



Direction

Admiral James Loy

Restoring Our Readiness

We can only meet our wide-ranging mission requirements when our operating and support units are properly staffed, trained, equipped, and maintained. To restore readiness, we must take steps to establish an equilibrium at which we can sustain normal operations and perform appropriate training, maintenance and administrative work while also maintaining our capacity to mount surge efforts for emergency operations. Therefore, I have established the following imperatives:

1. Restore the Workforce

We will return our workforce to current authorized strength, invest in training to increase qualifications and experience levels, then pursue the additional personnel needed to meet our identified mission requirements and performance targets. This will be our highest budget priority. We will focus on both recruiting and retention, including ensuring parity with DoD in pay, compensation and benefits.

2. Restore Adequate Logistics and Support Systems

"Logistics" includes all activities associated with acquiring, developing, sustaining, and retiring the components of capability: people, information and systems. The overarching objective of Coast Guard logistics systems is to put the right capability in the right place at the right time at the right cost. We will seek both the resources and the improvements in logistics systems necessary to meet this objective. We will maintain and equip our assets to standards. We will continue to develop and implement a doctrine for integrated logistics management to provide the most efficient and effective support to our units.

3. Balance Workload to Match Resources

We will engage in a comprehensive effort to better manage our workload by balancing it with available resources. We will no longer sacrifice long-term

sustainability for short-term success. We will task and operate our assets only to the level that can be sustained by the resources and systems that support them. We will undertake systematic program reviews such as Project Kimball to improve workload standards and requirements. We will aggressively seek out and eliminate unnecessary, unproductive or out-dated activities, requirements, and administrative burdens. We will be innovative in considering new ways of doing business to both improve the quality of life of our people and improve service to America.

4. Build a Readiness Management System

We will develop and deploy a Coast Guard-wide system for monitoring, assessing and managing readiness. The system will provide a common view of current and projected readiness at the unit, District/Area, and service-wide levels. Program and asset standards and requirements will be developed where they do not currently exist in order to provide a basis for measuring readiness.

