

# 2018-2022 Strategic PLAN



Acquisition  
Directorate

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# Message from the Chief Acquisition Officer

I am proud to present the United States Coast Guard's (USCG) Acquisition Directorate's strategic plan for Fiscal Year (FY) 2018-2022. This year marks a decade since the formation of the USCG Acquisition Directorate which continues to serve as a model for acquisition excellence within the federal acquisition enterprise. I am pleased to serve as the Coast Guard's Chief Acquisition Officer and look forward to diligently delivering capabilities to the entire Coast Guard workforce to ensure that the Coast Guard is mission-ready.



The health of our organization thrives through the continual self-assessment of our own work and the strategy that drives us. A review of our CG-9 mission statement and vision statement indicate that they are as applicable today as they were when they were created. As such, our mission and vision remain unchanged from the previous version. However, changes in the budgetary and political climate as well as progress we've made necessitate modifications to our goals and objectives. To accommodate these changes and ensure alignment as we continue to achieve our mission and improve our organizational benchmarks, we push ourselves to set the bar higher and adapt our goals and objectives toward continued success.

<b>CG-9 Acquisition Strategic Plan Goals</b>	1. Unify effort throughout CG-9 to achieve mission execution.	2. Improve and sustain workforce excellence to enable mission execution.	3. Deliver capabilities within established parameters.
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Every goal within this Strategic Plan has corresponding objectives that demonstrate our progress in achieving the CG-9 mission, and ultimately realizing our vision. CG-9 will develop and publish an annual Action Plan to use as a road map to ultimately meet our objectives and overall goals while outlining several of the Executive Leadership team's priority initiatives. The Action Plan will also include performance measures that support the objectives and goals detailed in this plan. The performance measures and their associated targets and thresholds will assess the progress being made toward achieving the Acquisition Directorate's goals and objectives. The performance measures will always be a component of the Action Plan and will be annually updated throughout the lifecycle of the Plan. These measures are based on past performance and industry standards to ensure we set reasonable baselines while also driving the Acquisition Directorate forward in serving as a model for other organizations within the federal acquisition enterprise.

We will continue to utilize the online Performance Dashboard to visualize and report on our progress towards refining our mission execution.

I encourage you to review this updated Strategic Plan, and ensure your efforts support our goals and objectives as we move forward together.

A handwritten signature in black ink, appearing to read 'Michael J. Haycock'.

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

## About This Plan

The FY18-22 CG-9 Strategic Plan demonstrates the U.S. Coast Guard (USCG) Acquisition Directorate's strategic direction for the next five years as CG-9 delivers capabilities to USCG personnel and provides a model of excellence within the federal acquisition enterprise. This plan states CG-9's mission and vision, as well as the three strategic goals that drive the directorate's work and steer the organization's direction. These goals relate to the three pillars of organizational excellence – culture, people, and process – and are supported by distinct objectives and corresponding performance measures. These performance measures are the key to assessing and evaluating progress toward achieving CG-9's mission and vision.

The CG-9 Strategic Plan builds on the strategy and direction established in its previous editions. This plan aligns CG-9's work with relevant Coast Guard strategic plans and guidance. The goals and objectives detailed within this plan are relevant to every office, division, program, project team, and individual employee within the Directorate. Each of these acquisition entities will use this plan to shape their own initiatives and develop annual performance plans that align with this strategy. The Strategic Plan serves as a management tool for the Directorate's leadership to unify efforts, improve and sustain workforce excellence, and deliver capabilities throughout the Coast Guard.

The Acquisition Directorate is composed of several entities with equities that extend beyond the immediate CG-9 community. One example is the Head of Contracting Activity (HCA) as the HCA supports a multitude of customers beyond the Major Acquisition programs. While the CG-9 Strategic Plan provides strategic direction for the Acquisition Directorate, it does not limit the ability for additional guidance to be provided by those offices with equities beyond CG-9 when appropriate.

The Strategic Plan Revision Working Group was comprised of CG-9 senior leaders, program managers and office chiefs. They utilized a Balanced Score Card approach to identify performance metrics to improve overall CG-9 accountability and execution.

CG-9 is committed to achieving excellence and accountability through transparent performance measures that demonstrate tangible accomplishments. The Acquisition Directorate will continually assess the quality of these performance measures to ensure that the objectives detailed in the Strategic Plan are accomplished.

For more information about the CG-9 Strategic Plan, contact:

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U.S. Coast Guard  
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Washington, DC 20593-7816

Additional information about the Coast Guard Acquisition Directorate can be found at [www.dcms.uscg.mil/acquisition](http://www.dcms.uscg.mil/acquisition).

The following page (5) is the CG-9 FY2018-FY2022 Strategic Plan Overview, and is available to print and post as a guiding reference.

# Acquisition Directorate

## Vision

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

## Mission

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

## Culture

## People

## Process

### Goal 1

Unify effort throughout CG-9 to achieve mission execution

### Goal 2

Improve and sustain workforce excellence to enable mission execution

### Goal 3

Deliver capabilities within established parameters

#### Objective 1.1

Actively identify, collect, and institutionalize best practices and lessons learned.

#### Objective 2.1

Support proficiency with ongoing professional development.

#### Objective 3.1

Develop and execute achievable key events within integrated government schedules.

#### Objective 1.2

Implement goals across offices and teams to achieve unity of effort.

#### Objective 2.2

Improve and maintain workforce capacity and stability.

#### Objective 3.2

Develop and execute achievable obligation plans consistent with established financial benchmarks.

#### Objective 3.3

Ensure CG-9 processes support effective program execution and performance.

#### Objective 3.4

Develop and execute a standard procurement and contract planning management process.



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# Evolution of the Acquisition Directorate Strategic Plan

The newest version of the CG-9 Strategic Plan marks 10 years since the formation of the U.S. Coast Guard's Acquisition Directorate. In 2005, the Government Accountability Office (GAO) published the Framework for Assessing the Acquisition Function, which defines the standards for qualitative assessment of the strengths and weaknesses of the acquisition function within federal agencies. In 2006, the Coast Guard consolidated its acquisition organizations to align its acquisition strategy with the Framework's four cornerstones: 1) organizational alignment and leadership, 2) policies and processes, 3) human capital, and 4) information management and stewardship. These four cornerstones remain the foundational tenets of Acquisition Directorate policies and processes.

CG-9's first Strategic Plan, the Blueprint for Acquisition Reform, leveraged GAO's Framework to identify and track tasks necessary to achieve a vision of a consolidated, responsible, and successful acquisition organization. The Blueprint for Acquisition Reform created a mechanism for tracking tasks derived from the Framework's critical success factors. The subsequent Blueprint for Continuous Improvement measured performance across the acquisition organization. Finally, the predecessor to this plan, the Blueprint for Sustained Excellence, highlighted the top-level goals with defined key objectives, while setting targets for performance measures to drive progress toward each goal.



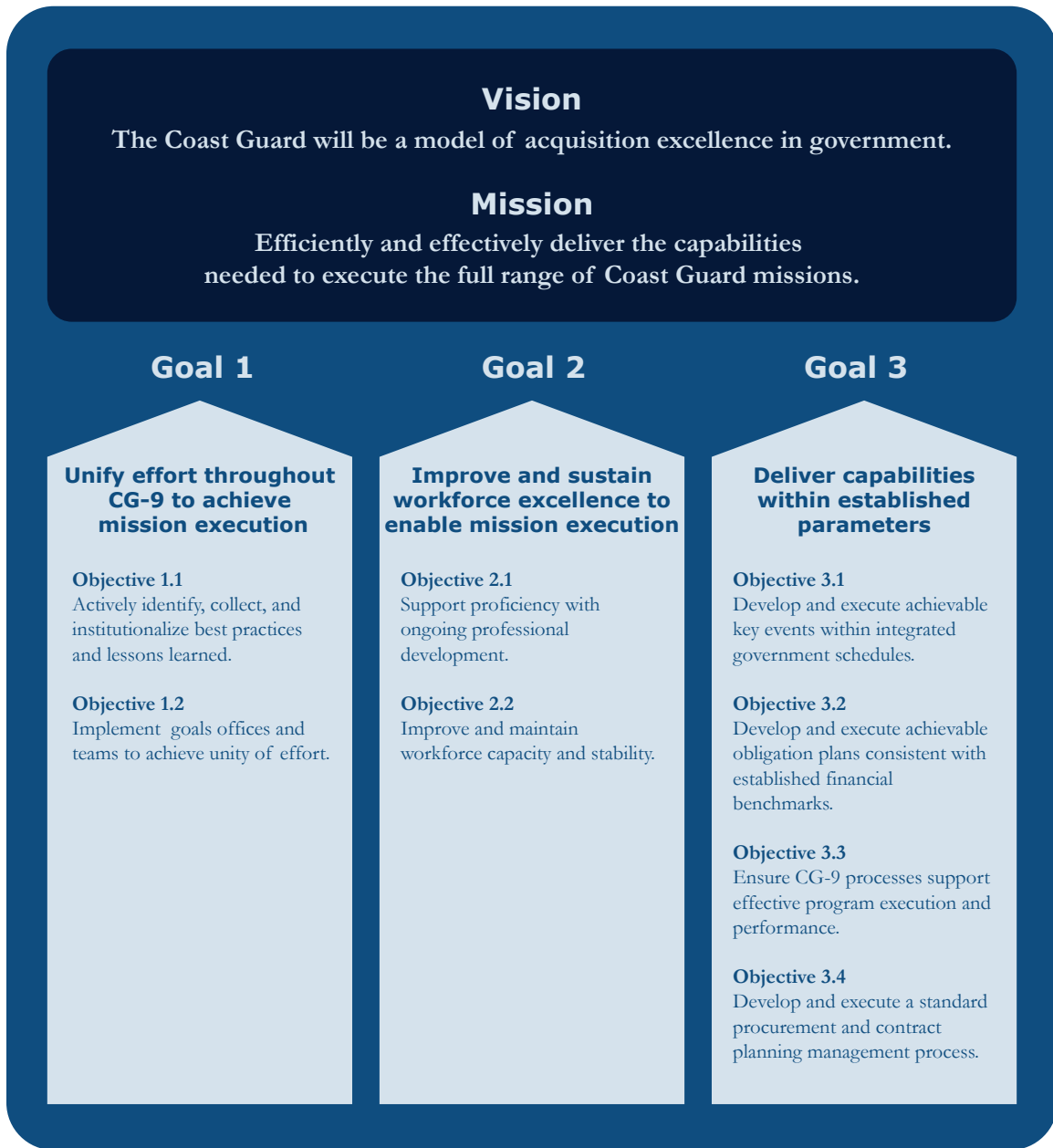
This edition of the Strategic Plan builds on this proven structure of setting goals, defining objectives, and assigning corresponding performance measures. The Directorate leveraged the newly codified CG-9 Senior Leadership Group (SLG), comprised of Office Chiefs and Program Managers, to conduct a complete re-evaluation and revision of the Directorate's strategy, as well as an assessment of CG-9's overall strengths, weakness, opportunities, and potential threats (SWOT) analysis. The SLG leveraged the SWOT analysis results in the CG-9 Strategic Plan Revision Working Group as they focused on evaluating, revising, and validating CG-9's strategic goals over a two-month process.

Ultimately, the CG-9 Strategic Plan Revision Working Group determined that the Acquisition Directorate's mission and vision are enduring: CG-9 efficiently and effectively delivers the capabilities needed to execute the full range of Coast Guard missions – while striving to be a model of acquisition excellence within the federal government. However, building on the success of the Directorate's efforts, the Working Group determined that Goals 1 through 3 and virtually all objectives and performance measures required both re-alignment and overall advancement to reflect the Acquisition Directorate's status of organizational maturity.

Throughout the development process, the Executive Leadership Team (ELT) reviewed these measures, corresponding objectives, and revised strategic goals. They provided direction as needed, and validated the overall strategy. This CG-9 Strategic Plan represents an evolution of an acquisition strategy that matches the maturity of a dedicated workforce guided by strong leadership on a clear path forward.

# Overarching Strategy: Vision, Mission & Goals

The Strategic Plan is focused on measuring performance against objectives and goals. These elements are driven by the overarching vision and mission.



**Figure 1: CG-9 FY2018-FY2022 Strategic Plan Mission, Vision, Goals, and Objectives.**

CG-9’s vision statement reminds the workforce of the future state the Directorate is striving to reach. CG-9’s mission statement encapsulates what the Acquisition Directorate does, how that work is accomplished, and perhaps most importantly, who it is that the Directorate ultimately serves: the entire Coast Guard workforce. The CG-9 Strategic Plan goals also align with the Commandant’s Guiding Principles and DCMS Strategic Plan.

<b>Commandant's Guiding Principles</b>	Service to Nation: We will fulfill our service to nation and safeguard America's security and prosperity through ongoing and responsible recapitalization of our aging assets, building cooperative relationships, and ensuring capacity for major incident response operations.	Duty to People: We will uphold our duty to people by maintaining a culture inhospitable to sexual assault, shaping a service climate of diversity and inclusion, and developing leaders of character and integrity.	Commitment to Excellence: We will maintain our commitment to excellence by optimizing our force structure, modernizing our systems and procedures, and employing deliberate and agile strategic planning processes.
<b>DCMS Strategic Plan Goals</b>	1. Capability and Capacity to Sustain Mission Demand	2. Workforce Development & Well-being	3. Standard Service Delivery 4. Efficiency through Innovation 5. Performance Management & Government
<b>CG-9 Acquisition Strategic Plan Goals</b>	3. Deliver Capabilities within established parameters.	2. Improve and sustain workforce excellence to enable mission execution.	1. Unify effort throughout CG-9 to achieve mission execution.

**Figure 2: Alignment of the CG-9 Strategic Plan Goals to the Commandant's Guiding Principles and DCMS Strategic Plan Goals.**

CG-9's strategic goals are based on the Directorate's pillars of excellence, which are at the core of a proactive, resilient organization: culture (climate), people (workforce) and process (program execution). These pillars, goals, and their objectives intersect, lending mutual validation and support of their critical roles in the health of the Acquisition Directorate. These goals define the strategic results that CG-9 is pursuing through their corresponding objectives and performance measures.

## Executing the Strategy: Linking Goals to Objectives

At the core of the Directorate's strategic planning efforts are the objectives that drive the daily work of CG-9. Accomplishing these objectives supports the organization meeting its mission and moving toward its vision. As a means of measuring progress toward accomplishing these objectives, the performance measures and their associated targets and thresholds are defined in the companion Action Plan that is published annually.

### Goal 1: Unify effort throughout CG-9 to achieve mission execution.

Mission execution only reaches an optimal state when all offices and projects within an organization are working together consistently and cohesively. CG-9 seeks to adhere to a holistic approach toward mission execution

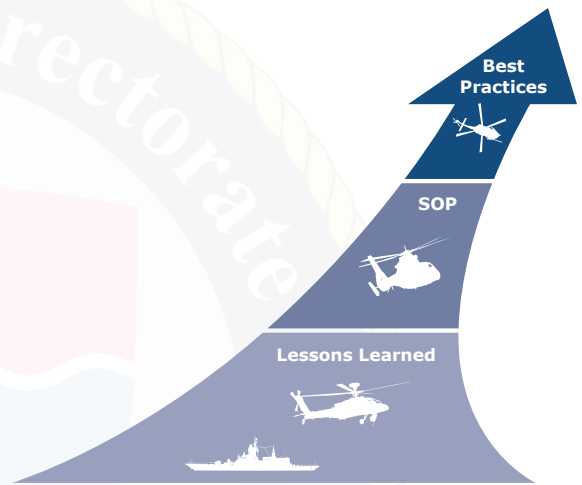


that considers the strengths and driving factors of every office within the Acquisition Directorate. Unity of effort is achieved when best practices are fostered and mission goals are supported across offices. To effectively deliver Coast Guard acquisition mission capabilities, CG-9 must be fully engaged and aligned in their efforts. Strengthening leadership, communication, collaboration, and knowledge management proficiencies ensures CG-9 will serve as an exemplary model of unity of effort for other Coast Guard directorates and the federal government as a whole.

### Objective 1.1 – Actively identify, collect, and institutionalize best practices and lessons learned.

A key issue identified by CG-9 leadership is the need to evaluate lessons learned that are gained from executing critical events and leveraging that data and information into a policy or practice. CG-9 is uniquely positioned to rigorously and routinely assess how the directorate is executing acquisition efforts. It is then possible to refine the relationship between identifying lessons learned, creating standardized, repeatable processes like Standard Operating Procedures (SOPs), and ultimately internalizing and modeling best practices for the acquisition enterprise, as detailed in the graphic to the right.

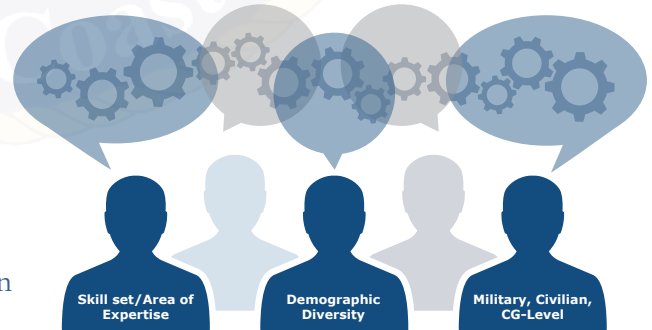
Lessons learned should be captured for all executed critical events. Once captured, the lessons learned must be turned into actionable processes. SOP documents can be determined to be current or in need of updating based on their active or dormant status, and whether or not they have been reviewed and updated as needed. Vigilance in capturing lessons learned and converting them into actionable policy will foster a culture of best practices throughout the Coast Guard acquisition enterprise.



**Figure 3: The best practice development process builds on lessons learned to establish SOPs and institute best practices.**

### Objective 1.2 – Implement goals across offices and teams to achieve unity of effort.

The Coast Guard’s Acquisition Directorate is one of the largest organizations within the Coast Guard enterprise. CG-9 brings together a model workforce that demonstrates competencies across the spectrum of the acquisition enterprise, and uses these unique skill sets to complement and support individual offices and teams in their efforts. This aspect of unity of effort takes deliberate action to break down communication barriers among offices and teams. It also relies on leadership to identify mutual goals and opportunities for support and engagement.



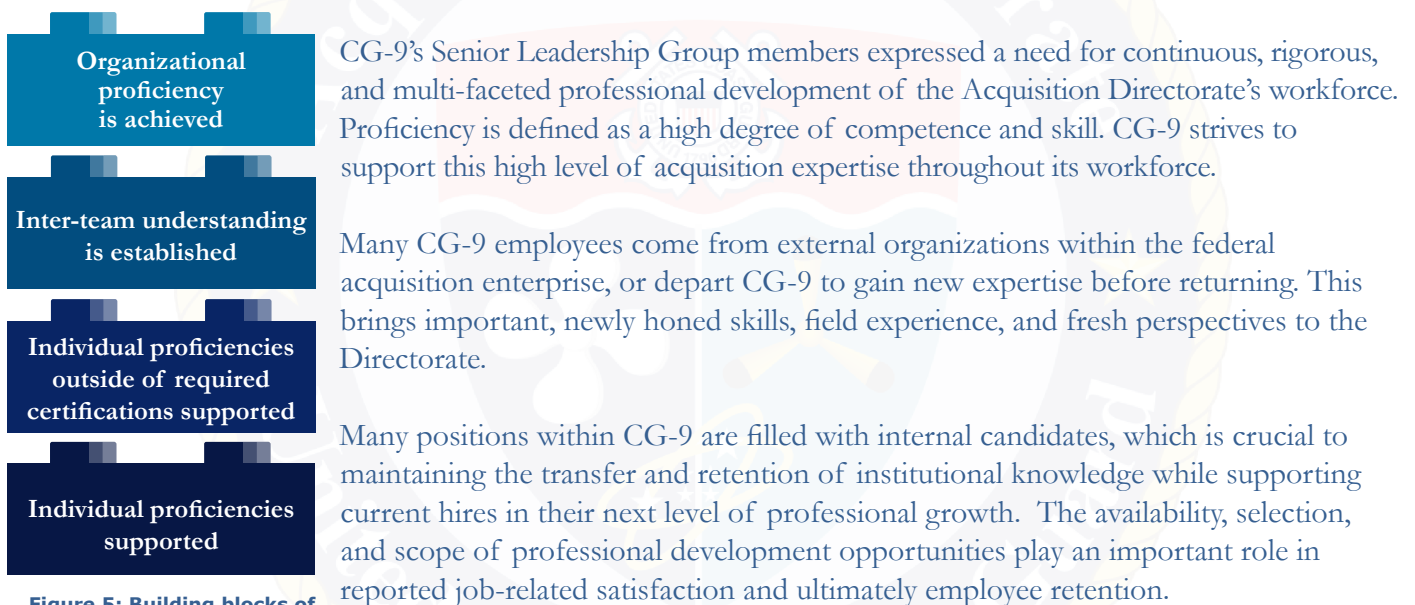
**Figure 4: Enhance CG-9 communication and awareness through diversity of demographics, skill sets and experiences.**

Ultimately, achieving unity of effort demonstrates an overall workforce desire and an ability to enhance communication and awareness within CG-9.

## Goal 2: Improve and sustain workforce excellence to enable mission execution.

An organization is only as strong as the workforce that executes its mission. CG-9 continues to be supported by military, civilian, and contractor staff that embody the hard work and dedication that sets the Acquisition Directorate apart as an exemplary organization within the federal acquisition enterprise. However, professional and technical capacity can always be improved. Challenges exist within the hiring process, which are often the result of factors external to CG-9. CG-9 must strive to identify and mitigate these challenges. While Goal 1 of this Strategic Plan addresses culture and collaboration, Goal 2 focuses on the people who do the work and execute the mission, ensuring that leadership has the right tools in place to attract, cultivate, and retain a workforce that is mission-ready.

### Objective 2.1 – Support proficiency with ongoing professional development.



**Figure 5: Building blocks of professional development.**

Participation in professional development opportunities demonstrates that individuals are motivated to complete required and non-required training. By identifying, preparing, and supporting individuals who seek developmental opportunities, CG-9 leadership provides motivation to the acquisition workforce.

### Objective 2.2 – Improve and maintain workforce capacity and stability.

Key to improving and maintaining workforce excellence is the improvement and maintenance of both workforce capacity and stability. While support and growth of capacity have been addressed through professional development, much of capacity and stability within a workforce is based in recruitment, hiring, and onboarding. It is in the Acquisition Directorate's interest to retain its best talent. By encouraging the workforce to advance their careers, they can bring their expertise and talent to leadership roles, while maintaining overall institutional knowledge. Strengthening the overall workforce and boosting employee satisfaction by providing internal opportunities and training will improve and maintain stability.

A comprehensive, forward-thinking hiring process supports organizational resiliency by anticipating workforce needs and ensuring skill gaps are filled with top talent. Part of a strong hiring process is a steady, stable pipeline of talent that is attracted to CG-9's organizational culture and opportunities.

A supplemental Human Capital Strategic Plan developed by the Office of Acquisition Workforce Management (CG-921) is in alignment with this Strategic Plan and further expands the scope of CG-9 workforce development and retention goals.

### **Goal 3: Deliver capabilities within established parameters.**

Organizational maturity is demonstrated through both the creation of, and adherence to, scheduling, financial, and performance parameters. The Acquisition Directorate is most effective at delivering capabilities to the Coast Guard enterprise when the CG-9 workforce is working to establish schedules, budgets, and processes that support efficient output. Goal 3's objectives seek to develop and execute achievable key events within integrated government schedules and in accordance with established financial benchmarks, as well as ensure that CG-9 processes support effective program and contract execution.

#### **Objective 3.1 – Develop and execute achievable key events within integrated government schedules.**

A component of unifying efforts across CG-9 offices and teams and delivering capabilities on-time and within budget, as detailed in Goal 1, is ensuring that key acquisition events are managed with an integrated government schedule that is then met. Not every project team or office will execute their work within identical timelines. However, it is critical that their timelines reflect the efforts of collaborating offices so that challenges during execution can be identified and mitigated or resolved as quickly as possible using documented lessons learned.

#### **Objective 3.2 – Develop and execute achievable obligation plans consistent with established financial benchmarks.**

It is essential that key events be executed not only on time, but within budget. Obligation plans that correspond to established financial benchmarks ensure that key events are executed in a way that supports the Acquisition Directorate's financial health. Through realistic, achievable obligation plans that push CG-9 to exceed expectations, the Acquisition Directorate ensures all offices within the Directorate are accountable to one another and successfully meet the mission.

#### **Objective 3.3 – Ensure CG-9 processes support effective program execution and performance.**

Effective program execution and performance is the bellwether of Goal 3. Capability delivery is only possible with strong internal processes that both guide and support all aspects of the acquisition process. Codified processes for all CG-9 workflows ensure maximized efficiency, reduced redundancy, and effective allocation of resources, time and talent.

## **Objective 3.4 – Develop and execute a standard procurement and contract planning management process.**

Procurement and contract planning management intersects with all of the objectives that support Goal 3. Delivering capabilities within established parameters includes effective management of financial resources and ensuring quality contracts. The need for a standard procurement planning process to improve the quality of contracting products is driven by support for Objectives 3.1, 3.2, and 3.3. Delivering capabilities within established parameters includes various aspects of compliance that are required to preserve our delegated procurement authority from the Department of Homeland Security (DHS).

## **Achieving Results: Linking Goals and Objectives to Performance**

Beginning with this edition of the Strategic Plan, CG-9 will publish an associated annual Action Plan. Each Action Plan serves as a directional document for leadership priorities and initiatives within its specified calendar year to supplement the five-year overall strategic guidance provided by the CG-9 Strategic Plan. The Action Plans detail priority initiatives to be enacted by CG-9 leadership throughout offices and project teams to further CG-9 strategic goals and objectives. In the Action Plan, Executive Sponsors and Initiative Managers are assigned as needed. They will be responsible for ensuring their assigned initiatives are completed within specified timeframes. The Strategic Plan performance measures are included in the action plan along with their associated targets and thresholds. These measures will be assessed by CG-9 Leadership throughout the year to track progress of achieving the specified objectives.

The 2018 Action Plan is available to those with CG Portal access on the CG-9 site page: ([https://cg.portal.uscg.mil/units/cg9/Strategic\\_Plan](https://cg.portal.uscg.mil/units/cg9/Strategic_Plan)); subsequent Action Plans will be posted to this page each year.

## **Summary and Conclusion**

The CG-9 Strategic Plan builds on the successful direction provided by previous editions of this plan, as well as the successes of the Acquisition Directorate workforce. This plan defines the purpose and desired future state of the U.S. Coast Guard's Acquisition Directorate. The CG-9 Strategic Plan codifies the path forward for serving as a model of acquisition excellence throughout the federal acquisition enterprise by efficiently and effectively delivering the capabilities necessary for executing the full range of Coast Guard missions. Building on the three pillars of organizational excellence – culture, people, and process – CG-9 has defined its three strategic goals as: 1) Unify efforts throughout CG-9 to achieve mission execution, 2) Improve and sustain workforce excellence to enable mission execution, and 3) Deliver capabilities within established parameters.

CG-9's leadership generates inter-office transparency and accountability by defining performance measures that map to each of the strategic objectives of the CG-9 Strategic Plan. CG-9 Offices will also be held accountable to internal measures developed at the sub-Directorate and individual program/office level where applicable. By routinely monitoring and reviewing the Directorate's progress in meeting or exceeding the targets set forth for each performance measure, the Directorate's leadership will make data-driven strategy and policy decisions in order to achieve CG-9's mission and vision.

This document serves as a living iteration of the Acquisition Directorate's overall strategy, and provides a roadmap to ensure we continuously evolve and improve as professionals of the Coast Guard's acquisition and procurement workforce.





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