



Direction

Admiral James Loy

Shaping Our Future

We must plan for the future now. The ability to anticipate and respond to new threats, risks, demands and opportunities is critical to our success. We must imbed greater agility in both operations and support systems. Collaboration and planning between operations and support must improve so that we are able to quickly identify new requirements; acquire, develop and deploy new capabilities; and shift between missions to meet emerging needs. Both operations and support systems must reinvent themselves, taking advantage of new technology, information systems, and ways of doing business. We must increase the effectiveness of our operational assets through expanded use of intelligence and developing maritime domain awareness. We will be innovative and bold as we invest in the people, technology, information systems and strategies to meet our maritime challenges in the 21st century. I have established the following imperatives to help us shape our future:

1. Implement the Future Force 21 Strategy

The current set of Coast Guard human resources policies and practices (training, compensation, benefits, qualifications, career development, assignment, etc.) were designed decades ago and will not meet the Coast Guard's 21st century needs. Therefore, we will develop a long-range, comprehensive workforce reinvention plan in the next two years. This plan will aggressively explore better ways to obtain, train, qualify, and deliver people to the units that need them. It will take a hard look at current standards and requirements, and reengineer major processes to create a flexible, dynamic human resources system that provides the diverse, effective "Force" to meet current and future "Work" needs of the Coast Guard.

2. Execute the Integrated Deepwater System Project

We will aggressively pursue required funding levels to move the Integrated Deepwater System (IDS) Capabilities Replacement Project forward on schedule. We will adhere to an innovative, "system of systems" approach integrating surface, air, shoreside and C4ISR assets and logistics support systems to maximize operational effectiveness at the minimum total ownership cost.

3. Invest in Information Systems and Technology

We must use information systems and technology as force multipliers to modernize our assets and improve our performance. Initiatives such as the National Distress and Response System Modernization Project (NDRSMP) which support this imperative will continue to be a high priority. Taking full advantage of the potential of the information age requires that we change the way we look at and manage information. We must recognize and treat information and knowledge as critical corporate resources. We must build a 21 st century decision-making architecture and the information system that supports it. We must plan, prioritize and implement IT investments from a service-wide perspective. We will develop a Coast Guard Information System which pro-vides current, relevant and accessible information for decision-making across programs.

4. Lead the Marine Transportation System Initiative

We will continue our leadership role in developing the Marine Transportation System initiative in support of DOT's vision of "leading the way to transportation excellence and innovation in the 21st century." Virtually all indicators suggest that waterways usage and the demand for Coast Guard services will continue to increase. Increasing congestion on America's waterways will create a greater need for a well-integrated, intermodal transportation system. We will engage in a cooperative effort with other federal agencies local authorities, and waterways users to ensure that the infrastructure, systems, and services of our ports and waterways meet the demand for a safe, secure, efficient, accessible, economically viable and environmentally sound marine component of the National Transportation System.

