The United States Coast Guard

Commandant's Direction

1998 through 2002

PREPARATION EQUALS PERFORMANCE

ADM JAMES M. LOY

To the Men and Women of the Coast Guard,

It is my great honor and privilege to serve you and the American people as the Commandant of the United States Coast Guard. We are an organization with a rich history of service to our nation. Coast Guard men and women have made remarkable contributions to the safety, security and economic well-being of America. Our heroes have served in war and in peace and their legacy is a constant challenge to us today as we extend proud Coast Guard traditions into the future.

A change of command, even at the Commandant level, is as much about continuity as it is about change. The Coast Guard has undergone significant change over the past few years. We all welcome the leadership challenge that comes with such times. However, we must also recognize the need to preserve the things that represent stability — constants like our core values of Honor, Respect and Devotion to Duty. Together with our enduring characteristics as a military, maritime, multi-mission service, they define the discipline, the adaptability and the skills we need to accomplish the difficult things America demands of us.

I am proud to have been selected as the 21st Commandant of the United States Coast Guard, the Commandant who will lead you into the 21st century. You will find the phrase Preparation Equals Performance throughout this brochure. Preparation Equals Performance is the slogan I have lived by for the past 13 years. It was born as a bond among the crew of MIDGETT at refresher training in 1985. It has consistently focused my attention to tasks at hand. Its simplicity is its greatest strength. I want you each to internalize this simple credo — to prepare well so you perform well at whatever the Coast Guard asks you to do. I look forward to meeting you on the messdeck and in the wardroom, on the flight line and in the conference rooms. Our future as a nation and as a service is bright. Much of that future is laid out in this document. Please read it carefully as we begin our time on watch together.

JM Loy

ABOUT THIS DOCUMENT

The *Commandant's Direction* is intended to guide the service during the term of each Commandant. It is my way of communicating to you, the members of Team Coast Guard, my vision and priorities for the next four years.

Over the past four years, we have been guided by the plan ADM Kramek built in 1994. Many of his challenges for us continue ... others have been completed. My time as Commandant will extend the trackline he laid out for us and introduce new goals now in focus.

We have just published *Coast Guard 2020*, the long range vision of where the Coast Guard will be two decades into the new century. As I scan the near-term horizon from 1998 to 2002, I see fascinating challenges for the Coast Guard. I have grouped them into five areas of emphasis.

The U.S. Coast Guard provides daily value to America. We provide economic vitality. We enforce laws and treaties. We ensure safe and efficient marine transportation. We protect natural resources. We protect our nation's borders and we provide for the national defense. We live our motto, Semper Paratus. The American taxpayer receives a double benefit — a ready and effective defense force and crisis responder, as well as a cost-effective force delivering vital services everyday. That profile will continue during my time on watch, and I take great comfort in knowing I can count on every member of Team Coast Guard to do their part.

DIRECTION

SERVICE

PEOPLE

TEAMWORK

EXCELLENCE

VISION

SERVICE

Stand the Watch

We understand superior service is our core purpose. We will be Semper Paratus ... to protect and serve ... to perform all assigned missions efficiently and effectively, anytime, anywhere ... to build on our 200 year legacy as a military maritime service ... to meet surge requirements for natural disasters and national security ... to leverage our multi-mission skills and take on new tasks in the national interest. We will provide world class support to our operating units. We will communicate our unique capability to commanders-in-chief, ambassadors and the interagency community so America is served efficiently and effectively. We will remain the nation's experts on maritime issues and will provide the very best maritime response service in the world. We will be Visionary and Vigilant focusing on prevention, but Always Ready to respond when needed.

Standing the Watch means:

- *Performing all operational missions flawlessly*
- Ensuring superior readiness for all missions
- Providing superior support for our units
- Being alert for other opportunities to serve

U.S. COAST GUARD

Build and Value our Team

We understand that we are people serving people. We will foster a working environment that promotes learning, commitment and opportunity for all elements in our increasingly diverse workforce. We will build superior competency among our people ... and instill superior leadership and management skills at all levels. We will draw great strength from our differences and work diligently to remove barriers that hinder our progress. We will maximize the use of Reservists and Auxiliarists. We will embrace our core values of Honor, Respect and Devotion to Duty at the personal, unit and organizational levels. We will attract, develop and retain the best of America to serve America.

Building and Valuing our Team means:

- *Providing the people and human resource system needed by our units*
- Achieving our Workforce 2015 goals
- Nurturing our new Leadership Development Center
- Removing obstacles to better Communications, Diversity Management and Career Development

TEAMWORK

Partner for a Stronger America

We understand that teamwork is essential to success both inside and outside our service. We will set the standard for team play. Internally, we will collaborate across traditional vertical and horizontal boundaries. Externally, we will act as a full partner with other services, other agencies, state and local governments, our customers in industry and even other nations to maximize our performance. We will act as a full partner and leader in DOT's emerging ONEDOT management strategy. We will sustain our national defense role by operating at every opportunity in joint environments. We will make bold contributions to the maritime vision for a National Transportation strategy. We will engage our customers and stakeholders routinely, and we will build alliances with other nations to enhance national objectives.

Partnering for a Stronger America means:

- *Optimizing interagency coordination in maritime law enforcement*
- Improving interoperability with DOD
- Leading and participating in ONEDOT initiatives
- Expanding on Prevention Through People partnerships
- Contributing to national security objectives around the world

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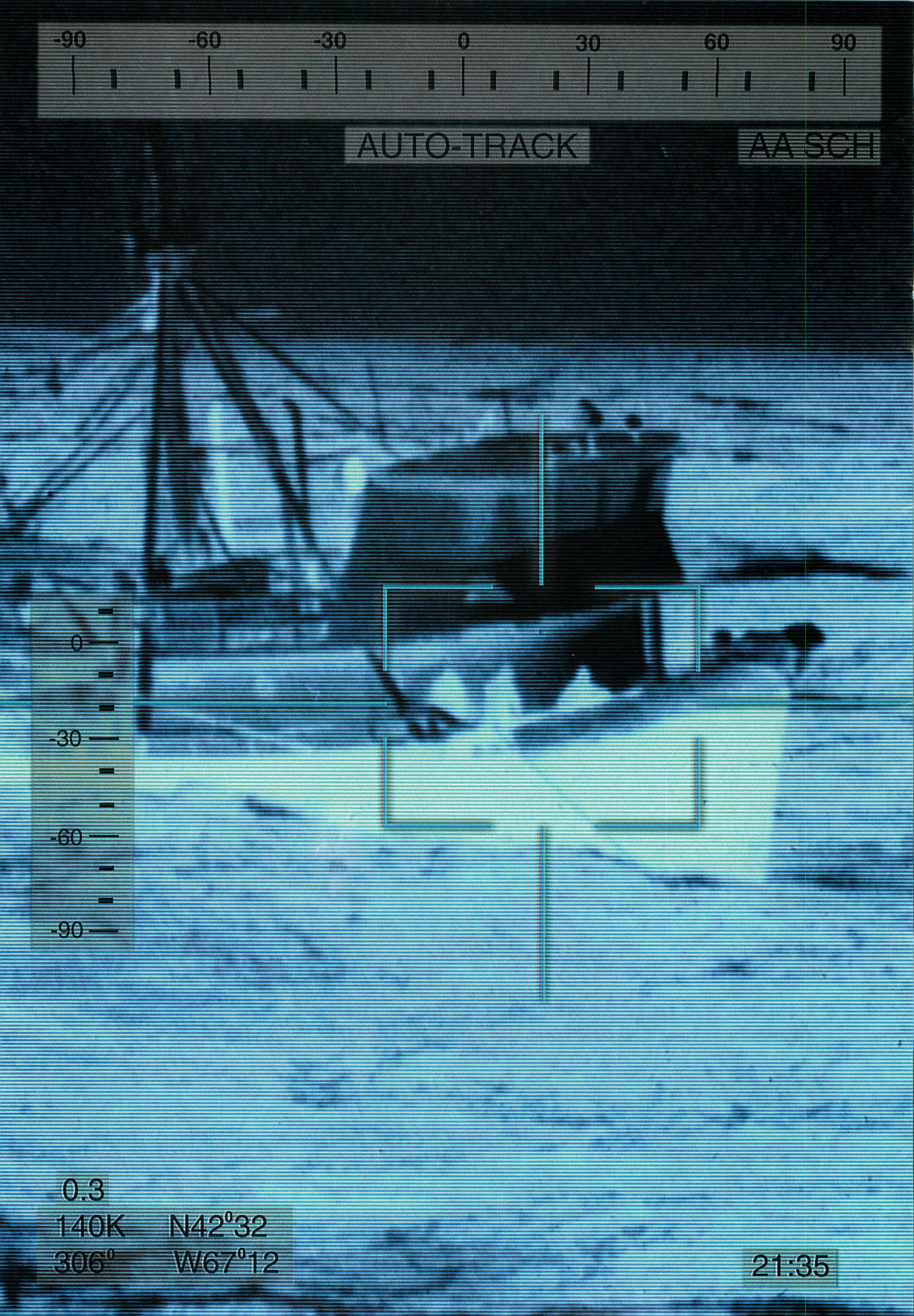
U.S.
COAST GUARD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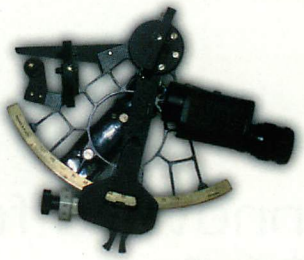
Innovate for Superior Performance

We understand that high standards are an imperative. We will excel as responsible stewards of taxpayers' resources. We will improve operational performance through the development of solid performance plans. We will build a 21st century decision-making architecture and the information system that supports it. We will use aggressive performance measures to track our progress. We will continuously improve our business processes and apply Information Technology creatively. We will be the leader in government for making the precepts of outcome-based performance and accountability work for the American people. We will make risk-taking, innovation, trust and empowerment central to our leadership culture.

Innovating for Superior Performance means:

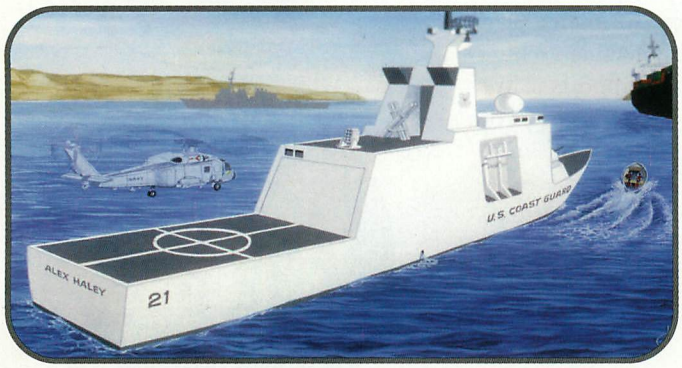
- *Improving decision-making by investing in technology*
- Tracing all managerial investment to operational performance
- Gaining clean financial audits in 1999 and 2000
- Reinforcing our commitment to Quality Management
- Empowering field commands to match resources to workload

VISION



Seize the Future

We understand that Coast Guard 2020 is our path to the future. We will chart our course along that path and position the Coast Guard with the capabilities in people, hardware, information systems and mission concepts that will best serve America well into the 21st century. We will carefully study trends of economic, military, political and social change. We will strengthen our reputation as experts in the maritime environment. We will make investment decisions on the basis of solid mission requirements and life-cycle costs. We will make wise recapitalization decisions for the American taxpayer. We will invest in safe waterways, secure borders and competitive ports. We will monitor evolving transnational security issues and carefully plan for emerging challenges in living marine resource management and environmental protection.



Seizing the Future means:

- *Pressing Deepwater recapitalization — Invest to Save*
- Leading a Waterways Management initiative for DOT
- Responding to emerging environmental challenges
- Being recognized as a unique instrument of National Security

PREPARATION EQUALS PERFORMANCE

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SERVICE: STAND THE WATCH

- ***Performing all operational missions flawlessly***
- **Ensuring superior readiness for all missions**
- **Providing superior support for our units**
- **Being alert for other opportunities to serve**

PEOPLE: BUILD AND VALUE OUR TEAM

- ***Providing the people and human resource system needed by our units***
- **Achieving our Workforce 2015 goals**
- **Nurturing our new Leadership Development Center**
- **Removing obstacles to better Communications, Diversity Management and Career Development**

PREPARATION EQUALS PERFORMANCE

TEAMWORK: PARTNER FOR A STRONGER AMERICA

- ***Optimizing interagency coordination in maritime law enforcement***
- **Improving interoperability with DOD**
- **Leading and participating in ONEDOT initiatives**
- **Expanding on Prevention Through People partnerships**
- **Contributing to national security objectives around the world**

EXCELLENCE: INNOVATING FOR SUPERIOR PERFORMANCE

- ***Improving decision-making by investing in technology***
- **Tracing all managerial investment to operational performance**
- **Gaining clean financial audits in 1999 and 2000**
- **Reinforcing our commitment to Quality Management**
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VISION: SEIZE THE FUTURE

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