPARS).	CPARS compliance criteria developed and published in appropriate guidance document.	1Q FY11
2.2.3.2	Develop regular reporting mechanism for assessing CPARS compliance by project.	Reporting mechanism established and baseline report provided to CG-9 leadership.	2Q FY11
2.2.3.3	Develop detailed action plan for awareness training and customer outreach to improve CPARS compliance by project.	CPARS compliance improvement action plan completed, approved and implemented.	2Q FY11
2.2.3.4	Using regular assessment reports, establish updated CPARS compliance baseline and update action plan to address remaining compliance gaps.	New compliance baseline established, gap assessment conducted and action items updated.	2Q FY12
Objective 2.3: Ensure efficient financial management.			
Performance Measure 2.3.1: Percent obligated compared to targets			
Performance Measure Manager: Office of Resource Management (CG-928)			
#	Action Item	Measurable Outcome	Planned Complete
2.3.1.1	Define standard target obligation rates based on funds life (1 year, 3 years, 5 years) and formalize mechanism for regular obligation rate reporting by project.	Standard obligation rate targets defined and published, and regular reporting mechanism formalized and documented.	1Q FY11
2.3.1.2	Establish and analyze actual obligation rates by project to identify gaps and set improvement targets.	Obligation data reported; baseline data established.	2Q FY11
2.3.1.3	Develop and implement standardized obligation plans for improving project obligation rates to meet targets.	Action plan developed, approved and implemented.	3Q FY11
Performance Measure 2.3.2: Percent expended compared to targets			
Performance Measure Manager: Office of Resource Management (CG-928)			
#	Action Item	Measurable Outcome	Planned Complete
2.3.2.1	Define standard target expenditure rates based on funds life (1 year, 3 years, 5 years) and formalize mechanism for regular obligation rate reporting by project.	Standard target expenditure rates defined and published, and regular reporting mechanism formalized and documented.	1Q FY11
2.3.2.2	Establish and analyze actual expenditure rates by project to identify gaps and set improvement targets.	Expenditure data reported; baseline data established.	2Q FY11
2.3.2.3	Develop and implement standardized obligation plans for improving project expenditure rates to meet targets.	Action plan developed, approved and implemented.	3Q FY11

Performance Measure 2.3.3: Contracts awarded and date entered into the accounting system after award			
Performance Measure Manager: Office of Resource Management (CG-928)			
#	Action Item	Measurable Outcome	Planned Complete
2.3.3.1	Formalize and disseminate standard guidance and internal controls for inputting contract information into Coast Guard accounting system(s), with mechanism for regular reporting of compliance with that guidance.	Guidance and internal controls document developed, approved and published, with first of regular compliance reports provided to CG-9 leadership.	2Q FY11
2.3.3.2	Conduct quarterly audits of contracts awarded the previous quarter to compare contract signing date with the date information was uploaded into the Coast Guard financial system(s).	Quarterly audit plan developed and documented, with first audit completed and reported to CG-9 leadership.	3Q FY11
2.3.3.3	Develop detailed action plan to improve the timeliness and accuracy of contract information uploaded into the Coast Guard's accounting system(s).	Detailed action plan developed, approved and implemented.	4Q FY11

"Our collective success will require close cooperation among all elements of CG-91, CG-92, and CG-93."

-Rear Admiral Ronald J. Rábago

GOAL 3:

Develop and implement effective and efficient decision-making to maximize results and manage risk within resource constraints.

Objective 3.1: Promote stability in the Coast Guard's Capital Investment Plan (CIP).

Performance Measure 3.1.1: Percent of projects stably funded year to year in the CIP

Performance Measure Manager: Office of Resource Management (CG-928)

#	Action Item	Measurable Outcome	Planned Complete
3.1.1.1	Establish mechanism and baseline for assessing Capital Investment Plan (CIP) stability by comparing project funding against previous, current and future five-year CIPs.	Measurement methodology documented, metrics captured into acquisition performance measurement systems and baseline stability report provided to CG-9 leadership.	2Q FY11
3.1.1.2	Work with the Systems Integration Team (SIT) to develop detailed policies and cross-directorate action plan for achieving greater project stability, year-to-year in the CIP.	Approved CIP governance structure established for the acquisition enterprise and published for appropriate stakeholders.	3Q FY11
3.1.1.3	(Action Item No.170) Improve CG-9 Alignment in developing Resource Proposals (RPs) to include Research Development, Test & Evaluation (RDT&E) appropriation. [CG-928]	CG-9 RP Standard Operating Procedure (SOP) and timeline developed and implemented to include RDT&E appropriation.	4Q FY11

Objective 3.2: Ensure Acquisition Program Base line (APB) alignment with the Capital Investment Plan (CIP).			
<i>Performance Measure 3.2.1: Percent of projects where the APB fits into the CIP</i>			
Performance Measure Manager: Office of Resource Management (CG-928)			
#	Action Item	Measurable Outcome	Planned Complete
3.2.1.1	Establish and implement process for comparing and regularly reporting the full Acquisition, Construction and Improvement (AC&I) funding profile of all acquisition projects, from inception to end, to ensure they fit within the constraints of the Coast Guard's Capital Investment Plan (CIP).	Assessment process documented; gaps analyzed and report provided to CG-9 leadership.	2Q FY11
3.2.1.2	Develop detailed action plan to promote more timely alignment of project Acquisition Program Baselines (APBs) to CIP constraints.	Action plan developed, approved and implemented.	3Q FY11
Objective 3.3: Establish Coast Guard project priorities.			
<i>Performance Measure 3.3.1: Project priority list</i>			
Performance Measure Manager: Office of Resource Management (CG-928)			
#	Action Item	Measurable Outcome	Planned Complete
3.3.1.1	Develop standard guidance recommendations for promoting formal project prioritization by the Systems Integration Team (SIT) and the Executive Oversight Council (EOC).	Project priority recommendations and standards developed and briefed by the SIT to the EOC.	2Q FY11
3.3.1.2	Establish regular project priority reviews and updates by the SIT and EOC.	Project priority review timelines established and documented in charters approved by the EOC.	3Q FY11
3.3.1.3	Develop and publish standard Coast Guard acquisition project priorities guidance.	Project priority guidance documented, approved and published by the EOC.	4Q FY11

GOAL 4:

Recruit, develop and retain diverse, agile, highly capable, credentialed and qualified workforce.

Objective 4.1: Minimize vacancy across the acquisition workforce.			
<i>Performance Measure 4.1.1: Vacancy rate</i>			
Performance Measure Manager: Office of Acquisition Workforce Management (CG-921)			
#	Action Item	Measurable Outcome	Planned Complete
4.1.1.1	Build pipeline to fill key acquisition positions.	Number of interns hired reported and forecasted needs developed and provided to CG-9 leadership; annual reports thereafter.	2Q FY11
4.1.1.2	Optimize Acquisition Directorate recruitment and retention by enhancing awareness and incorporation of federal hiring best practices.	Federal hiring best practices identified and documented; hiring managers' quick reference guide and fact sheet developed and disseminated to CG-9 hiring managers.	1Q FY11
4.1.1.3	Enhance Acquisition Directorate succession planning processes to mitigate impact of retirements and planned departures.	Formal succession planning pilot process developed and implemented at the Coast Guard Research & Development Center.	3Q FY11

4.1.1.4	Implement Office of Personnel Management (OPM) hiring reforms.	Acquisition hiring process streamlined; completion of OPM reforms within CG-9 documented as outlined in 11 May 2010 Memorandum for the Heads of Executive Departments and Agencies; Subject: Improving the Federal Recruitment and Hiring Process; Section 1(b) & (c).	4Q FY11
4.1.1.5	Automate CG-9 Human Capital Information Management.	Bi-weekly vacancy report automated using the Acquisition Performance Management System (APMS) and/or the Coast Guard Business Intelligence (CGBI) system; vacancy data shared with CG-9 stakeholders.	2Q FY12

Performance Measure 4.1.2: Turnover rate

Performance Measure Manager: Office of Acquisition Workforce Management (CG-921)

#	Action Item	Measurable Outcome	Planned Complete
4.1.2.1	Identify primary root causes of employee turnover.	Employee entrance survey process enhanced by instituting a 60-day follow up survey and formal exit survey to identify areas for improvement.	2Q FY11
4.1.2.2	Automate CG-9 Human Capital information management.	Bi-weekly vacancy report automated using the Acquisition Performance Management System (APMS) and/or the Coast Guard Business Intelligence (CGBI) system; turnover data shared with CG-9 stakeholders.	2Q FY12

Performance Measure 4.1.3: Average vacancy duration

Performance Measure Manager: Office of Acquisition Workforce Management (CG-921)

#	Action Item	Measurable Outcome	Planned Complete
4.1.3.1	Investigate ways to streamline the hiring process for critical acquisition positions.	Request for direct hire authority for critical acquisition positions developed and submitted to Department of Homeland Security (DHS).	1Q FY11
4.1.3.2	Automate CG-9 Human Capital Information Management.	Average time to fill positions tracked and reported using the Acquisition Performance Management System (APMS) and/or the Coast Guard Business Intelligence (CGBI) system; data shared with CG-9 stakeholders.	2Q FY12

Objective 4.2: Improve overall employee satisfaction within CG-9.

Performance Measure 4.2.1: CG-9 employee satisfaction

Performance Measure Manager: Office of Acquisition Workforce Management (CG-921)

#	Action Item	Measurable Outcome	Planned Complete
4.2.1.1	Make personnel policies, procedures, programs, tools, training and development easily accessible to acquisition workforce.	Comprehensive acquisition workforce intranet site developed and launched.	1Q FY11
4.2.1.2	Formalize and implement robust new employee welcome and check-in procedures for all incoming CG-9 employees.	Welcome and check-in procedures established and implemented to provide all new employees with critical CG-9 new hire information and tools.	1Q FY11

4.2.1.3	Address findings from the 2010 DEOCS and Customer Satisfaction Survey, including leadership cohesion and trust in the organization.	CG-9 Executive off-site meeting facilitated to address findings and empower high-performance teams.	2Q FY11
4.2.1.4	Mentor employees in critical program/project management positions.	Program Manager (PM) mentoring program expanded beyond NPSAAP students and offered to all CG-9 PMs.	4Q FY11
4.2.1.5	Monitor Acquisition Directorate organizational climate.	Defense Equal Opportunity Climate Survey (DEOCS) administered and recommendations made to address issues identified, as appropriate. Annual survey thereafter.	4Q FY11
4.2.1.6	Provide enhanced leadership development opportunities to team leaders and supervisors.	360-degree assessments coordinated and coaching offered to leadership.	2Q FY12
4.2.1.7	Automate CG-9 Human Capital Information Management.	Acquisition Performance Management System (APMS) used to capture and track employee survey data over time.	2Q FY12
4.2.1.8	Enhance benefits offered to CG-9 employees.	Monitor status of Coast Guard's student loan repayment program and implement within CG-9 as soon as available.	2Q FY12

Objective 4.3: Increase the level of CG-9 workforce certifications.

Performance Measure 4.3.1: Percent of positions filled with personnel meeting DHS-required certifications

Performance Measure Manager: Office of Acquisition Workforce Management (CG-921)

#	Action Item	Measurable Outcome	Planned Complete
4.3.1.1	Automate CG-9 Human Capital Information Management.	The Acquisition Performance Management System (APMS) used to report certification data to Department of Homeland Security (DHS) stakeholders.	2Q FY12

Performance Measure 4.3.2: Percent of positions filled with personnel meeting CG-9 critical acquisition position required certifications

Performance Measure Manager: Office of Acquisition Workforce Management (CG-921)

#	Action Item	Measurable Outcome	Planned Complete
4.3.2.1	Standardize acquisition certification requirements to align with CG-9 core positions.	All applicable CG-9 positions are defined and have a targeted Department of Homeland Security (DHS) or Coast Guard career field and certification level.	2Q FY11
4.3.2.2	Track all acquisition certifications earned by all Coast Guard members for future CG-9 assessment planning.	Report developed listing all Coast Guard members who earned DHS or Coast Guard acquisition certifications.	2Q FY11
4.3.2.3	Incorporate certification requirements into the reprogramming process.	All CG-9 reprogramming actions have documented impact on certification requirements.	3Q FY11
4.3.2.4	Automate CG-9 Human Capital Information Management.	Acquisition Performance Management System (APMS) data used to report certification data to CG-9 and DHS stakeholders.	2Q FY12

Objective 4.4: Improve CG-9 workforce diversity.			
<i>Performance Measure 4.4.1: CG-9 workforce diversity compared to Coast Guard-wide and federal government-wide</i>			
Performance Measure Manager: Office of Acquisition Workforce Management (CG-921)			
#	Action Item	Measurable Outcome	Planned Complete
4.4.1.1	Promote awareness of acquisition workforce diversity.	Diversity of CG-9 workforce monitored and reported to CG-9 leadership and workforce; report annually thereafter.	1Q FY11
4.4.1.2	Expand education and outreach to under-represented minority groups regarding Acquisition Directorate job opportunities.	Attendance and participation demonstrated in meetings, conferences, outreach and recruitment events geared towards underrepresented minority groups (URMs).	1Q FY11
4.4.1.3	Demonstrate senior leadership commitment to diversity in recruitment and retention.	Partnerships with affinity groups and participation in Department of Homeland Security (DHS) internship programs, career opportunity programs and similar recruitment and retention efforts established and documented through diversity plan updates.	1Q FY11

GOAL 5:

Effectively manage information across the acquisition enterprise.

Objective 5.1: Reduce acquisition and procurement document approval cycle time.			
<i>Performance Measure 5.1.1: Average time for Major Systems Acquisition Manual (MSAM) document completion and approval</i>			
Performance Measure Manager: Office of Acquisition Support (CG-924)			
#	Action Item	Measurable Outcome	Planned Complete
5.1.1.1	Develop trending graph to illustrate concurrent clearance and sequential clearance completion times.	Trending graph developed, populated and placed in the "trend analysis" section of the existing concurrent clearance metric report.	1Q FY11
5.1.1.2	Establish time-saving signature routing processes.	Routing processes established and documented in the <i>Major Systems Acquisition Manual (MSAM)</i> .	1Q FY11
<i>Performance Measure 5.1.2: Establish and baseline Procurement Action Lead Times (PALT) for contract actions</i>			
Performance Measure Manager: Office of Contract Operations (CG-912)			
#	Action Item	Measurable Outcome	Planned Complete
5.1.2.1	Devise and implement a practical measurement system for PALT, including identifying key PALT elements in major acquisition programs.	System published to improve stakeholder confidence in PALT data.	4Q FY11
5.1.2.2	Use PALT measurement data to establish baseline timelines for key contract actions including major acquisition programs.	PALT baseline data published.	1Q FY12
5.1.2.3	Use PALT measurement data to assess, measure and report results/improvements to PALT performance.	PALT changes monitored and reported.	3Q FY12

Objective 5.2: Improve and standardize acquisition information management toolsets.			
Performance Measure 5.2.1: Assess, standardize and improve CG-9 information management tools			
Performance Measure Manager: Office of Strategic Planning & Communication (CG-925)			
#	Action Item	Measurable Outcome	Planned Complete
5.2.1.1	Conduct a baseline inventory of all information management tools being used by CG-9 offices.	Baseline inventory and requirements completed and documented.	3Q FY11
5.2.1.2	Identify gaps in user information management requirements and tools and define toolsets that may need to be developed internally and/or commercially acquired.	Gap analyses completed and findings reported to CG-9 leadership.	4Q FY11
5.2.1.3	Standardize CG-9 information management tools to address gaps and eliminate duplication, including management/maintenance of IT infrastructure, relevant policies, processes, resourcing and reporting requirements.	Standard information management tools in place, with configuration/management resources allocated and CG-9 information management Standard Operating Procedure (SOP) published.	2Q FY12
5.2.1.4	(Action Item No.183) Continuously modernize, streamline and improve business processes. [CG-925]	Blueprint for Continuous Improvement updated; strategic planning Standard Operating Procedure published.	1Q FY11
Performance Measure 5.2.2: Assess, standardize and improve CG-9 knowledge management tools			
Performance Measure Manager: Office of Strategic Planning & Communication (CG-925)			
#	Action Item	Measurable Outcome	Planned Complete
5.2.2.1	Develop a system to consolidate and effectively report key acquisition performance measures to CG-9 leadership and stakeholders.	Standard, regular reporting process established.	2Q FY11
5.2.2.2	Assess CG-9's tools and related polices and processes for recording and sharing knowledge across the directorate.	Baseline assessment documented and reported to senior leadership.	2Q FY11
5.2.2.3	Establish comprehensive CG-9 knowledge management policies and procedures, roles and responsibilities, and resource allocation requirements necessary to manage knowledge across the directorate.	Interim Knowledge Management Standard Operating Procedure (SOP) published; resource recommendations reported to CG-9 leadership.	4Q FY11
5.2.2.4	Standardize CG-9 knowledge management tools and related policies and processes, including building an acquisition knowledge repository, training personnel on its use and improvement to support directorate-wide knowledge management.	Knowledge Management Division established within CG-9.	4Q FY12
5.2.2.5	(Action Item No.175) Document CG-9 roles and responsibilities for external reports outside of the Coast Guard. [CG-925]	Inventory conducted of all external reporting across CG-9 and documented roles and responsibilities.	1Q FY11

GOAL 6:

Execute Coast Guard acquisitions within contract cost, schedule and performance parameters.

Objective 6.1: Improve program execution.

Performance Measure 6.1.1: Percent of projects within contract cost

Performance Measure Manager: Director of Acquisition Programs Special Assistant (CG-93SA)

#	Action Item	Measurable Outcome	Planned Complete
6.1.1.1	Establish standard contract cost metrics and regular reporting mechanism.	Contract cost reporting structure documented, with first quarterly review completed and report provided to CG-93 leadership.	2Q FY11
6.1.1.2	Develop detailed action plan to improve management of contract costs, based on gaps identified in baseline cost review and report.	Action plan developed, approved and implemented.	4Q FY11
6.1.1.3	(Action Item No.194) Implement tailored Earned Value Management System (EVMS) requirements for Acquisition, Construction and Improvement (AC&I)-funded projects at Logistics and Service Centers (LCs/SCs). [CG-93D]	Process developed, approved and implemented.	1Q FY11

Performance Measure 6.1.2: Percent of projects within contract schedule

Performance Measure Manager: Director of Acquisition Programs Special Assistant (CG-93SA)

#	Action Item	Measurable Outcome	Planned Complete
6.1.2.1	Establish standard contract schedule metrics and regular reporting mechanism.	Contract schedule reporting structure documented, with first quarterly review completed and report provided to the Director of Acquisition Programs (CG-93).	2Q FY11
6.1.2.2	Develop detailed action plan to improve management of contract schedules, based on gaps identified in baseline schedule review and report.	Action plan developed, approved and implemented.	4Q FY11

Performance Measure 6.1.3: Percent of projects satisfying contract technical performance

Performance Measure Manager: Director of Acquisition Programs Special Assistant (CG-93SA)

#	Action Item	Measurable Outcome	Planned Complete
6.1.3.1	Establish standard contract technical performance metrics and regular reporting mechanism.	Contract technical performance reporting structure documented, with first quarterly review completed and report provided to CG-93 leadership.	2Q FY11
6.1.3.2	Develop detailed action plan to improve management of contract technical performance, based on gaps identified in baseline schedule review and report.	Action plan developed, approved and implemented.	4Q FY11
6.1.3.3	(Action Item No.172) Optimize contract support across program domains. [CG-932]	Strategic review of program domains conducted and recommendations provided for streamlining efficient use of support contracts.	2Q FY11

6.1.3.4	(Action Item No.184) Develop surface Command, Control, Communication, Computers (C4) strategy for integration of C4 across surface platforms. [CG-932]	Strategy documented.	2Q FY11
6.1.3.5	(Action Item No.216) Develop process/tool to manage Command, Control, Communication, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) schedules across programs. [CG-933]	Government managed integrated master schedule achieved for C4ISR which will allow for real time and accurate measures of schedule variance and impacts of critical path slippage.	2Q FY12

Objective 6.2: Improve probability of project success.

Performance Measure 6.2.1: Percent of projects in green (80-100), yellow (60-79) and red (0-59) overall status in Probability of Project Success (PoPS)

Performance Measure Manager: Office of Acquisition Support (CG-924)

#	Action Item	Measurable Outcome	Planned Complete
6.2.1.1	Collect historical data and establish a Probability of Project Success (PoPS) baseline.	Baseline PoPS data reported for CG-9.	1Q FY11

“While the day-to-day execution of our duties and missions is our highest priority, recapitalizing our aging fleet ranks immediately behind.

Demand for our services continues to outpace our capacity to provide them.”

-Robert J. Papp, Admiral, United States Coast Guard,
Commandant

GLOSSARY OF ACQUISITION TERMS

-A-

Acquisition Directorate (CG-9): Established in July 2007, the Acquisition Directorate combines several offices, including the former G-A directorate and Integrated Deepwater Systems (IDS). CG-9 now manages the Coast Guard's consolidated \$27 billion recapitalization investment portfolio of more than 20 major projects.

Acquisition, Construction and Improvements (AC&I): AC&I is a funding category within the Coast Guard's annual budget. It finances the acquisition of new capital assets, construction of new facilities, and physical improvements to existing facilities and assets.

Acquisition Decision Event (ADE): Acquisition Decision Events mark the transition from one phase in the acquisition process to another. ADEs are critical junctures throughout the acquisition lifecycle process that require assessment of project readiness and risk before authorization to proceed to the subsequent phase. The *Major Systems Acquisition Manual* defines six ADEs to support each phase of the acquisition process: ADE-0, Project Identification; ADE-1, Validate the Need; ADE-2A, Approve the Major Acquisition Project; ADE-2B, Approve the Acquisition Types; ADE-3, Approve Production; and ADE-4, Project Transition.

Acquisition Program Baseline (APB): The Acquisition Program Baseline formally summarizes the program's critical cost, schedule and performance parameters, expressed in measurable, quantitative terms that must be met in order to accomplish the program's goals.

Agency Acquisition Executive (AAE): (see Component Acquisition Executive)

Asset: In military parlance, an asset may be a unit, person, equipment or supply. As the term is used by the acquisition community, an asset is the product of a given acquisition project, such as a cutter, patrol boat, small boat, aircraft, mission system or logistical support system.

Asset Project Office (APO): The APO's primary functions are to plan, manage and execute the delivery and transition of newly acquired assets to operational service in the field. The APO's purpose is to make this transition safely and effectively with minimal impact on the operators and maintainers in the field.

Assistant Commandant for Acquisition/Chief Acquisition Officer (CG-9): Leading the Acquisition Directorate, CG-9 oversees the Coast Guard's systems acquisition management process and ensures that the services' programs comply with the DHS's investment review policy.

Assistant Commandant for Capability (CG-7): CG-7 is responsible for identifying and providing capabilities, competencies and capacity and developing standards for staffing, training, equipping, sustaining, maintaining and employing Coast Guard forces to meet mission requirements. CG-7 frequently serves as the Sponsor for Coast Guard major acquisition projects.

Assistant Commandant for Command, Control, Communications, Computers & IT (CG-6): CG-6 designs, develops, deploys and maintains C4&IT solutions for the entire Coast Guard to enable mission execution and achieve the Coast Guard's goals of maritime safety, security and stewardship.

Assistant Commandant for Engineering and Logistics (CG-4): CG-4 is responsible for providing technical, logistics and engineering support for all Coast Guard operating programs. This includes performing or assisting in planning, design, construction, acquisition, renovation, maintenance, outfitting and alteration of cutters, boats, aircraft, motor vehicles, aids to navigation and shore facilities.

Assistant Commandant for Human Resources (CG-1): CG-1 is responsible for all matters relating to human resources throughout the Coast Guard, including human resource management, health and safety, personnel management, and reserve and leadership.

Assistant Commandant for Planning, Resources & Procurement (CG-8): CG-8 is responsible for all matters throughout the Coast Guard regarding planning and performance, budget and programs, resource management, financial policy and systems, financial management transformation and compliance, security policy and management, and transformation staff.

Aviation Logistics Center (ALC): Located at Elizabeth City, N.C., the Coast Guard's ALC provides depot -level maintenance, engineering, supply, procurement and information services in support of the service's rotary and fixed-wing aircraft.

-B-

Best Practices: The phrase 'best practices' is management jargon (borrowed from industry) referring to the techniques, methods and processes that business leaders believe are most effective and efficient at achieving results, such as delivering capable assets on time and within budget.

Blueprint for Acquisition Reform: The *Blueprint* is the guidebook for modernizing the Coast Guard's acquisition enterprise. As of revision 4.0, the document was re-titled *Blueprint for Continuous Improvement* to reflect its role in codifying the institutionalization of various improvements in the service's organizational alignment, acquisition policies and processes, human resource management and knowledge and information management functional areas.

Board of Inspection and Survey (INSURV): Established in 1868, INSURV is responsible for ensuring that the U.S. Navy's ships meet operational requirements and are properly equipped for prompt, reliable and sustained mission readiness at sea. INSURV also supports the Coast Guard's Surface Acquisition Program, including the development and procurement of surface assets.

-C-

Capital Investment Plan (CIP): The Coast Guard's five-year appropriations plan, including the Research, Development, Test & Evaluation; Acquisition, Construction and Improvements; and Operating Expenses

accounts. The CIP is updated annually and represents the Coast Guard's submission for the President's Budget in any given year.

CG-9 Customer: All elements of the Coast Guard that use CG-9's services, including but not limited to technical authorities, resource managers, sponsor's representatives and contracting officers technical representatives.

Chief Acquisition Officer: (see Assistant Commandant for Acquisition/Chief Acquisition Officer (CG-9))

Contractor Performance Assessment Reporting System (CPARS): CPARS is a web-based system used to input data on contractor performance and is used as an aid in awarding contracts to offerors that consistently provide quality, on-time products and services that conform to contractual requirements. CPARS can be used to effectively communicate contractor strengths and weaknesses to source selection officials.

Component Acquisition Executive (CAE): The CAE is responsible for all acquisition functions within the service. The Vice Commandant serves as the Coast Guard's CAE, chairing the service's Acquisition Review Council, and representing the service on the DHS's Investment Review Board.

-D-

Deputy Chief Acquisition Officer/Director of Acquisition Services (CG-92): CG-92 is responsible for supporting all activities of the Acquisition Directorate, and includes the offices of Acquisition Workforce Management (CG-921); International Acquisition Programs (CG-922); Acquisition Support (CG-924); Strategic Planning and Communications (CG-925); Research, Development, Test and Evaluation (including the Coast Guard's R&D Center) (CG-926); and Resource Management (CG-928).

Director of Acquisition Programs (CG-93): (see Program Executive Officer (PEO)/Director of Acquisition Programs (CG-93))

Director of Acquisition Services (CG-92): (see Deputy Chief Acquisition Officer/Director of Acquisition Services (CG-92))

-E-

Earned Value Management System (EVMS): The EVMS is comprised of a set of 32 standards developed by industry and adopted for use by the Department of Defense and other agencies (including the Coast Guard). These standards help the service evaluate contractor management systems.

-F-

Federal Managers Financial Integrity Act (FMFIA): The FMFIA requires federal entities to disclose financial expenditures to Congress.

Federal Procurement Data System-Next Generation (FPDS-NG): FPDS-NG is a contract data reporting system that is used to centralize the collection, storage and dissemination of contract data for the government, Congress and the public.

Full Operational Capability (FOC): FOC is attained when all units and/or organizations scheduled to receive an asset or capability improvement have received it and have the ability to employ and maintain it.

-G-

Goal: The goals in this Strategic Plan represent the results that the acquisition enterprise will strive to achieve over the next two years. These goals define the strategic-level “what” and “why” of CG-9’s efforts.

Government Accountability Office (GAO): GAO is an agency of the legislative branch, responsible solely to Congress, which audits all negotiated government office contracts and investigates all matters relating to the receipt, disbursement and application of public funds.

-H-

Head of Contract Activity (HCA/CG-91): Part of the Acquisition Directorate, CG-91, which includes the Office of Contract Operations (CG-912) and the Office of Procurement Policy and Oversight (CG-913), is responsible for contracting policy for the entire Coast Guard.

Human Capital: Referring to the workforce’s knowledge, skills and abilities to perform labor and produce value, the Acquisition Directorate manages this set of resources to further CG-9’s organizational goals and the professional development of its personnel. The CG-9 Human Capital Strategic Plan outlines the Acquisition Directorate’s strategy for managing its human capital resources in support of the Coast Guard’s modernization initiatives.

-I-

Information Technology (IT): IT refers to any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission or reception of data or information (including computers, peripherals, software, firmware and related resources).

Initial Operational Capability (IOC): IOC is attained when some units and/or organizations scheduled to receive an asset or capability improvement have received it and have the ability to employ and maintain it.

Office of International Acquisition Programs (CG-922): Part of the Office of the Director of Acquisition Services (CG-92), International Acquisition links the Coast Guard acquisition enterprise with the international community. Through Foreign Military Sales (FMS), CG-922 provides allied partners access to the Coast Guard’s new assets (platforms, mission systems and related services). Through Excess Defense Articles transfers, CG-922 helps the Coast Guard avoid disposal costs for decommissioned assets.

-L-

Lessons Learned Database: In order to capitalize on past errors, materiel failures, bad timing or other mistakes, many government and private sector organizations collect and study lessons learned to improve future outcomes.

Level 1-2-3 Acquisition Projects: According to the Major Systems Acquisition Manual, DHS Level 1 investments are those with a greater than \$1 billion total lifecycle cost; DHS Level 2 investments are between \$300 million and \$1 billion; and DHS Level 3 investments are less than \$300 million.

Logistics: Referring to the flow of resources for the maintenance, supply and support of assets (platforms and mission systems) in the field. Acquisition logistics refers to the technical and management activities conducted to ensure that supportability is considered throughout the acquisition process to minimize cost and to provide the end user with the resources necessary to sustain assets in the field.

-M-

Major Systems Acquisition Manual (MSAM): The *MSAM* is the Coast Guard's guidebook for acquisition project managers—including lessons learned and best practices for major systems acquisition—providing a general Plan of Actions and Milestones (POAM) relevant to acquisition projects. The *MSAM* aligns acquisition policy and procedure with organizational changes that have taken place within the modernized Coast Guard, including renewed emphasis on the roles of the service's technical authorities, sponsor and resource manager.

Milestone: (See Acquisition Decision Event (ADE))

Mission Support Organization: Led by the Coast Guard Chief of Staff, the Mission Support Organization is part of the service-wide restructuring effort that will consolidate acquisition, engineering, logistics and human resource functions into a single entity. This organization will serve as a single point of accountability to standardize the service's maintenance, logistics, human resources and other support functions across all units and all Coast Guard mission areas.

Mission System: Equipment or components, including command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) technologies, designed to function according to operational requirements.

Modernization: Modernization refers to the Coast Guard's review and restructuring of the service, focused on ensuring mission execution and positioning the Coast Guard to meet the challenges of today while preparing for tomorrow. The Coast Guard's modernization efforts include improving sustainable mission execution and standardizing and aligning fundamental business processes within the service and with DHS. Modernization is also transitioning the Coast Guard to a functions-based organization by establishing dedicated commands (Operations Command, Force Readiness Command, Deputy Commandant for Mission Support, Deputy Commandant for Operations) to meet the mission needs of today and tomorrow. As a member of the Mission Support organization, CG-9's recapitalization efforts support broader Coast Guard modernization.

-N-

Naval Air Systems Command (NAVAIR): Based at Patuxent River, Md., NAVAIR is the U.S. Navy's systems command for the development, procurement and support of aircraft, aviation weapons and related systems. NAVAIR also has supported the Coast Guard's Aviation Acquisition Program, and the Aviation Logistics Center.

Naval Engineering: Concerning the design, operation and support of afloat assets, including cutters

and small boats, and their Hull, Mechanical and Electrical (HM&E) systems.

Naval Sea Systems Command (NAVSEA): Based at the Washington Navy Yard, D.C., NAVSEA is the U.S. Navy's systems command for the development, procurement and support of aircraft carriers, surface warships, submarines, surface weapons and related systems. NAVSEA also has supported the Coast Guard's Surface Acquisition Program.

NAVSEA Warfare Centers: NAVSEA's two warfare centers (Naval Surface Warfare Center and Naval Undersea Warfare Center) and their 12 field activities are responsible for science and technology, research and development, engineering services and products that equip and support the U.S. Navy's ships and submarines (including combat systems, ordnance, mines and strategic systems).

-O-

Objective: In order to track progress toward attaining the goals in this Strategic Plan, CG-9 has set objectives that define "how" the directorate's functional elements will accomplish the goals.

(OFPP): Office of Federal Procurement Policy

(OPM): Office of Personnel Management

(OIG): Office of the Inspector General

Operating Force: The Coast Guard's operating force is comprised of the aviation, surface and shore professionals who operate the service's 195 aircraft, 252 cutters, 1,660 boats, and staff the service's 35 sector command centers and 23 air stations nationwide. They are the Acquisition Directorate's front line customers.

Operating Expenses (OE): OE is a funding category in the Coast Guard's annual budget that finances the operation and maintenance of the service's vessels, aircraft and shore units.

Organizational Assessment Survey (OAS): From the Office of Personnel Management (OPM), the OAS is a research-based, standardized survey that measures and benchmarks 17 dimensions of organizational culture or climate, including: rewards/recognition; work environment/quality of worklife; training/career development; work and family/personal life; innovation; teamwork; customer orientation; job security/commitment to workforce; leadership and quality strategic planning; fairness and treatment of others; performance measures; communication; diversity; employee involvement; supervision; and use of resources.

-P-

Performance Measure: Each objective in this Strategic Plan has one or more performance measures and associated targets that set specific metrics and outcomes expected for each goal area.

Performance Measure Action Plan: Each performance measure manager, the office or person responsible for tracking and reporting on actions and results relevant to each metric, in collaboration with other relevant offices and subject matter experts, will develop a Plan of Actions and Milestones (POAM) detailing the activity to accomplish each measure.

Plan of Actions and Milestones (POAM): A POAM outlines the required activities, reviews and documentation associated with a given project/effort, and describes the events that take place during discrete phases.

Platform: A platform is an aircraft, cutter, patrol boat, small boat or shore facility equipped with mission systems, and from which men and women of the operating force carry out their duties.

Probability of Project Success (PoPS): The Coast Guard analyzes program information using the “probability of project success” tool. This tool was developed by the U.S. Army and the U.S. Air Force to evaluate projects on factors other than basic cost, schedule and performance data. PoPS allows acquisition executives to identify projects that require assistance before they experience cost breaches or other problems, and also allows for a comparison of risks and challenges across all Coast Guard acquisition projects to identify trends.

Procurement Action Lead Times (PALT): The interval in months between the initiation of procurement action and receipt into the supply system of the production model (excluding prototypes) purchased as the result of such actions. PALT is composed of two elements, production lead time and administrative lead time.

Program Executive Office(r) (PEO)/Director of Acquisition Programs (CG-93): The PEO is responsible for managing the Coast Guard’s 20-plus major acquisition projects under the following domains: Aviation Programs (CG-931); Surface Programs (CG-932); and C4ISR Programs (CG-933).

Program Manager: In the Acquisition Directorate, program managers are responsible for meeting multiple projects’ objectives for development, production and support to meet the sponsor’s and end user’s requirements. The program manager is accountable to the PEO and Chief Acquisition Officer (CAO) for credible cost, schedule and performance reporting to the Coast Guard’s CAO, Component Acquisition Executive (CAE), DHS and Congress. The Acquisition Directorate’s projects are arranged according to product lines in the program domains of aviation, surface and C4ISR.

Project Manager: The project manager is responsible for accomplishing acquisition project-specific objectives for developing, producing and deploying new assets with initial logistics support to meet requirements. The project manager is accountable to the program manager for meeting established cost, schedule and performance parameters as required by DHS. The Acquisition Directorate manages more than 20 major acquisition projects.

Project Resident Offices (PRO): A PRO is a government administrative office established within or near a commercial production facility (such as a shipyard or manufacturing plant) supporting Coast Guard acquisition project management by directly overseeing contractor activity and by taking responsibility for the design, construction, outfitting and delivery of assets.

Publication 1: *Publication 1* explains the Coast Guard’s organizational history, missions, unique characteristics and the “guardian ethos,” building upon history to define the roles and responsibilities of the men and women of the modern Coast Guard.

–R–

Readiness: Readiness refers to a unit’s (or organization’s) materiel capability and training fitness

to meet mission requirements. The Acquisition Directorate supports the Coast Guard's materiel capability readiness by providing the operating force with new and modernized assets and integrated support systems.

Recapitalization: In military parlance, recapitalization refers to the physical replacement of facilities, aircraft, ships and mission systems with new assets to meet operational requirements more effectively and efficiently.

Requirement: A requirement is an articulated mission need for personnel, equipment, facilities, other resources or services, in specified quantities for specific periods of time. The Coast Guard resource manager, the Mission Support organization and the acquisition community rely on requirements from the sponsor to establish priorities in budget planning and investment strategies and to ensure that the operating forces' mission needs are met.

Research, Development Test and Evaluation (RDT&E) Program: The RDT&E Program manages the Coast Guard's R&D investment strategy, including projects that support the acquisition, engineering and logistics, and operating force communities. The RDT&E Program's key field activity, the Research and Development (R&D) Center, manages more than 80 projects that test the feasibility and affordability of new technologies, and provides risk-management analysis at all stages of the acquisition process. In addition, the R&D Center provides research, development, testing and evaluation services for new technologies on behalf of all agencies of the Mission Support organization and the operating force.

Resource Manager: At headquarters, the resource manager (also called "comptroller" or "controller") is responsible for the management of appropriated funds and their allocation to Coast Guard activities according to the annual budget.

-S-

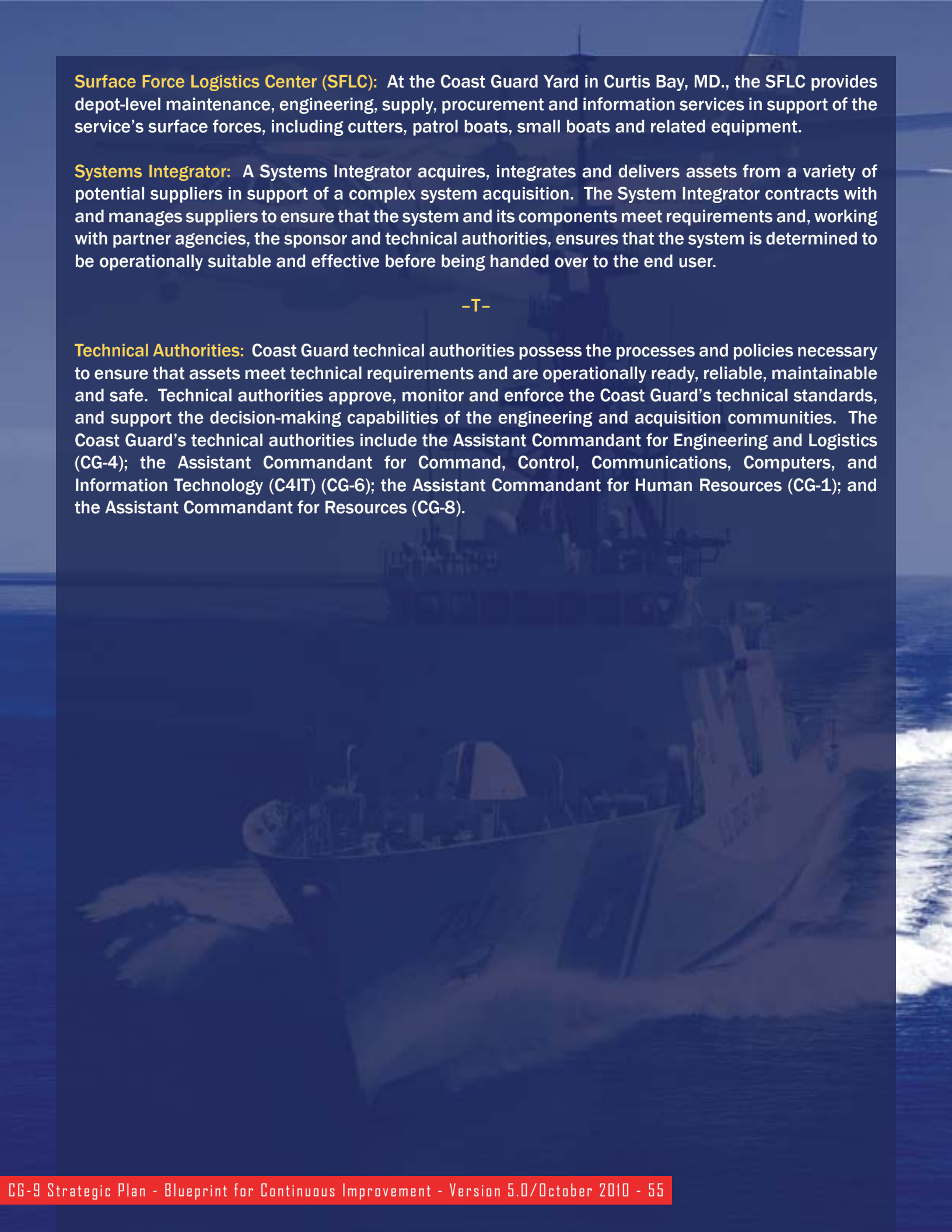
(SES): Senior Executive Service

(SOP): Standard Operating Procedure

Space and Naval Warfare Systems Command (SPAWAR): SPAWAR is the U.S. Navy's chief engineering agency for C4ISR systems acquisition and support. SPAWAR also has supported the Coast Guard's C4ISR Acquisition Program and C4ISR engineering community.

Sponsor: At headquarters, the sponsor is responsible for the documentation, reporting and acceptance of assets and services required to support a Coast Guard mission or business function. The sponsor validates requirements and defines, maintains and articulates program goals. The Sponsor's Representative is designated to serve as the liaison and interface between the sponsor and the acquisition and support communities and the user community.

Supervisor of Shipbuilding, Conversion and Repair (SUPSHIP): Naval Sea Systems Command (NAVSEA) manages four SUPSHIPS (at Bath, Maine; Groton, Conn.; Pascagoula, Miss.; and Newport News, Va.). SUPSHIPS manage U.S. Navy shipbuilding contracts, ensure quality control and serve as onsite technical, contractual and business authorities at contractor shipyards. SUPSHIP Gulf Coast also has supported the Coast Guard's Surface Acquisition Program.



Surface Force Logistics Center (SFLC): At the Coast Guard Yard in Curtis Bay, MD., the SFLC provides depot-level maintenance, engineering, supply, procurement and information services in support of the service's surface forces, including cutters, patrol boats, small boats and related equipment.

Systems Integrator: A Systems Integrator acquires, integrates and delivers assets from a variety of potential suppliers in support of a complex system acquisition. The System Integrator contracts with and manages suppliers to ensure that the system and its components meet requirements and, working with partner agencies, the sponsor and technical authorities, ensures that the system is determined to be operationally suitable and effective before being handed over to the end user.

-T-

Technical Authorities: Coast Guard technical authorities possess the processes and policies necessary to ensure that assets meet technical requirements and are operationally ready, reliable, maintainable and safe. Technical authorities approve, monitor and enforce the Coast Guard's technical standards, and support the decision-making capabilities of the engineering and acquisition communities. The Coast Guard's technical authorities include the Assistant Commandant for Engineering and Logistics (CG-4); the Assistant Commandant for Command, Control, Communications, Computers, and Information Technology (C4IT) (CG-6); the Assistant Commandant for Human Resources (CG-1); and the Assistant Commandant for Resources (CG-8).



Mission execution begins *here.*

