

U.S. Department
of Transportation

United States
Coast Guard



Coast Guard

Logistics Doctrine



Commandant
U.S. Coast Guard

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COMDTINST 4000.5A
28 MAR 2001

COMMANDANT INSTRUCTION 4000.5A

Subj: COAST GUARD LOGISTICS DOCTRINE

1. PURPOSE. The purpose of this Instruction is to provide guidance on the future of Logistics in the Coast Guard.
2. ACTION. Area and District Commanders, Commanders of Maintenance and Logistics Commands, Commanding Officers of Headquarters units, Assistant Commandants for Directorates, Chief Counsel, and special staff offices at Headquarters shall use the Coast Guard Logistics Doctrine to provide direction and in creating a more productive and responsive logistics system.
3. DIRECTIVES AFFECTED. Coast Guard Logistics Doctrine, COMDTINST 4000.5 is cancelled.
4. BACKGROUND. The Coast Guard Strategic Plan 1999 defines Coast Guard logistics as, "...activities associated with developing, acquiring, sustaining, and eventually retiring the components of capability: people, systems, and information..." The logistics system that provides the Coast Guard with its people, systems, and information is a complex multi-disciplined system involving thousands of people and billions of dollars. Historically the Coast Guard has operated many different decentralized logistics support systems without benefit of central oversight. The Coast Guard has attempted to optimize the numerous support programs (personnel, engineering, financial, legal, etc.) that comprise logistics. To better document the current state, the Logistics Directorate developed the Coast Guard Logistics Handbook that documents how Coast Guard operating units are currently supported from a system perspective. The handbook takes a modest first step towards developing a holistic view of logistics by outlining how the Coast Guard supports units that operate aircraft, boats, cutters, C4ISR, shore facilities, and aids to navigation. While the Coast Guard Logistics Handbook documents the current system, it does not provide a blueprint that provides guidance or direction for future logistics initiatives. Logistics processes are complex and interconnected, with ripple effects throughout the system; the flow of

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capabilities to the field cannot be modulated like the flow of water from a faucet. Because lead times required are significant, the logistics system must include provisions for full awareness and information to provide adequate time for capabilities development and provision. At the same time, logistics providers must focus on finding ways to reduce lead times while still meeting standards and requirements. Doing so requires an integrated logistics concept or logistics doctrine.

5. DISCUSSION. The Coast Guard Logistics Doctrine provides a clear system approach and vision for Coast Guard Logistics. By implementing the Coast Guard Logistics Doctrine and establishing an integrated logistics system, we will ensure Coast Guard logistics does its part to fulfill the Coast Guard Vision Statement, “the world’s best Coast Guard ... Ready Today ... Preparing for Tomorrow.”
6. CHANGES. Recommendations for improvement of the Coast Guard Logistics Doctrine shall be submitted to Commandant (G-SL).

T.W. JOSIAH
CHIEF OF STAFF

Encl: (1) Coast Guard Logistics Doctrine

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INTRODUCTION

Logistics encompasses all the activities associated with acquiring, sustaining and retiring the components of capability: people, information and systems. Until recently, the Coast Guard placed little emphasis on integrating logistics. For the most part, logistics was synonymous with supply. We did not have a vision outlining what an integrated logistics system would look like. The various components of capability were managed within “stovepipes” which led to decisions about one component not considering its impact upon other components. As a result we are saddled with narrow and inefficient business processes and are unable to optimize the effectiveness of our assets. It is becoming evident that we need to integrate our logistics system or risk Coast Guard units not being able to perform their missions and our organization failing to do its job.

The Logistics Doctrine provides a clear vision for Coast Guard logistics. By implementing the Logistics Doctrine and establishing an integrated logistics system, we will ensure Coast Guard logistics does its part to fulfill the Coast Guard Vision Statement, “the world’s best Coast Guard...Ready Today...Preparing for Tomorrow.”

Please read on to find out where Coast Guard logistics is headed.

**United States Coast Guard
Logistics Doctrine**

I. Why does the Coast Guard need a Logistics Doctrine?

A “healthy” logistics system is critical to a military organization’s success, particularly in the Coast Guard, where units operate independently around the world performing a wide variety of missions. Icebreakers, cutters performing aids-to-navigation or law enforcement duties, small boats and aircraft prosecuting search and rescue cases, and Marine Safety Offices, all rely on Coast Guard logistics to provide people, equipment, and information to accomplish their missions. From a high-level perspective, Logistics Doctrine defines Coast Guard logistics, explains how Coast Guard logistics is designed to work and identifies successful performance for Coast Guard logistics. By providing direction on logistics to the entire organization, the Logistics Doctrine guides us in creating a more productive and responsive logistics system. An improved logistics system will make the entire Coast Guard more efficient and effective. Logistics processes are complex and interconnected, with ripple effects throughout the system; the flow of capabilities to the field cannot be modulated like the flow of water from a faucet. Because lead times required are significant, the logistics system must include provisions for full awareness and information to provide adequate time for capabilities development and provision. At the same time, logistics providers must focus on finding ways to reduce lead times while still meeting standards and requirements. Doing so requires an integrated logistics concept.

II. What is the Coast Guard Logistics Doctrine?

Logistics Doctrine can best be explained by providing a definition as it applies to military organizations, such as the Coast Guard, and then showing how it fits into the Coast Guard “family of plans.”

A. First, let’s define *logistics*. Logistics is the business activity of the Coast Guard in support of its missions. Logistics encompasses all the activities associated with developing, acquiring, sustaining, and eventually retiring the components of capability: people, information, and systems. Logistics converts appropriated funds into operational capabilities, such as personnel, platforms, and support.

As stated in *Coast Guard Strategic Plan 1999* and our *Logistics Handbook*, the purpose of Coast Guard logistics is to:

Put the right capability in the right place at the right time and at the

right cost.

The word “right” means meeting or exceeding an agreed upon standard. If no standard is available, “right” is determined by best judgement.

Strategic Plan 1999 defines “capability” as “having the necessary people, systems, information, support, and policy to conduct missions.”

B. Second, let’s describe doctrine. A doctrine is a set of organizational procedures, parameters, and standards that provide relevant, unifying, and understandable direction to an organization. The Logistics Doctrine describes the Coast Guard logistics system’s end-state and is our top-level logistics plan.

C. Third, let’s explain how the Logistics Doctrine relates to the Coast Guard’s planning system (“Family of Plans”). As depicted in Figure 1, Coast Guard planning can be broken down to three components, strategic (top triangle), operations performance (left side of the rectangular base), and logistics performance (right side of the rectangular base). The Logistics Doctrine cuts across both the strategic and logistics sections of the “Family of Plans.” It is a tool for long range strategic planning and logistics performance planning.

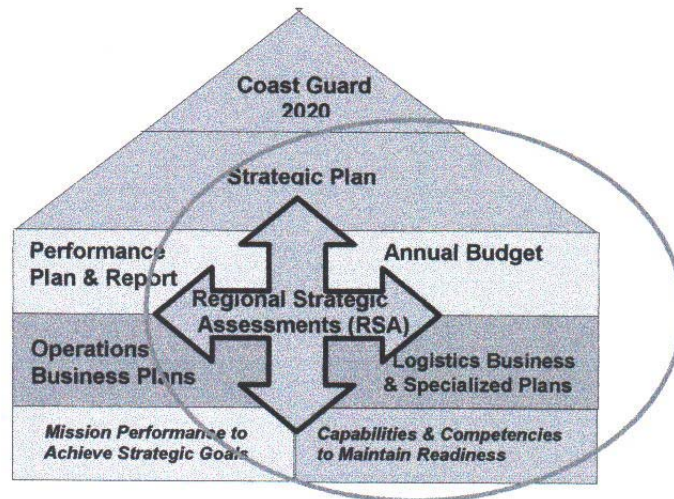


Figure 1. Family of Plans

III. Where does logistics fit in the Coast Guard? In this section we describe Coast Guard logistics in organizational terms and see how it relates to the rest of the Coast Guard. Starting with a high-level description of how the Coast Guard gets its funds and missions, we work to a macro-level description of the Coast Guard logistics organization.

A. Funds and Missions. The President and Congress are elected by the American people to lead and oversee our Nation. As the public’s representatives, they

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determine the Coast Guard's missions and provide funds. The Commandant and Coast Guard Headquarters Staff interact with the Executive and Legislative Branches to obtain strategic direction and funds. In dealing with the President, the Coast Guard works through the Secretary of Transportation and Office of Management and Budget. In this democratic process, Coast Guard funding and missions are influenced by external factors such as political and environmental concerns.

B. Macro View of the Coast Guard. To accomplish its many missions, the Coast Guard has evolved into a large, complex organization. To understand the Coast Guard, we divide it into four major functional elements:

1. **Strategic level** (Commandant and Leadership Council). This level provides direction on organizational goals and priorities, and on allocation of appropriated funds. They work directly with the President, Office of the Secretary of Transportation, Office of Management and Budget, Congress, and other Executive and Legislative Branch elements to set Coast Guard strategic and performance goals.
2. **Operations support.** Operations support receives direction on goals and priorities from the strategic level and provides mission guidance to operating units. Operations support also identifies required mission capabilities. G-O, G-M, Area and District commands perform this role. Area and Districts are also the operational chain of command for operating units.
3. **Logistics support.** Logistics support receives direction from the strategic level and uses logistics funds to produce and deliver logistics capabilities (e.g., people, infrastructure, and information) to operating units, which complete assigned missions. G-A, G-CFP, G-S, G-W, Headquarters units, Maintenance and Logistics Commands, and their sub-units provide capabilities to operating units. Limited logistics support is also provided by Areas and Districts. The operating units accomplish local logistics support internally.
4. **Operating units.** The operating unit is where mission assignments and logistics capabilities come together so day-to-day operations can take place. Operating units need both logistics capabilities delivered by logistics support elements and mission direction from the operations support elements to perform their missions.

Figure 2 outlines Coast Guard programmatic functions and their interactions.

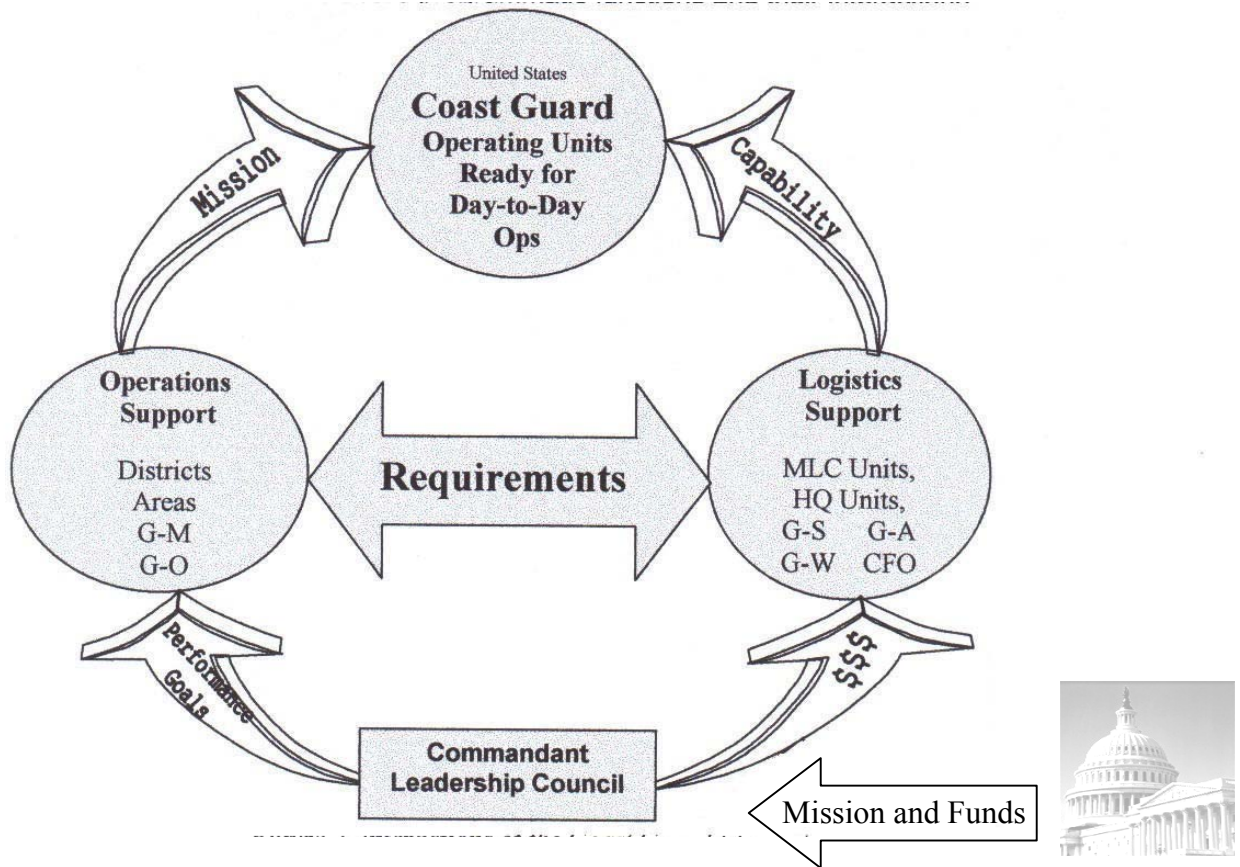


Figure 2, Interactions of the Coast Guard Elements

C. Logistics Role in the Coast Guard. Logistics is absolutely essential to the Coast Guard. By providing people, infrastructure, and information to operating units, logistics enables all operations. Therefore, operations support, operating units, and logistics support must operate as a team.

1. Operations support and logistics support elements work together during mission planning and execution. Logistics requirements must be well defined during the conceptual phase of mission planning and be managed to the end of the operation.
2. Providing logistics support is a complex endeavor. Logistics support is constrained by many factors, such as time, place, distance, logistics system capacity economics, and policy. For these reasons, logistics cannot be viewed as an unlimited spigot of support that can be turned off and on quickly; rather it is the complex refinement of resources and business processes that make operations possible.

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3. The circled area in Figure 3 represents Coast Guard logistics. It shows logistics support elements working with the strategic level and operations support elements to identify, produce, and deliver required capabilities to operating units.

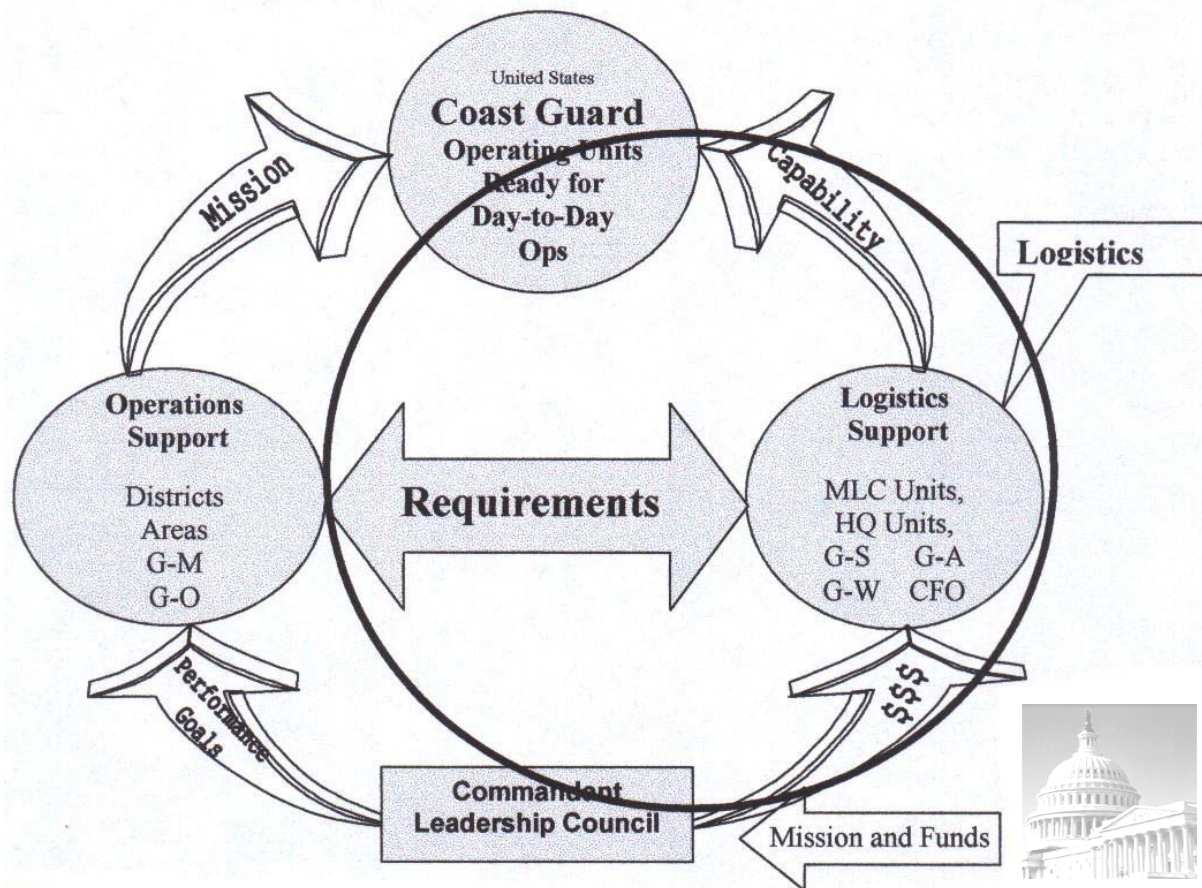


Figure 3. Coast Guard Logistics

IV. How does the Coast Guard logistics process work? In this section we examine the Coast Guard logistics process that transforms funds into capabilities needed by Coast Guard units. The process works in three phases - planning, production, and delivery.

A. Planning.

Planning
right
capabilities
for
right place
at
right time
for
right cost

1. In the planning phase, the Coast Guard determines the right capabilities (e.g., people, infrastructure and information) by identifying logistics required to perform missions and balancing the requirements with available resources. The circled area in Figure 4 represents the boundaries of the planning phase.

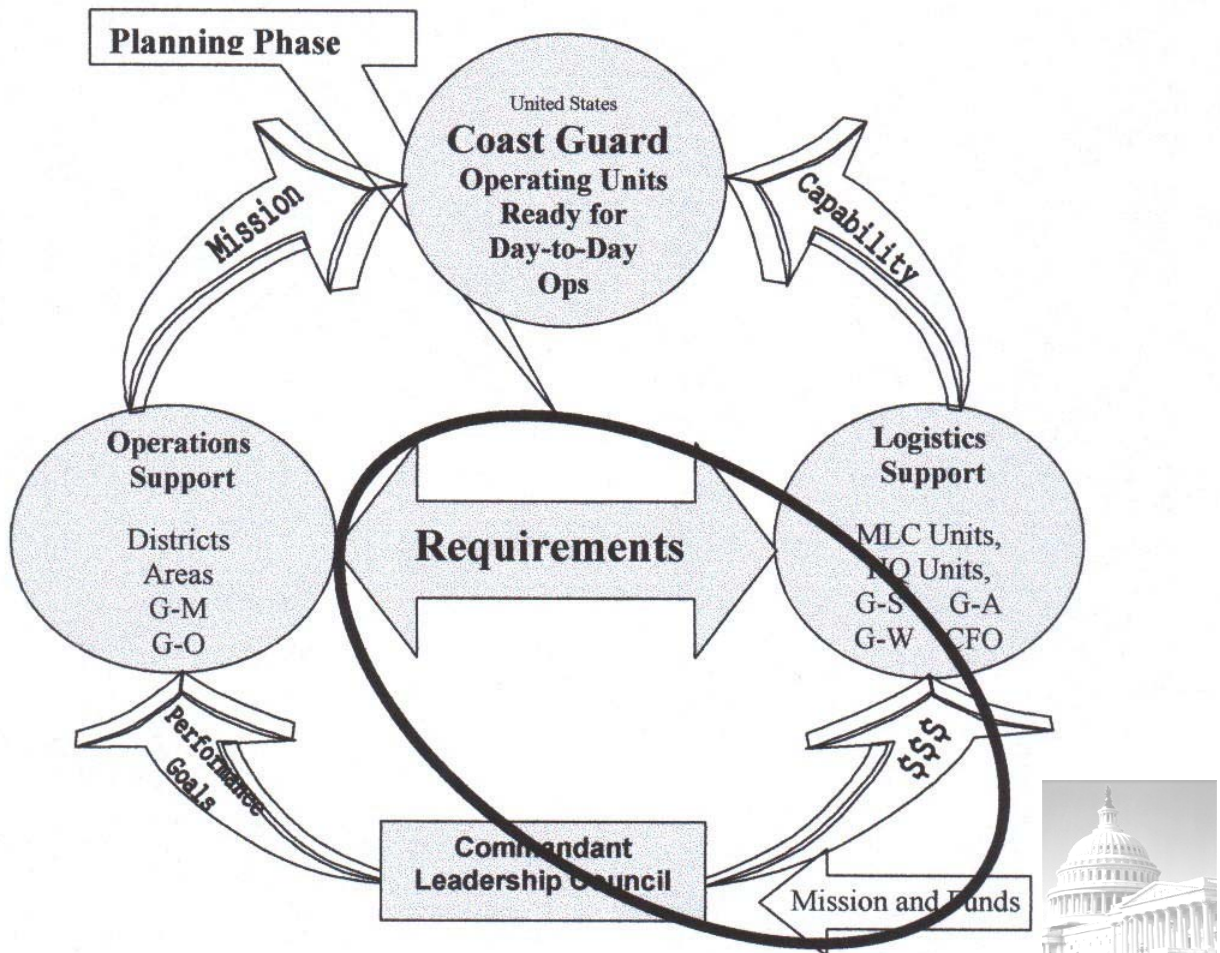


Figure 4. Planning Phase

2. Four steps occur in the planning phase:
 - a. *Step 1.* The strategic level provides direction on goals, priorities and funds.
 - b. *Step 2.* Operations Support world develops concept of operations and defines mission.
 - c. *Step 3.* Operations support and logistics support elements jointly identify capabilities required to support Coast Guard missions.

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- d. *Step 4.* Logistics support elements determine the scope and cost of capabilities to meet mission requirements.
- e. *Step 5.* Operations support and logistics support elements collaborate to achieve a proper balance between requirements and funding levels. The outcome identifies the mix, modernization and maintenance of capabilities that logistics support will provide to operating units.
 - ◆ The capability mix identifies required types and quantities of workforce skills and infrastructure. It identifies how the skills and infrastructure will be provided to the workforce. Mix addresses decisions about maintaining existing skills and infrastructure, or replacing them with new. Changes in workforce or infrastructure often affect each other, and close coordination is required.
 - ◆ Modernization brings enhanced capabilities into the Coast Guard to improve productivity. Enhanced capabilities include new workforce skills and new equipment or infrastructure and better information. New workforce skills are introduced via training, hiring, and contracting for services. New infrastructure is procured or leased.
 - ◆ The Coast Guard will not be successful in the long run if it tries to build and maintain more capability than resources authorized. The logistics planning phase is to achieve the proper match and balance between desired capabilities and resources available.

3. Figure 5 depicts the planning phase from a process perspective.

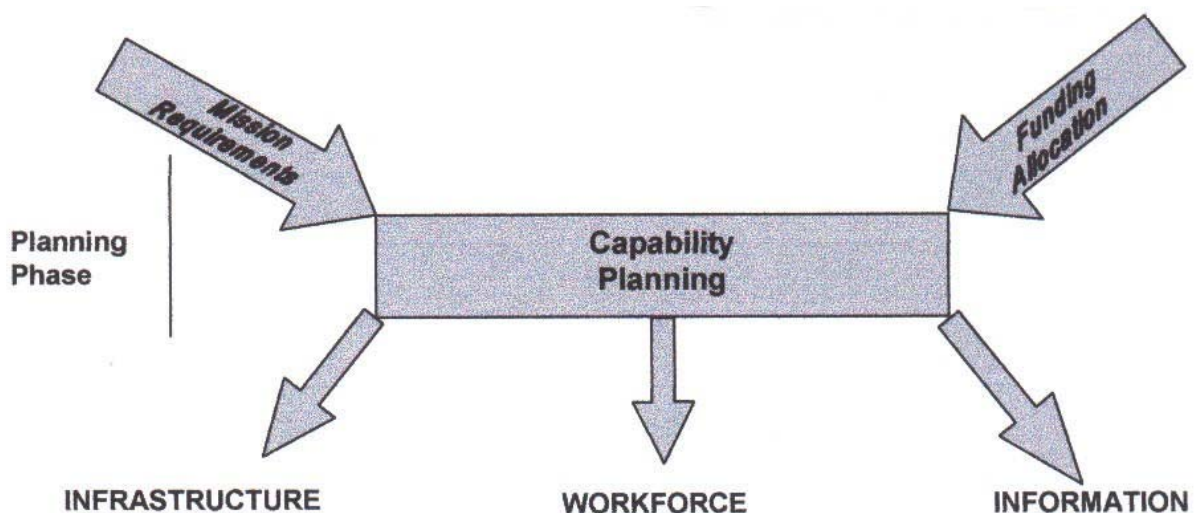


Figure 5. Process Perspective of Planning Phase

B. Production.

Producing
right
capabilities
 for
right place
 at
right time
 for
right cost

1. In the production phase, logistics support produces the right capabilities (people, infrastructure and information) that were selected in the planning phase. Production includes acquiring new infrastructure, maintaining existing infrastructure, introducing new skills into the workplace by training existing employees or hiring new employees, and taking care of the Coast Guard workforce (e.g., pay and benefits, health care, worklife). Information is continually improved and updated to keep pace with changes in infrastructure and workforce. The circle in Figure 6 represents the production phase boundaries and indicates that the production phase is performed almost entirely by logistics support elements.

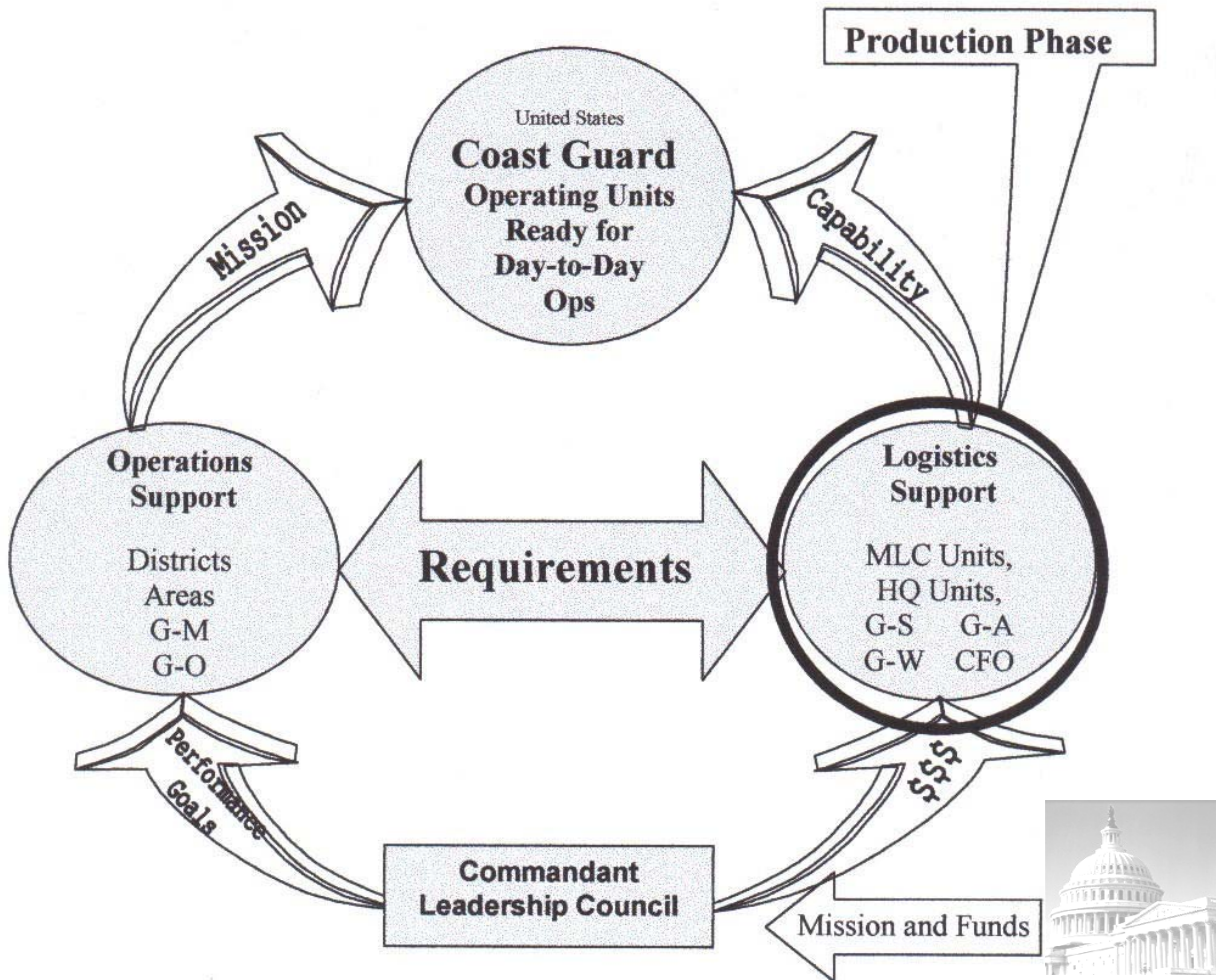


Figure 6. Production Phase

2. Three steps occur in the production phase.

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- a. *Step 1.* Contractor and Coast Guard logistics resources to produce the right capabilities are identified.
 - b. *Step 2.* The most efficient and effective production method is selected.
 - c. *Step 3.* Logistics support elements produce and maintain the right capabilities (through the life-cycle) and monitor production processes.
3. Figure 7 depicts the planning and production phases.

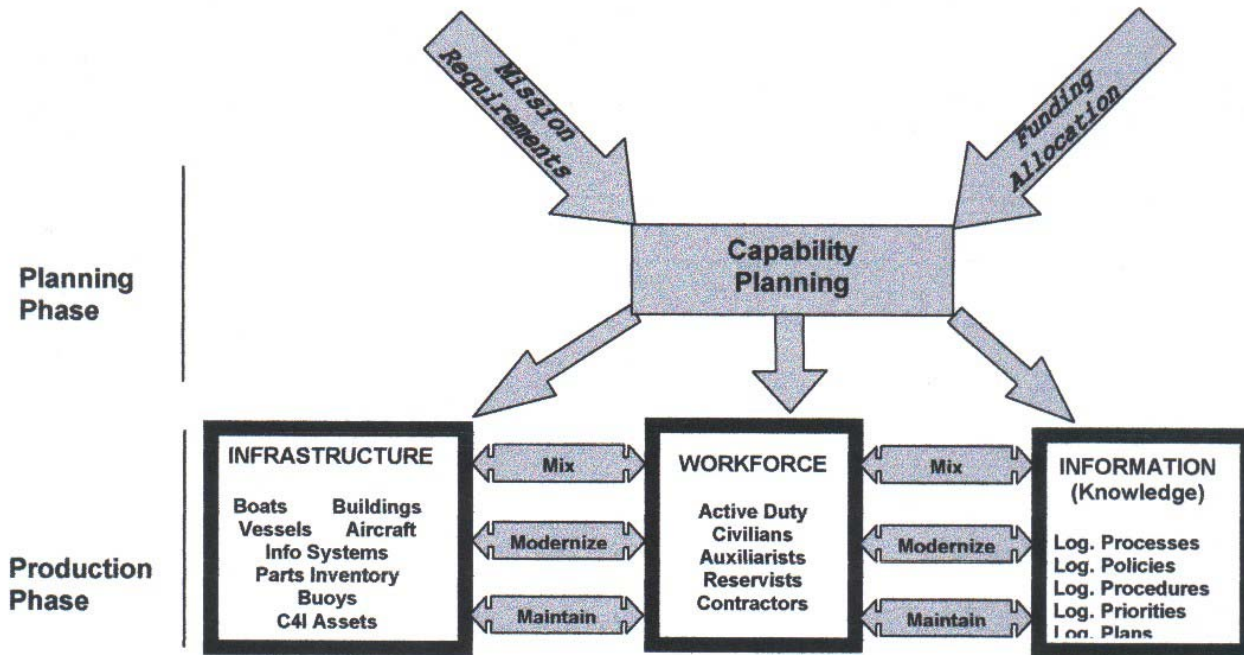


Figure 7 Process Perspective of Planning and Production Phases

C. Delivery.

1. In the delivery phase, the right capabilities (people, infrastructure and information) are delivered to the right unit at the right place and time. The circled area in Figure 8 depicts the delivery phase.

Delivering
right capabilities to right place at right time for right cost

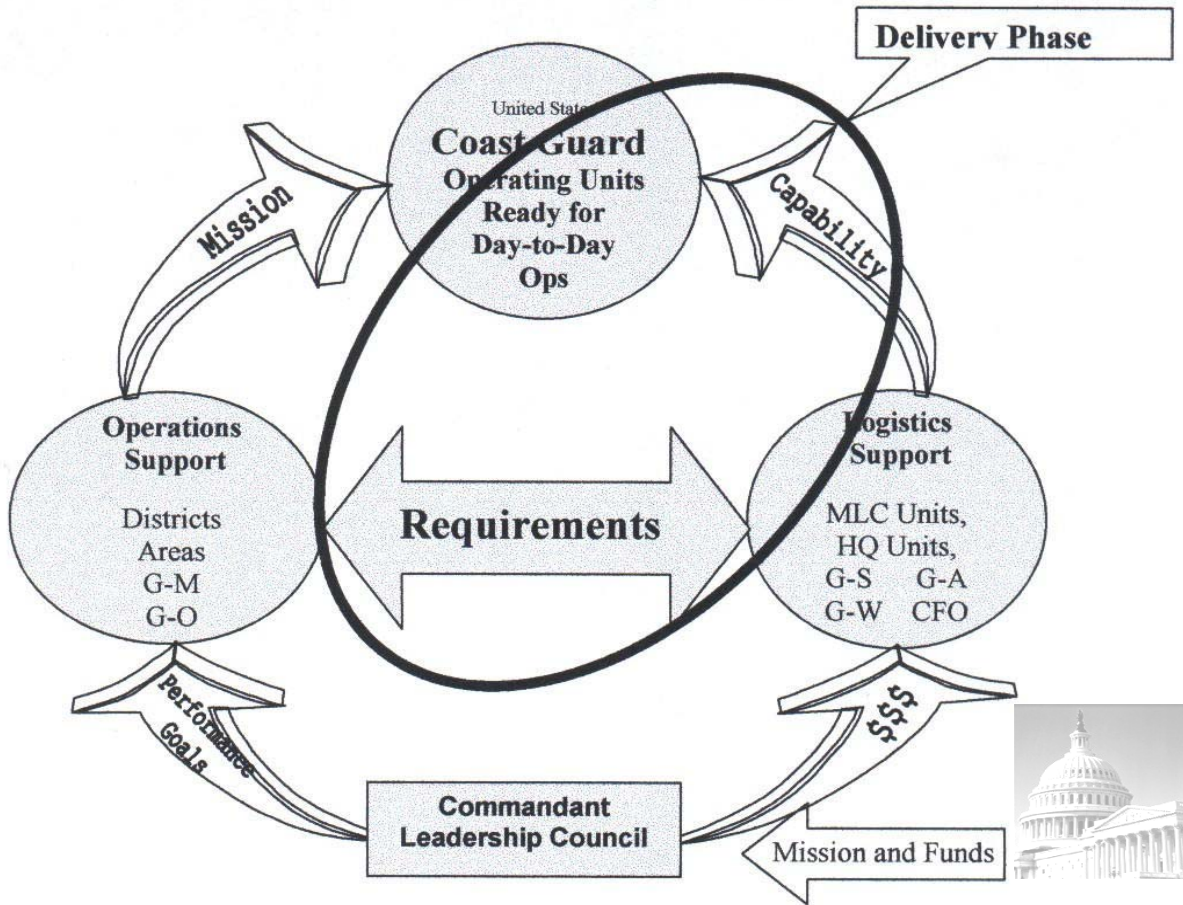


Figure 8. Delivery Phase

2. Three steps occur in the delivery phase.
 - a. *Step 1.* Logistics support elements collaborate with Coast Guard operating units and operations support elements to determine the right place and time to deliver the right capabilities (people, infrastructure and information).
 - b. *Step 2.* Logistics support elements deliver the right capabilities (people, infrastructure and information) at the right time to the right place.
 - c. *Step 3.* Coast Guard operating units provide feedback to operations support and logistics support elements on the effectiveness and efficiency of mission guidance and logistics capabilities provided. The feedback is used to improve future planning, production and delivery efforts.

Note: When a capability reaches the end of its productive life cycle, the capability is properly retired or disposed.

3. Figure 9 views the three phases of logistics from a process perspective.

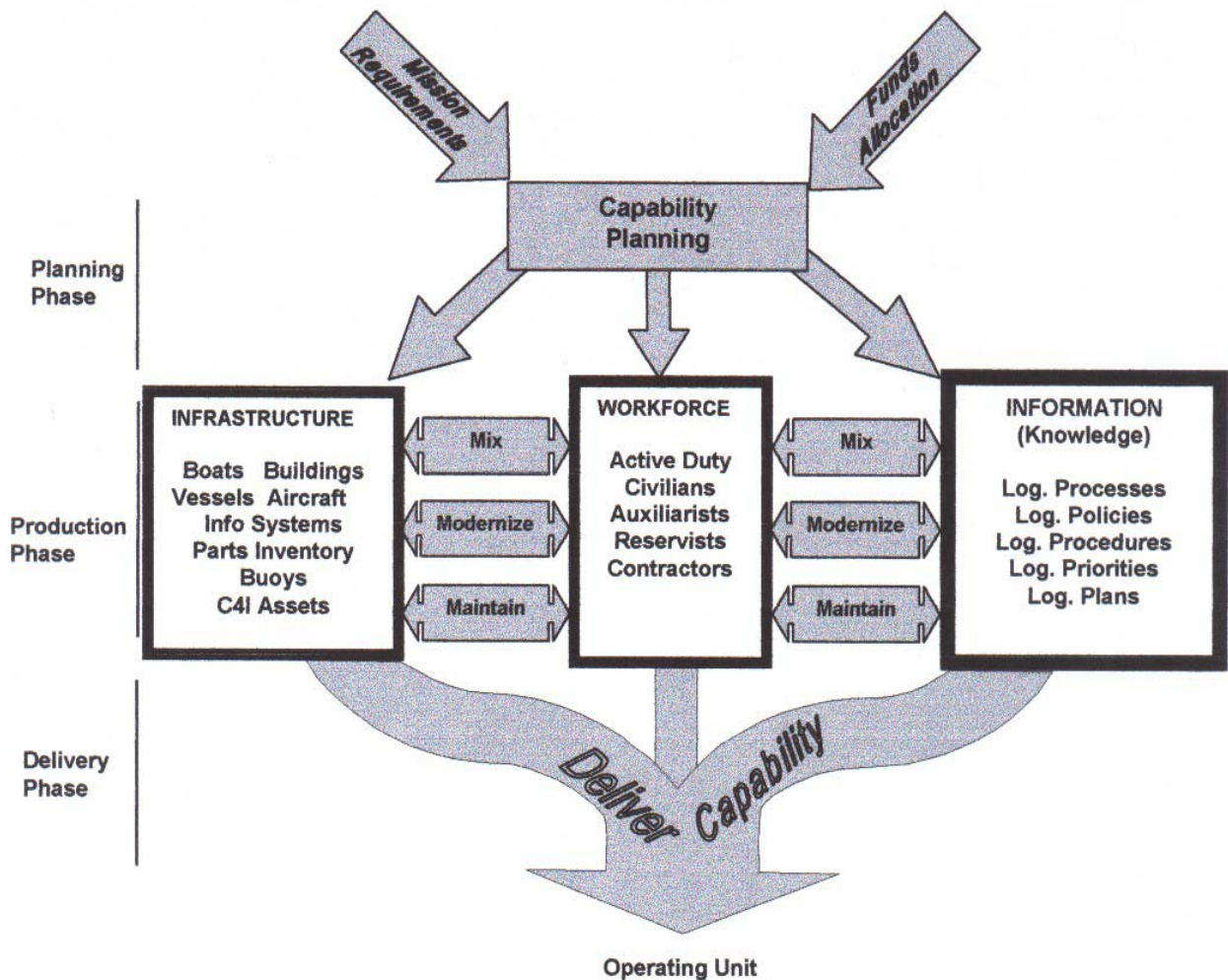


Figure 9. Three Phases of Logistics

V. What are the desired end-states for Coast Guard logistics? Coast Guard Logistics' purpose is to provide the right capabilities (people, infrastructure, and information) at the right time, right place, and right cost. If Coast Guard logistics does its job right, the entire Coast Guard will be effective and efficient. By effective we mean Coast Guard missions are successfully performed. Efficient means using the minimum amount of resources needed to successfully perform the mission. Achieving effectiveness and efficiency is critical to the Coast Guard because taxpayers expect the best value; they want missions performed successfully at minimum cost. The following seven end-states for Coast Guard logistics must be met for the Coast Guard to be effective and efficient. Although the end-states are listed sequentially, they must be achieved together and balanced across all programs simultaneously and synergistically.

End-State 1: The Coast Guard has identified the right mix of capabilities (people, infrastructure, and information) needed to do the right missions.

The Coast Guard knows the workforce skills, number of people, type and amount of equipment, and information required to accomplish its missions successfully based upon the following concepts:

- ◆ Performance goals and mission analysis drive capability requirements.
- ◆ Getting the right mix of capabilities is essential to Coast Guard operational success.
- ◆ Collaboration between Coast Guard operating and support programs is the best way to identify requirements.
- ◆ Knowing what to produce is a requirement to successfully produce it.
- ◆ Required capabilities must be identified with enough lead-time for suppliers to meet delivery dates.

End-State 2: The Coast Guard is rightly sized and shaped for dollars allocated.

The Coast Guard can operate properly in any reasonable range of funding to meet mission needs. The size and condition of our workforce and infrastructure must be balanced with anticipated funding for the near and long term. This end-state is based on the following concepts:

- ◆ Limited resources leads to planning based on priorities.
- ◆ Proper financial management requires “living within your means.”
- ◆ The quality of goods or service is usually related to its price – “you get what you pay for.”

End-State 3: The Coast Guard has produced the right mix of capabilities (people, infrastructure and information).

On a macro scale, Coast Guard logistics produces the right types and quantities of workforce, infrastructure, and information needed to satisfy Coast Guard requirements. This end-state is based on the following concepts:

- ◆ Active partnering across support programs produces the optimal mix of workforce, infrastructure, and information.
- ◆ Organizational mission parameters and economic analysis determine the best way to produce capabilities.

End-State 4: The Coast Guard is rightly modernized and positioned for the future.

The Coast Guard is investing sufficiently in its future, ensuring it will have the workforce, infrastructure, and information to operate efficiently and effectively. Modernization is more than re-capitalizing infrastructure and replacing people who leave. The purpose of modernization is “increased productivity.” Increased productivity is achieved by applying the following concepts:

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- ◆ Making the most of infrastructure through capitalization planning.
- ◆ Using technology to provide labor saving tools.
- ◆ Introducing new workforce skills to work smarter.
- ◆ Reengineering business processes to improve efficiency and effectiveness.
- ◆ Achieving the proper organizational structure to maximize performance.

End-State 5: The Coast Guard infrastructure and information are rightly maintained.

Coast Guard infrastructure and information are properly cared for so they will operate and be there today and tomorrow, and will provide a maximum return on the taxpayers' investment. This end-state is based on the following concepts:

- ◆ Operating unit performance depends on the quality of Coast Guard infrastructure and information – “you are only as good as your tools.”
- ◆ “Broken” infrastructure is unacceptable to operating units.
- ◆ Good stewardship means taking care of what you own.

End-State 6: The Coast Guard workforce is rightly trained, maintained and ready when needed.

The Coast Guard workforce is capable of performing assigned tasks and views pay and benefits as commensurate with the work performed. This end-state is based on the following concepts:

- ◆ A trained and motivated workforce is productive.
- ◆ An untrained workforce is a “liability not an asset.”
- ◆ People need to be valued or they will leave.

End-State 7: The Coast Guard operating units have the right capabilities (people, infrastructure and information) to do the right missions.

The bottom line for Coast Guard logistics: Coast Guard units have the right capabilities (people, equipment, and information) to accomplish the right missions successfully. This end-state is based upon the following concept:

- ◆ The Coast Guard operating unit is where the “job gets done.”

VI. How does it all come together? How do desired end-states described in Section V relate to the macro logistics process described in Section IV? Furthermore, what is their relationship to the organization described in Section III?

- A.** The end-states can be used to measure the health of the logistics process described in Section IV. Overlaying the seven end-states on the process diagram produces a framework to measure performance.

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1. For this comparison, we transform the end-states into the following questions:
 - a. Has the Coast Guard identified the right mix of capabilities (people, infrastructure, and information) needed to do the right missions?
 - b. Is the Coast Guard rightly sized and shaped for the dollars allocated?
 - c. Has the Coast Guard produced the right mix of capabilities (people, infrastructure and information)?
 - d. Is the Coast Guard rightly modernized and positioned for the future?
 - e. Is the Coast Guard infrastructure and information rightly maintained?
 - f. Is the Coast Guard workforce rightly trained, maintained and ready when needed?
 - g. Do Coast Guard operating units have the right capabilities (people, infrastructure, and information) to do the right missions?
2. These questions overlay the logistics process as shown in Figure 10. The answers to the seven questions measure the “health” of our logistics system. If we answer “yes” to all questions, we know our process is operating properly. If we answer “no” to a question, we need to take corrective action.

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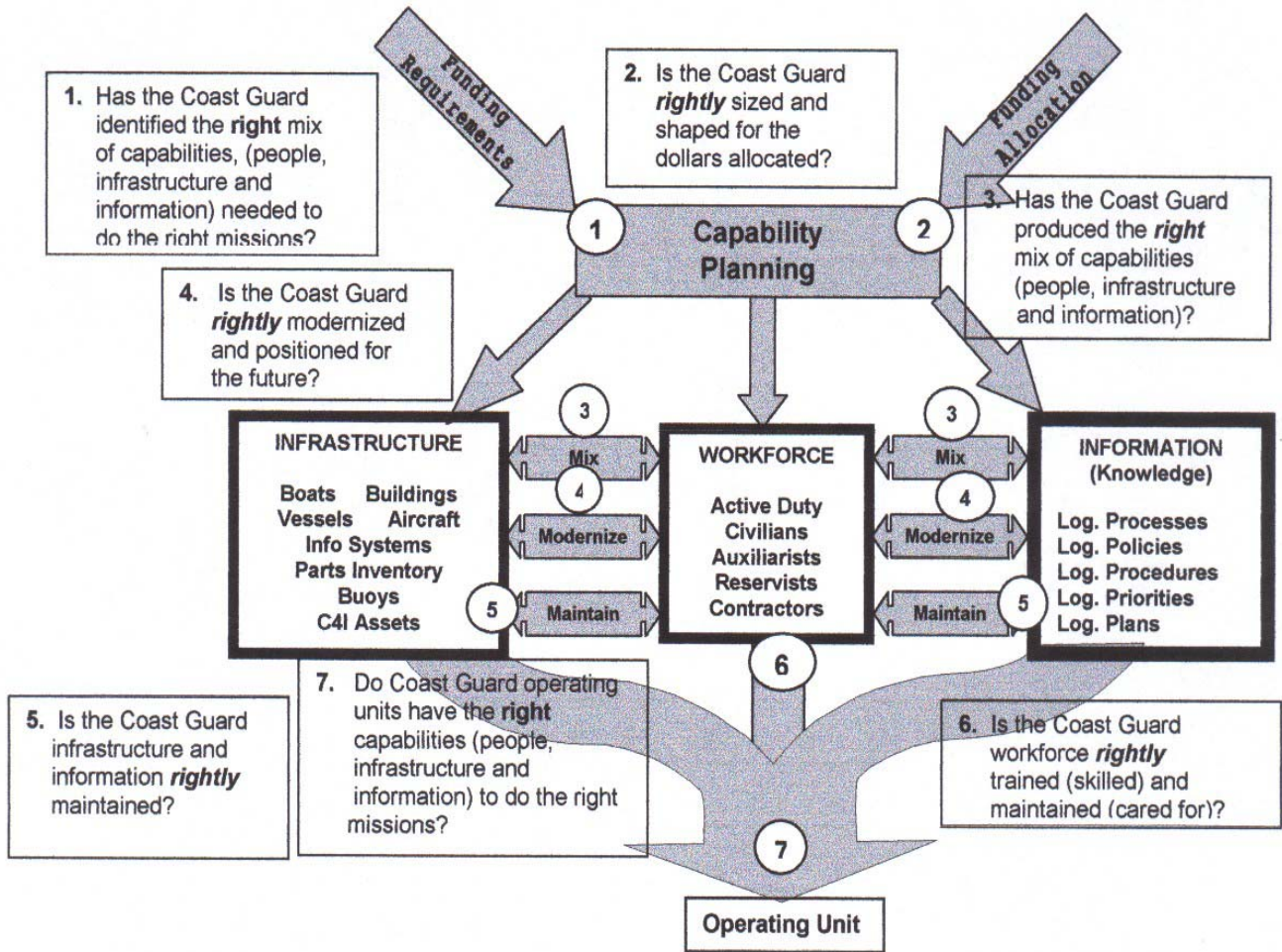


Figure 10. Logistics Phases and End-States.

B. Comparing end-states with our organization diagram to determine the organizational responsibility for the “health” of each end-state. Section III depicts a high-level diagram of the Coast Guard. When the end-states overlay the diagram as shown in Figure 11, organizational responsibility for each end-state is discussed below.

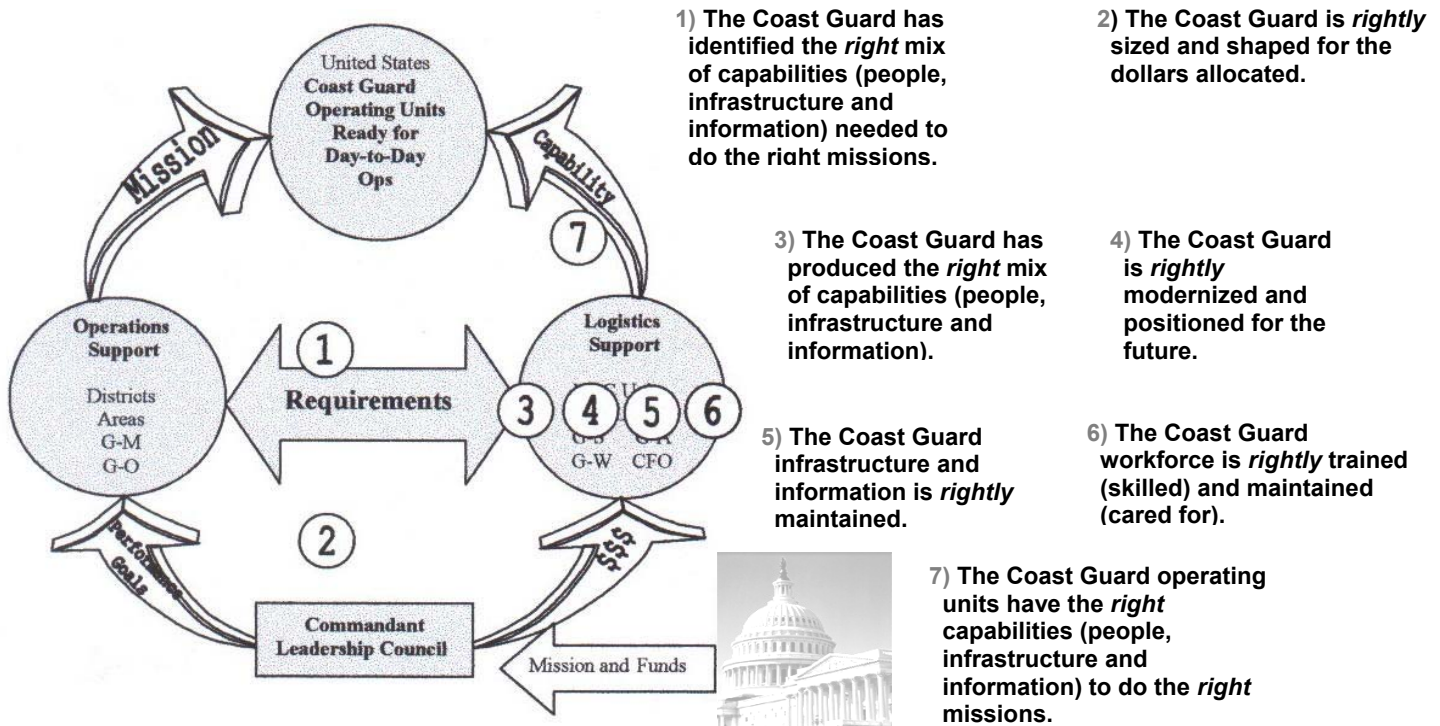


Figure 11. Coast Guard and End-States Overlay

1. Operations support elements and logistics support elements are both responsible for end-state 1. Operations support elements and logistics support elements must collaborate to achieve and maintain this end-state.
2. The strategic level, operations support elements, and logistics support elements are jointly responsible for end-state 2. These organizational elements must work as a team to ensure the Coast Guard’s financial health.
3. A major part of the Logistics support elements work is represented by end-states 3,4,5, and 6.
4. Operating units, operations support elements, and logistics support elements are responsible for end-state 7. This end-state is Coast Guard logistics’ bottom line; we must partner with operations support and operating units to get this end-state “right”!

- VII. What are the keys to success?** The size and complexity of Coast Guard logistics makes it difficult to achieve and maintain the desired end-states. Drawing on past Coast Guard experience and lessons from other successful organizations, Coast Guard logistics must succeed in the following areas to reach and maintain the desired end-states:
- A. Focus on the operating unit.** As we perform our daily duties, it can be easy to lose sight of our objective - provide the right capabilities (people, infrastructure, and information) at the right place and time to Coast Guard operating units. As we perform our work, we should constantly think of how our actions affect Coast Guard operating units. To understand the potential impact of our actions, we must know what operating units do and how they do it. We need to be responsive to their needs, yet minimize the burden we place on them through data calls, inspections, and reports.
 - B. Open communications and collaborative effort.** Open communications and teamwork among logistics support, operations support, and operating units are paramount to success. Internally, the entire logistics organization needs to work toward common goals and objectives, and each element must be aware of what other logistics elements are doing.
 - C. Feedback and measurement to improve results.** Logistics is the business activity of the Coast Guard in support of its missions. To manage this business properly and be effective stewards of the tax dollars we receive, we need to make fact-based decisions. Most of the factual information we need can only be gathered by measurement. We need to measure the cost of what we produce, the performance of our products in the field (unit readiness), and the cycle times of our processes. The feedback we receive from measurements must be used to improve our products and the processes that produce those products.
 - D. Information technology.** To make the right decisions, Coast Guard logisticians must have the right information. We must have ready access to appropriate data, employ analytical tools to transform data into useful information and apply decision support tools to use information for making optimal decisions. Proper use of Information Technology can simplify and improve measurement and feedback, and improve internal and external communications. Sound information management is essential to ensuring accurate real time data is available to internal/external customers. It ensures data integrity and authenticity, as well as non-repudiation of data, which must be maintained per prescribed mandates and methodologies. Total Ownership Cost (TOC) analysis is absolutely dependent on good data provided by a properly functioning information system.
 - E. Ability to manage beneficial change.** The future Coast Guard workplace will be in constant flux as new technology is deployed and business processes are continually improved. It is critical that change be properly

managed. We need to recognize when change is appropriate and have the ability to manage change implementation to minimize risks.

F. Flexibility and agility. The Coast Guard operates in a changing world, and the pace of change is expected to accelerate in the future. Logistics' processes must be continually improved so they can respond quickly to new or changing requirements and rapidly bring new technology and workforce skills into the organization.

G. Expertise in core competencies. Core competencies are the skills, activities, and functions that must be performed organically (in-house) by the organization to be successful. Relinquishing expertise in core competencies will put the whole organization at risk and make us dependent on someone else to make Coast Guard critical decisions. Skills in the following areas must be retained in-house for Coast Guard logistics to be successful (to perform vital tasks or to oversee contractor performance of non-core tasks):

- 1) Financial management.
- 2) Contracting and procurement.
- 3) Human resource management.
- 4) Technical and management proficiency in engineering, maintenance, supply, and transportation.

Functions involving monetary transactions and decisions with inherent value judgements are inherently governmental functions. Such functions essential for logistics include financial management, contracting and procurement, and human resource management. In addition to inherently governmental functions, a minimum core capability in technical areas must be maintained to support the independence of discretionary determinations, to perform vital or emergency tasks, and to provide technical oversight of contractor performance. Such core capacity includes technical and management proficiency in engineering, maintenance, supply, and transportation.

VIII. When do we know we have it right? We know we have it right when under the direction of the Commandant, logistics support elements work with operations support elements and operating units to provide a solid foundation for effective and efficient Coast Guard operations. That is, the right capabilities are delivered to the right place at the right time at the right cost. We achieve the following:

A. The established standards for the seven end-states are achieved in a balanced, synergistic manner. These end-states describe criteria that measure the "health" of Coast Guard logistics.

B. Coast Guard logistics fully implements the following eight keys to success:

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- 1) Focus on the operating unit because this is where Coast Guard missions are performed.
 - 2) Open communications and collaborative effort to create teamwork within the logistics system and between logistics and the rest of the Coast Guard.
 - 3) Measurement data and feedback to improve processes and products.
 - 4) Information Technology to make fact-based decisions using Information Management to meet mission essential requirements.
 - 5) Management of beneficial change to maximize benefits and mitigate risk.
 - 6) Flexibility and agility so the Coast Guard can succeed in a rapidly changing world.
 - 7) Maintain core competencies in financial management, contracting and procurement, and human resource management, as well as technical and management proficiency in engineering, maintenance and supply, transportation so Coast Guard logistics can be successful.
- C.** There is a constant and consistent plan to achieve the proper resource balance in regards to the optimal mix, modernization and maintenance management within and between the Coast Guard's workforce, infrastructure and information management needs. That is, the operating units of the Coast Guard have the right mix of capabilities to perform their missions, the right maintenance programs to sustain these capabilities are in place, and modernization activities are on-going to ensure improved capabilities to meet future missions.
- IX. Summary.** This document reflects how we envision Coast Guard logistics. The next step is up to each and every one of us. Now that we know where we need to go, we must all, both independently and together as Team Coast Guard, step smartly forward to reach our logistics destination.