U.S. COAST GUARD
POSTURE STATEMENT

WITH 2009 BUDGET IN BRIEF

February 2008

A Coast Guard HH-65 helicopter provides multi-mission support for the movement of critical energy resources in Alaska. Photo courtesy of AET1 William Greer, Air Station Sitka, AK.

THE COMMANDANT OF THE UNITED STATES COAST GUARD
WASHINGTON, D.C. 20593-0001

I am pleased to share with you the United States Coast Guard's inaugural Posture Statement. The Posture Statement complements the Department of Homeland Security's (DHS) Budget in Brief and coincides with the annual submission of the President's Budget. This practice is consistent with our brothers and sisters in arms in the other Armed Forces and reflects the unique dual character that distinguishes our Service. We are simultaneously and at all times an Armed Force and Federal agency with safety, security, and stewardship missions. We save lives. We protect the environment. We defend the homeland. We are unique in the Nation and the world.

As our Nation faces the long-term struggle against radical extremism in a period of persistent conflict, the Coast Guard must be prepared to conduct operations across a broad spectrum of threats and hazards. From the oil platforms of the Northern Arabian Gulf, to the interior rivers and waterways that fuel maritime commerce, to an increasingly open and accessible Arctic, we must ensure the safety, security, and stewardship of our maritime domain … all of this against the backdrop of unprecedented growth in maritime trade and tourism.

We must position America's Coast Guard to answer the call, to be *"Semper Paratus,"* and to execute the mission. Our fiscal year 2009 (FY 2009) budget, current legislative priorities, and international agenda at forums such as the United Nations' International Maritime Organization (IMO) make important strides to do just that. The FY 2009 budget funds critical priorities including recapitalization and sustainment of our major cutter and maritime patrol aircraft fleets, significant shore infrastructure projects, new Response Boat-Medium vessels, and improvements to our command, control, communications, and National Distress and Response System. It also funds hundreds of new Marine Safety positions to increase bench strength for inspection, investigation, credentialing, and rulemaking activities.

Legislatively, we are committed to working with Congress to improve benefits for our work force and modernize our organizational structure to provide more efficient and effective mission support and execution. Additionally, we are seeking to strengthen authorities for combating the insidious practice of trafficking in human beings in order to reduce the loss of migrant lives and threat of illegal entry. Both the National Defense Authorization Act and Coast Guard Authorization Act contain important provisions for our Service.

From our extensive field visits, it is clear to me and Master Chief of the Coast Guard Skip Bowen that we only remain *Semper Paratus* through the courage, determination, and devotion of our people. At the same time, our people must have the proper equipment and resources to be successful. Growing daily demand for our services continues to take a major toll on our work force and assets. Consistent with the other Armed Forces, we must *reset, reconstitute, and revitalize* our equipment and forces during this time of unprecedented service to the Nation and the world.

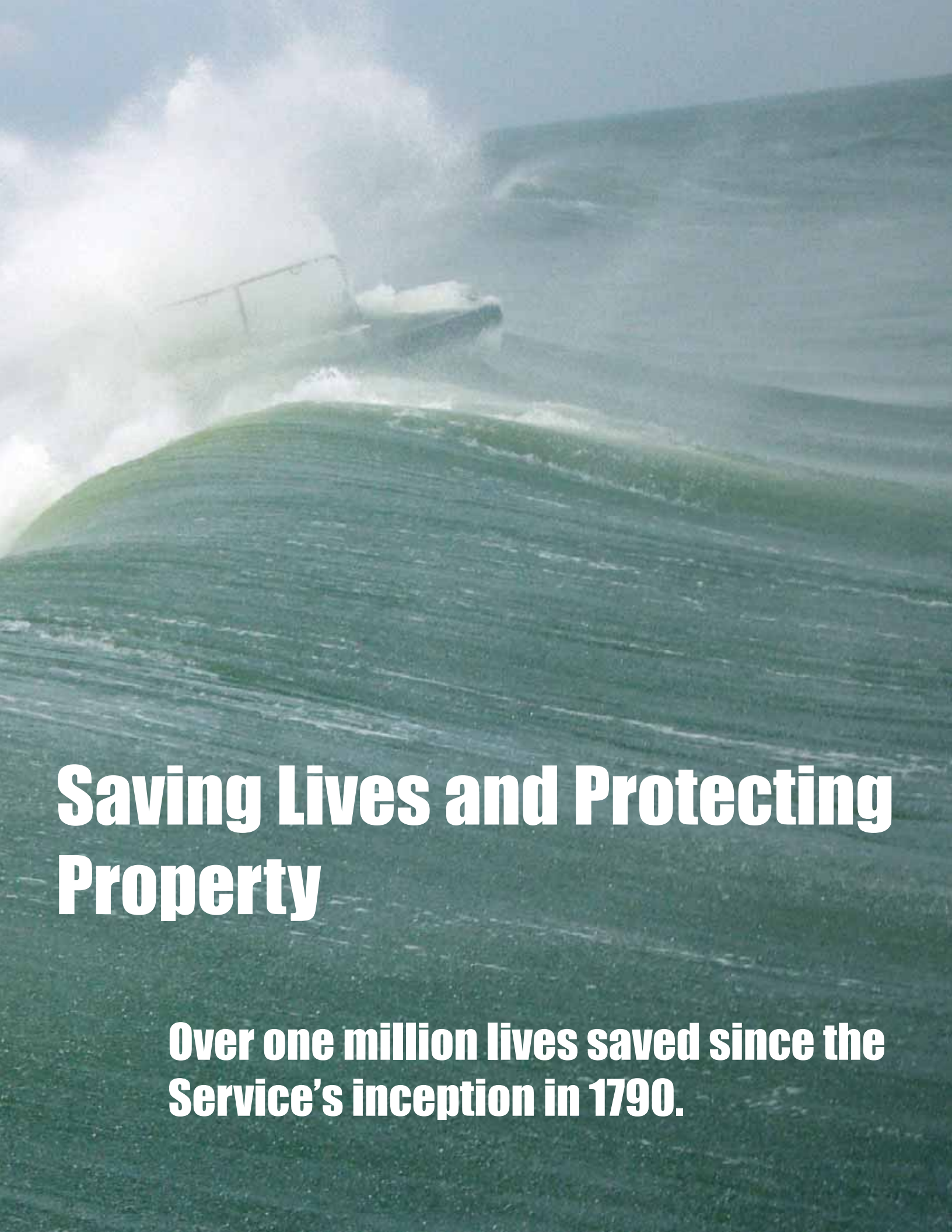
It is noteworthy that the FY 2009 budget also includes the decommissioning of the 64-year-old Coast Guard Cutter ACUSHNET from the oldest fleet of Coast Guard cutters and aircraft in our history. But let me be clear — we must honor the past, not operate in it! Our future lies in a flexible, agile, modern force backed by a transformed command and control and mission support structure.

I am committed to creating that future for our men and women who execute and support the mission. Join me in that journey. Our inaugural Posture Statement is one step of many toward a future we must shape for those who follow.

THAD W. ALLEN
Admiral, U.S. Coast Guard

Safety . . .

A Coast Guard Search and Rescue crew braves the surf near Hatteras Inlet, NC.



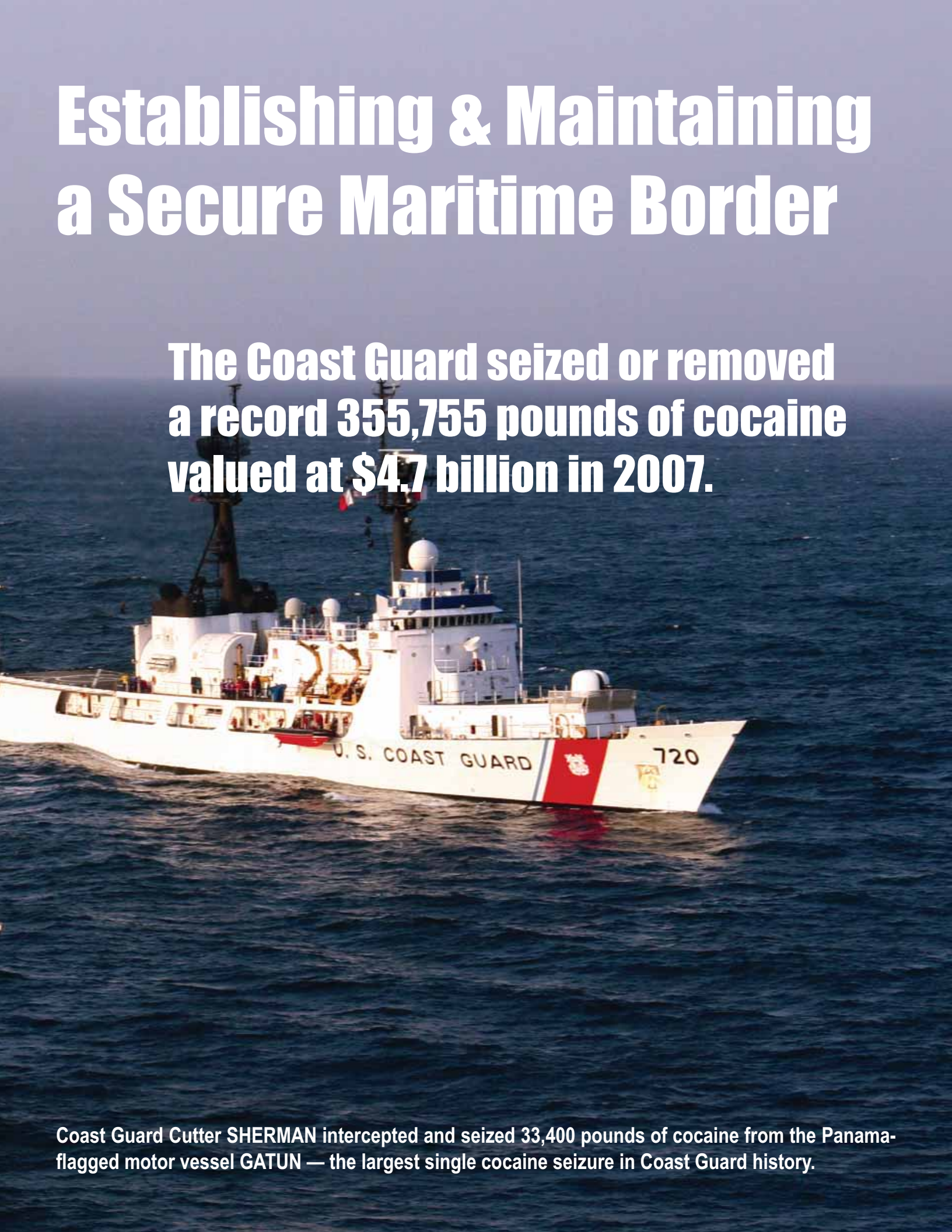
Saving Lives and Protecting Property

Over one million lives saved since the Service's inception in 1790.

Security . . .

Establishing & Maintaining a Secure Maritime Border

The Coast Guard seized or removed a record 355,755 pounds of cocaine valued at $4.7 billion in 2007.

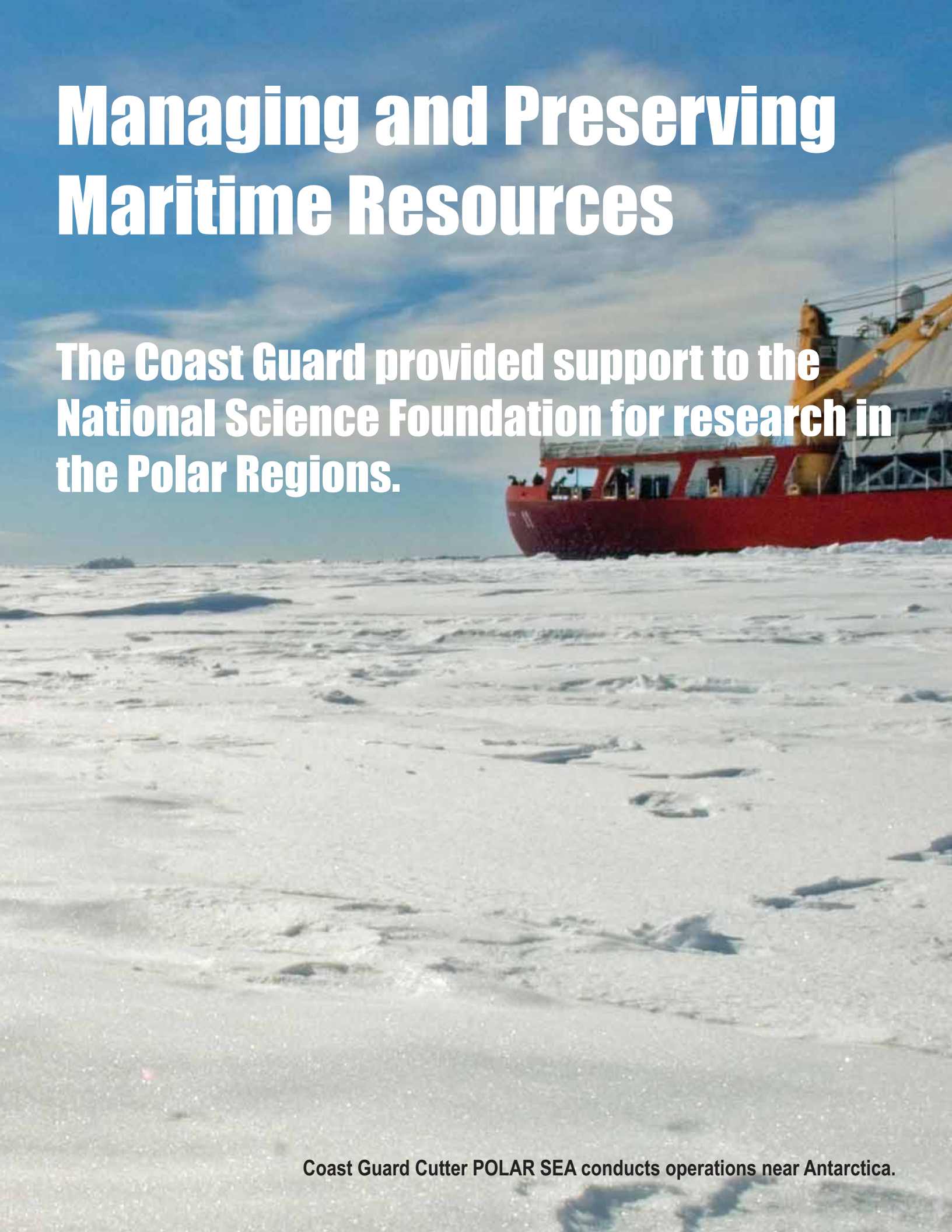


Coast Guard Cutter SHERMAN intercepted and seized 33,400 pounds of cocaine from the Panama-flagged motor vessel GATUN — the largest single cocaine seizure in Coast Guard history.

Stewardship . . .

Managing and Preserving Maritime Resources

The Coast Guard provided support to the National Science Foundation for research in the Polar Regions.



Coast Guard Cutter POLAR SEA conducts operations near Antarctica.

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COAST GUARD
DANGER
KEEP AWAY
U.S.
COAST GUA

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On the Cover: The National Security Cutter BERTHOLF conducts machinery trials in the Gulf of Mexico. BERTHOLF is the first of eight National Security Cutters scheduled to replace the Coast Guard's aging fleet of 378-foot High Endurance Cutters. Photo courtesy of Northrop Grumman.

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U. S. COAST GUARD

Executive Summary

The Coast Guard is an Armed Service of the United States and the only military organization within the Department of Homeland Security (DHS). It is the principal Federal agency responsible for maritime safety, security, and environmental stewardship and delivers daily value to the Nation through multi-mission resources, authorities, and capabilities.

Effective governance in the maritime domain hinges upon an integrated approach to safety, security, and stewardship. The Coast Guard's policies and capabilities are integrated and interdependent, delivering results through a network of enduring partnerships. The Service's ability to field versatile capabilities and highly-trained personnel is the U.S. Government's most significant and important strength in the maritime environment.

America is a maritime nation, for which security, resilience, and economic prosperity are intrinsically linked to the oceans. Safety, efficient waterways, and freedom of transit on the high seas are essential to our well-being. Never has the Coast Guard been more responsible for protecting the Nation against such a wide array of threats and vulnerabilities. While the service is more prepared than ever, much more must be done to ensure Coast Guard men and women have the assets and systems necessary to meet ever-increasing responsibilities. Whether at sea or in port, the Coast Guard protects people, conveyances, infrastructure, and the environment from dangerous cargoes, substandard shipping operations, waterborne attacks, terrorists, and pirates. Although much has been achieved, developing comprehensive maritime safety and security regimes for the Nation remains our most important goal.

Moreover, increasing exploration, eco-tourism, and government activities in the Arctic Region are challenging conventional notions of sovereignty, environmental preparedness, and long-range disaster response. The Coast Guard is ideally suited to address these and other challenges through its complementary authorities, adaptive operational capabilities, and centuries of experience protecting America's national security interests.

In 2009, we will improve service to the public by:

- Recapitalizing Operating Assets and Sustaining Aging Infrastructure;
- Enhancing our Marine Safety Program;
- Improving Command and Control Capabilities; and
- Establishing Comprehensive Intelligence and Awareness Regimes.

The Coast Guard is also pursuing a modernization and transformation initiative to improve training, resource allocation, financial management, risk management, and enhance unity of effort across multiple layers of government. Through this effort and the Commandant's direction to closely integrate budget, programs, policy and legislation, we are optimally postured to meet new challenges and improve maritime safety, security, and stewardship.

The men and women of the United States Coast Guard delivered record national results in 2007. Punctuated by our celebration of one million lives saved since 1790 and removal of over 350,000 pounds of cocaine from drug traffickers, the Coast Guard *Guardian Ethos* shined through for America every day and during every mission. Our men and women performed with courage, sacrifice, and dignity, and are eager and prepared to answer the Nation's call now and into the future.

Coast Guard Cutter BOUTWELL departs Shanghai, China after a visit for the 2007 North Pacific Coast Guard Forum.

Roles and Missions

Description

The U.S. Coast Guard is one of the five Armed Forces of the United States and the only military organization within the Department of Homeland Security (DHS).

Responsibilities

The U.S. Coast Guard is the principal Federal agency responsible for maritime **safety, security, and stewardship**. As such, the Coast Guard protects vital economic and security interests of the United States including the safety and security of the maritime public, our natural and economic resources, the global transportation system, and the integrity of our maritime borders. The Coast Guard is committed to addressing all threats and all hazards throughout the maritime domain including in U.S. ports and inland waterways, along the coasts, on the high seas, and in other regions where U.S. maritime equities are at stake.

At a Glance

Senior Leadership: Admiral Thad Allen, Commandant

Established: 1790 (as the Revenue Cutter Service; named Coast Guard in 1915)

Major Missions: Search and Rescue; Marine Safety; Aids to Navigation; Ice Operations; Marine Environmental Protection; Living Marine Resources; Drug Interdiction; Migrant Interdiction; Other Law Enforcement; Ports, Waterways, and Coastal Security; and Defense Readiness

Budget Request $9,346,022,000

Gross Discretionary $7,834,641,000

Mandatory, Fees & Trust Funds $1,511,381,000

Civilian Employees 7,057
Military Service Members 41,873

Additional Personnel:
Military Selected Reserve 8,100
Auxiliary 28,635

Service to the Public

The Coast Guard's value to the Nation resides in its multi-mission authorities, resources, and capabilities. The Service's **safety, security, and stewardship** missions are integrated like a tightly-knit fabric; valued for its protective durability and light weight. The Service's operational model is flexible, efficient, and effective across a wide range of complex maritime scenarios. Indeed, the Coast Guard's ability to field versatile platforms and personnel with broad authorities is the U.S. Government's most important strength in the maritime environment, adjacent coastal areas, and inland waterways. The Service is unique in the Nation and in the world.

Coast Guard roles and missions are *enduring* — long-standing responsibilities accrued over two centuries of service. They serve the collective good and are accomplished most effectively by a single Federal maritime force. The Coast Guard creates value for the public through solid prevention and response efforts. Activities involving oversight and regulation, enforcement, maritime presence, and public and private partnership foster increased maritime safety, security, and stewardship. Additionally, ***unified,***

Coast Guard Integrated Support Command Seattle supports three polar icebreakers, two High Endurance Cutters, and several shore commands.

immediately-deployable, and adaptive force packages are always poised and available to respond to attacks, disasters, and casualties.

Multi-Mission Integration

Effective maritime governance hinges upon an integrated approach to safety, security, and stewardship.

The United States is a maritime nation, reliant upon the seas for trade, security, and access to critical natural resources. To protect our maritime interests, the U.S. Government must safeguard our sovereignty and protect the environment, facilitate the safe transportation of people and cargo, rescue people in distress, and preserve marine resources for future generations. None of these objectives are independent – they are interlocking challenges requiring an in-depth understanding of the maritime domain as a system of inter-related public and private activities.

The Coast Guard's ability to field versatile platforms and personnel with broad authorities is the U.S. Government's most important strength in the maritime environment. The Service is unique in the Nation and in the world.

The Coast Guard is ideally structured to meet these challenges and advance the Nation's maritime interests. Today, as in the past, the Coast Guard continues to leverage its multi-mission structure, *Guardian Ethos,* and established partnerships to protect the American public and global marine transportation system.

The Coast Guard's International Training Division provides law enforcement training to foreign Coast Guards.

“The Guardian Ethos”

I am America’s Maritime Guardian.

I serve the citizens of the United States.

I will protect them.

I will defend them.

I will save them.

I am their Shield.

For them I am Semper Paratus.

I live the Coast Guard Core Values.

I am a Guardian.

We are the United States Coast Guard.

Living the Guardian Ethos . . .

True to the *Guardian Ethos* cultivated over 217 years, the Coast Guard responded to over 27,000 Search and Rescue cases and saved over 5,000 lives in 2007. Here is but one example of ordinary people doing extraordinary things:

Petty Officer 1st Class Wil Milam, an Aviation Survival Technician at Coast Guard Air Station Kodiak, received the 2007 Coast Guard Foundation Individual Award for Heroism for his astonishing efforts during the rescue of four persons who abandoned the fishing vessel ILLUSION at night during a severe winter storm in the Bering Sea.

Demonstrating the selfless courage typical of Coast Guard men and women, Petty Officer Milam entered the frigid Alaskan waters and battled high seas and strong winds to stabilize the four survivors. As the first victim was safely hoisted into the HH-65B helicopter, Petty Officer Milam's drysuit ruptured, exposing him openly to near-freezing waters and jeopardizing the rescue. After a brief return to the helicopter and failed attempt to fully repair the drysuit, Petty Officer Milam eagerly volunteered to return to the water and see the mission to conclusion. Fighting hypothermia and exhaustion, he spent an additional 15 minutes in the raging sea to ensure the remaining three victims reached the safety of the hovering helicopter.

Braving wind gusts of 60 knots, low visibility, driving rain, and a critically low fuel state, the helicopter crew safely delivered the fishing vessel's crew, and Petty Officer Milam, to a hospital in Dutch Harbor, AK where all were treated for severe hypothermia.

Petty Officer Milam's actions epitomize the selfless service Coast Guard men and women exhibit on a daily basis …

All Threats, All Hazards, Always Ready.

a Hero's Story

AST1 Wil Milam, Air Station Kodiak, winner of the 2007 Coast Guard Foundation Individual Award for Heroism.

An Air Station Port Angeles, WA helicopter crew executes the highest altitude rescue ever achieved by the Coast Guard, saving an injured hiker at 7,000 feet in Olympic National Park. The rescue was made possible by recent engine upgrades that increased HH-65 helicopter power.

Section 1

Strategies for Success in the Maritime Domain

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Establishing Comprehensive Intelligence and Awareness Regimes

"Go-fasts" trafficking migrants in the Straits of Florida threaten maritime safety and security.

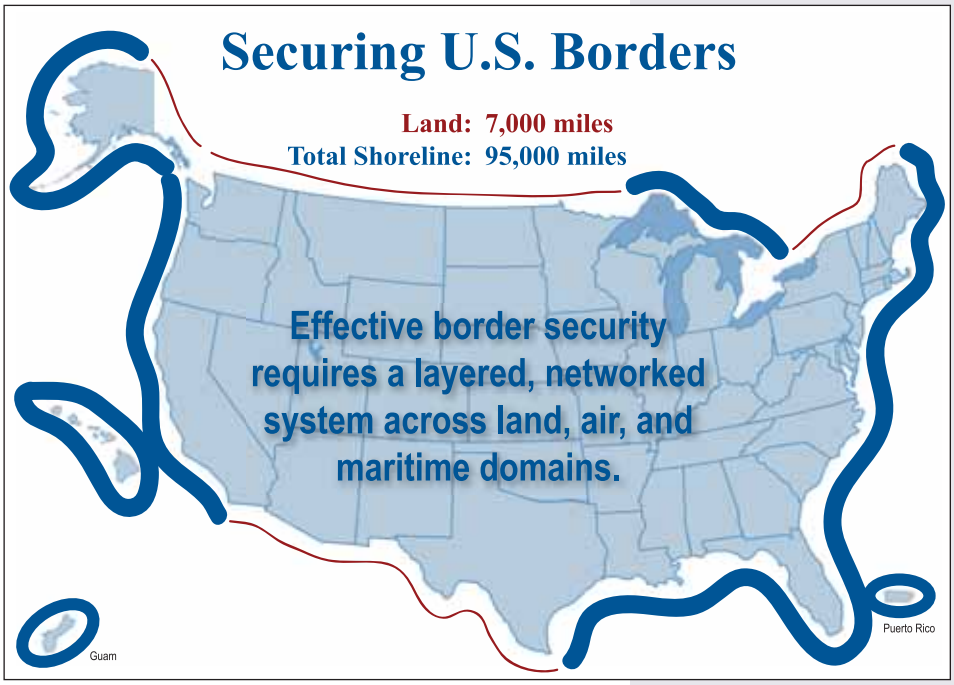
STRATEGIC CONTEXT: EMERGING THREATS

America's security, resilience, and economic prosperity are intrinsically linked to the oceans. Our maritime domain is larger than our land domain, providing shipping channels, recreational opportunities, and access to natural resources that help to sustain the Nation and the world. *The maritime domain is also vulnerable to a wide range of threats and challenges. The Coast Guard must be prepared to meet these challenges today and in the future.*

Border Security

The United States has over 95,000 miles of shoreline that is in parts international border, environmental sanctuary, coastal shipping route, tourist and recreation attraction, and home to a variety of economic enterprises. Moreover, unlike our terrestrial southwest and northern borders, the Nation's maritime "borders" are multi-dimensional, requiring millions of square miles to be patrolled and protected.

Criminals and terrorists seek to exploit the maritime border by smuggling people, weapons, illicit drugs, and other items into the country. As control over our land and air borders tightens, the sea borders become an attractive alternative for greater exploitation. The key to effective border security is a layered, networked system across the land, air, and maritime domains that can fuse intelligence with situational awareness to provide Maritime Domain Awareness (MDA). MDA allows the Coast Guard to detect and monitor vessel movement and other activities while targeting operational capabilities to their highest order needs. *We must look beyond our borders to defeat threats far from our shorelines through the continual maturation of maritime security regimes, awareness, and operational capabilities.*



Safety and Security of the Marine Transportation System (MTS)

The global MTS is a complex, inter-connected system of public and private seaports, waterways, terminals, intermodal trans-shipment points, vessels, and people. This system is the economic lifeblood of the global economy and critical to U.S. national economic and security interests. Total global maritime cargo volume has tripled over the past 10 years, and seaborne trade through U.S. ports is expected to double by 2025. *The Coast Guard must have the capabilities and authorities needed to ensure the continued safety, security, and efficiency of the rapidly-growing global MTS.*

The oil tanker LIMBURG burns off the coast of Yemen after a water-borne improvised explosive device (WBIED) attack in 2002.

Transnational Terrorists and Criminals

Terrorists and criminals, including modern-day pirates, regularly seek to exploit the maritime domain and global transportation network. Weapons of mass destruction (WMD), contraband smuggling, armed hijacking, and small vessel threats such as water-borne improvised explosive devices (WBIEDs) present the greatest terrorism and security risks to maritime commerce. Additionally, today's trafficking of illegal drugs and migrants is becoming increasingly sophisticated. Exploitation of the maritime domain is also a significant challenge to the health and sustenance of the oceans. To counter these threats, the Coast Guard is working with its DHS partners to develop a small vessel security strategy and risk reduction plan. Additionally, the Coast Guard is a leader in the IMO's development of guidelines on small vessel security. Defeating these threats requires the broad law enforcement, anti-terrorism, and counter-terrorism capability provided by adaptable force packages. Through coordination with the Department of Justice's Hostage Rescue Team, Department of Defense (DOD) special warfare forces, and DHS deployable forces such as Transportation Security Administration (TSA) Visual Intermodal Protection and Response (VIPR) Teams, the Coast Guard's newly-formed Deployable Operations Group (DOG) provides targeted, adaptable, interagency response capabilities to counter emerging threats. *Defeating transnational terrorists and criminals in the maritime domain requires effective use of the Coast Guard's broad authorities and adaptable multi-mission capabilities.*

Maritime Security Response Team (MSRT) personnel practice vertical insertion from an HH-60 helicopter. MSRTs provide deployable, adaptive force packages to defeat emerging threats.

Arctic model created for the Coast Guard by the National Geospatial-Intelligence Agency (NGA).

> ***"Having a safe, secure, and reliable Arctic shipping regime is vital to the proper development of Arctic resources, especially now given the extent of Arctic ice retreat we witnessed this past summer."***
>
> The Honorable Daniel S. Sullivan
>
> U.S. Assistant Secretary of State for Economic, Energy, and Business Affairs

A container ship makes its approach to the Port of Tacoma, WA. Global maritime cargo volume has tripled over the last 10 years.

Coast Guard Cutter HEALY conducts operations above the Arctic Circle.

Expanded Use of the Arctic and Other Regions

Changing environmental conditions and advances in technology are expanding activity in the Arctic region, U.S. Exclusive Economic Zone (EEZ), and Outer Continental Shelf (OCS). The potential for access to new energy reserves and more efficient shipping routes is fueling demand. The U.S. EEZ covers over 3.4 million square nautical miles of ocean territory and contains some of the most valuable and productive natural resources on Earth. Continued growth in commerce, tourism, and exploratory activities is increasing risks to mariners and ecosystems while challenging law enforcement regimes, operational capabilities, and conventional assumptions of sovereignty. *The U.S. Coast Guard must be capable of protecting America's interests in the Arctic region, EEZ, and OCS.*

Coastal Development

Coastal regions and ports have in recent years become heavily-developed and densely-populated. Catastrophic incidents, whether natural or man-made, have enormous consequences in coastal areas that quickly disrupt regional, national, and global commerce. The devastation of Hurricanes Katrina and Rita illustrates the potential scope of coastal disasters. *The Coast Guard must continue to provide immediately-deployable and adaptive force packages to mitigate the safety, security, and environmental impacts of incidents and catastrophic events.*

The Coast Guard is best-suited to address these challenges through its comprehensive, complementary authorities, flexible and adaptive operational capabilities, and centuries of expertise protecting America's national interests.

In the near term, the Coast Guard will defeat these threats by:

- Recapitalizing Operating Assets and Sustaining Aging Infrastructure;
- Enhancing our Marine Safety Program;
- Improving Command and Control Capabilities; and
- Establishing Comprehensive Intelligence and Awareness Regimes.

STRATEGIC INTENT: THE WAY AHEAD

The Coast Guard sources and operates to strategy. Our near-term decisions are guided by a family of strategic documents outlining organizational imperatives and executive intent as articulated in the *National Security Strategy* and *National Strategy for Homeland Security*. These include *The National Strategy for Maritime Security*; *DHS Strategic Plan; The Coast Guard Strategy for Maritime Safety, Security, and Stewardship;* and the joint, ground-breaking *A Cooperative Strategy for 21st Century Seapower* co-authored by the Navy, Marine Corps, and Coast Guard. We will continue to refine strategy and doctrine to guide response and enforcement activities in the future. *Implementation of strategy requires effective integration of budget, programs, policy, and legislation.*

The Coast Guard Strategy for Maritime Safety, Security, and Stewardship

To address current and future challenges, the Coast Guard uses a systems approach to shape and lead global maritime governance**.** This model is described in *The Coast Guard Strategy for Maritime Safety, Security, and Stewardship*. Working within the framework of *regimes, awareness, and operations*—with our government, international, and private partners—we are improving the safety, security, and stewardship of the U.S. and global maritime transportation networks.

A Cooperative Strategy for 21st Century Seapower

In 2007, the Coast Guard partnered with the Navy and Marine Corps to produce a joint strategy for the three U.S. military sea services. This strategy, entitled *A Cooperative Strategy for 21st Century Seapower,* calls for better cooperation and integration among the Navy, Marine Corps, and Coast Guard to protect and advance U.S. national interests. It reflects not only the global reach of our military sea services, but the need to integrate, synchronize, and act with other Federal agencies, as well as our coalition and allied partners to prevent wars, prevail militarily when engaged in combat, and protect the homeland.

Coast Guard Modernization and Transformation Strategy

The Coast Guard is modernizing its legacy command and control structures, support systems, and business practices to ensure continued superior mission execution in a changing global environment. Integral to this modernization effort is new authority to realign field-level leadership positions for improved service delivery.

Strategic modernization is designed to create efficiencies that make the Coast Guard more capable of addressing 21st century threats and challenges. The strategic modernization effort will improve training, resource allocation, financial management, risk management, and unity of effort within the DHS and across multiple layers of government. It will strengthen Headquarters and field alignment, improve readiness management, and greatly enhance mission execution in all areas.

Marine Corps Commandant General James Conway, Chief of Naval Operations Admiral Gary Roughead, and Coast Guard Commandant Admiral Thad Allen brief Congress on *A Cooperative Strategy for 21st Century Seapower*.

Legislative Priorities — Coast Guard Authorization Act of Fiscal Year 2008

The Administration is seeking authorities to enhance the organization and operations of the Service and, by extension, the maritime safety and security of the United States. Provisions of the Coast Guard Authorization Act of FY 2008 would facilitate—

- *The Coast Guard's strategic modernization effort,* by increasing alignment with other Armed Forces and Federal agencies, ensuring greater organizational flexibility, and enhancing command, control, and system support improvements. Critical elements of the Coast Guard's strategic modernization effort include: creation of the Coast Guard Operations Command by merging two Areas into one efficient command and control structure; creation of the Coast Guard

Force Readiness Command to better support the fleet and ensure standardization; creation of the Deputy Commandant for Operations to improve vertical alignment with the new Sector field organization by consolidating operations policy, planning, and capabilities under the leadership of a single Flag Officer; and creation of the Deputy Commandant for Mission Support to develop and control policies and programs for human resources management, acquisitions, research and development, engineering, information systems, and logistics support. This provision, which would support these changes, as well as increase the grade of the Vice Commandant for parity with other Armed Forces, is essential to the success of the modernization effort.

- *The Government's prosecution of maritime alien smugglers.* The recent escalation of lucrative maritime human smuggling operations poses a significant threat to the lives of migrants and our national security. Migrants pay smugglers up to $10,000 per person to attempt dangerous, overloaded, nighttime crossings often on stolen high-speed "go-fast" vessels. Although the Coast Guard continues to improve its ability to detect and interdict smugglers, the stakes remain very high:

"Go-fasts" seized by the Coast Guard await final disposition at Sector Key West, FL.

A "go-fast" overloaded with migrants tries to evade a Coast Guard intercept boat during a night smuggling attempt.

The Coast Guard ensures foreign vessels entering U.S. waters comply with strict environmental standards.

– In November of 2007 alone, it is estimated that 40 Cuban migrants perished in the Straits of Florida during smuggling voyages on dangerously overloaded go-fast vessels or unsafe homemade rafts.

– Smugglers treat migrants like cargo and make little provisions for their safety. When smugglers spot law enforcement they push their go-fast vessels—typically equipped with several high horsepower engines—to the maximum. In 2007, numerous migrants were seriously injured when smugglers attempted to evade the Coast Guard at high speed. Earlier this year, a pair of smugglers stranded 29 migrants over a mile from shore near Biscayne Bay, FL and instructed the migrants to "swim for it." One of the migrants died while assisting weaker swimmers to shore. Unfortunately, such cases are common.

– Intelligence estimates project an increase in overall migrant flow to the United States in FY 2008. As a result, more lives will be placed in jeopardy as human smugglers operate with virtual impunity and take higher risks to maximize profits and avoid interdiction.

Current migrant smuggling law impedes the prosecution of maritime smugglers. The Coast Guard Authorization Act of FY 2008 includes a proposed migrant smuggling law that would address these shortcomings and provide a meaningful deterrent to smugglers.

A "go-fast" with Cuban migrants intercepted by a 33-foot Coast Guard Special Purpose Craft - Law Enforcement in the Straits of Florida.

- *The protection and fair treatment of seafarer witnesses.* To facilitate the availability of foreign seafarer witnesses for Coast Guard investigations, this provision of the Coast Guard Authorization Act would help ensure their presence by providing funding for their lodging and support. It would also use payments from criminal settlements and other sources to create a fund for this purpose if a ship owner fails to provide for their seafarers. This "Support of Seafarers Fund" would also support seafarers abandoned by shipowners in the U.S. This provision fits into the Coast Guard's overall efforts to ensure the fair treatment of seafarers in all circumstances. U.S. ports host approximately 200,000 foreign seafarers annually.

Additionally, expanded authority to conduct activities with maritime agencies of foreign governments is also sought, along with authority to establish recreational boater education standards to reduce casualties and improve public safety. We must improve. Despite positive trends, our five-year average of annual boating deaths rests at 692 lives lost.

In order to further enhance marine safety, the Coast Guard is also seeking authority for a pilot program to test dockside crew survivability examinations on uninspected commercial fishing vessels, the establishment of a merchant mariner medical advisory committee, the repeal of an exemption from a license requirement for certain towing vessels, and authority to extend the duration of Merchant Mariner Licenses and Certificates of Registry.

Congress is poised to consider these provisions during the Second Session of the 110th Congress. The swift enactment of these provisions would significantly improve safety, security, and stewardship in the maritime domain.

The Coast Guard will continue to seek *resources* and *authorities* needed to improve service delivery as the nature of our operating environment and demand for services evolves in the future.

Strategy for Our People

The Coast Guard succeeds through the courage, devotion, and sacrifice of its people. Our Service members epitomize core values of *honor, respect, and devotion to duty* in words and deeds. Our future success hinges upon our ability to continue building competencies to meet emerging demands and mission responsibilities.

As a branch of the Armed Forces, many of the Coast Guard's entitlements and benefits stem from DOD's National Defense Authorization Act (NDAA). For example, the authority for our military pay raise, basic allowance for housing rates, leave entitlements, sea pay, hazardous duty pay, TRICARE benefits for dependents, and retired pay are all included in the NDAA. Fully funding these entitlements and benefits is critical to taking care of our people and maintaining compensation equity with DOD.

A Coast Guard boarding team enforces recreational boating safety regulations.

In the near term, enactment of our Coast Guard Authorization Act is imperative for improving benefits and optimally managing our workforce. If enacted, this legislation would allow personnel to retain leave when operating in support of major disasters or emergencies, provide reimbursement for certain medical-related travel expenses, provide improved legal assistance for our reservists, and allow our retirees to participate in the Armed Forces Retirement Home system. Additionally, passage would enhance our ability to take advantage of critical skill sets in the officer promotion system, increase the amount of training for pilots, and authorize a Reserve Warrant Officer to Lieutenant program.

The Coast Guard's workforce is more capable and prepared than at any time in the Service's 217 year history. A key to our success is the vitally important integration of our Reserve force and the support provided by the nation's premier voluntary organization, the Coast Guard Auxiliary. Over 28,000 volunteer Auxiliary members donate thousands of hours supporting a wide array of Coast Guard missions.

At any given time, Coast Guard members may be rescuing victims trapped in the most harrowing of circumstances, inspecting commercial ships for safety of operation on the high seas, preparing community volunteers to assist with future response efforts, or boarding vessels suspected of illicit activity. These and other missions are complicated and require tailored, effective training programs. We are committed to ensuring the Coast Guard work force is prepared for such missions now and in the future.

Beyond training, the Coast Guard embraces diversity and recognizes the importance of family stability to both retention and mission execution. We must provide an environment that values and embraces the contributions of every member of our diverse work force and ensures stability for their dependents. We are committed to remaining the "Employer of Choice" for our people and their families, while aggressively recruiting top talent to meet future demands. We must also continue to improve the representation of women and minorities at every level of the Service. In FY 2007, we met all active duty enlisted recruiting goals, and at the same time achieved 35% representation of minorities and 15% women with our new enlisted recruits. Increasing diversity improves Coast Guard mission performance, enhances our ability to communicate and interact effectively with the public, and sparks innovation.

It is paramount that we continuously reflect on our performance and assess all aspects of our organization. We conducted such an assessment at the Coast Guard Academy, which examined the overall organizational climate, leadership training, and character development. Meaningful and enduring strategic changes were implemented to ensure the Coast Guard Academy remains capable of developing leaders with the highest standards of character and integrity for the Coast Guard.

We must also ensure our people are able to safely execute the Coast Guard's many missions. Despite our best efforts and the professionalism, bravery, and dedication of our work force, casualties and mishaps do occur, and in rare cases, lead to serious injury or death in the line of duty. Sadly, we have lost three Coast Guard members as a result of preventable mishaps in the past two years. We are putting definitive measures in place to institutionalize lessons-learned from these tragedies. As Coast Guard men and women we accept risk, but we will never accept preventable loss or injury. When it comes to safety, "good enough" is never enough. We have and will continue to take action to reduce risk to our people.

Our goal is to foster and deploy an energetic, well-educated, highly-capable workforce of active, reserve, and civilian personnel dedicated to mission execution and Coast Guard core values, supported by the Nation's premier volunteer organization, the U.S. Coast Guard Auxiliary.

World War II veteran Coast Guard Cutter ACUSHNET is scheduled for decommissioning in FY 2009 after 64 years of service.

The U.S. Coast Guard fleet is the 37th oldest of 39 similar fleets worldwide.

Circa 1970: A Coast Guard 41-foot Utility Boat trains with an H-3 Pelican helicopter. H-3s were retired 15 years ago, but 41-foot Utility Boats remain in service today.

STRATEGIC PRIORITIES FOR FISCAL YEAR 2009

In order to meet emerging threats and growing demand for services, the Coast Guard is focusing on the following major strategic areas in FY 2009. Our comprehensive effort to address these challenges requires coordinated budget, program, policy, and legislative action.

Recapitalizing Operating Assets and Sustaining Aging Infrastructure

The Coast Guard needs to replace aging vessels, aircraft, and shore infrastructure. The cost of maintaining and operating out-dated assets is continually increasing, as are major unplanned maintenance evolutions and reductions in readiness. Vital shore infrastructure required to maintain our front line assets is also in critical need of renovation and repair. Ultimately, the future operational success of the Coast Guard is dependent upon a comprehensive recapitalization of front line assets and shore and support infrastructure.

In December 2007, the aging Medium Endurance Cutter ACUSHNET suffered a catastrophic mechanical casualty resulting in the loss of a significant portion of the propulsion shaft and the attached propeller. The cause of this damage is unknown and the cutter is now out of service awaiting extensive repairs. The ACUSHNET is a World War II veteran, originally commissioned as a U.S. Navy salvage vessel in 1944. Though numerous modifications and refits to the ship have taken place over the past 60 years, ACUSHNET still uses the engine-order-telegraph system commonly used by ships of the 1940s to

control engine speeds. Despite her 64 years of valiant service, the ACUSHNET is a preeminent example of the Coast Guard's need to recapitalize.

Enhancing Marine Safety

The success of the marine transportation system hinges upon an integrated approach to safety, security, waterways management, and environmental protection. The goals in preventing or responding to safety and security incidents in our ports and waterways are the same: save lives and protect property, the environment, and the global economy. We recognized the threat posed to our Nation by radical extremists and took prompt and substantial action to fortify our ports, waterways, coastal areas, and maritime infrastructure after 9/11. Today, with maritime security needs better-addressed, we are continuing our long-standing efforts to enhance marine safety.

The maritime industry is experiencing unprecedented complexity and growth, while also facing increased risk from transnational threats. The Coast Guard is acting now to improve marine safety capacity and performance, enhance service delivery to mariners, and expand outreach and advisory mechanisms. As a result of a comprehensive Marine Safety program review, the Coast Guard established a roadmap to improve the effectiveness, consistency, and responsiveness of the program to promote safe, secure, and environmentally sound marine transportation. This roadmap includes reinvigorating industry partnerships, improving mariner credentialing services, bolstering inspector and investigator capacity, improving technical competencies through new marine safety Centers of Excellence, and expanding rulemaking capability to ensure we meet current and future program needs. Addition details on the Coast Guard's strategy to enhance marine safety can be found under the "Marine Safety" tab at http://homeport.uscg.mil.

Improving Command and Control Capabilities

The maritime environment continues to grow in complexity as the global transportation system matures. The Coast Guard faces a critical need to update its command and control capability to better identify and classify safety and security threats in the maritime realm and coordinate an integrated response.

Polar Presence and Capabilities

Recent years have seen a significant increase in Polar activity, including efforts by multiple Arctic nations to define and claim Arctic seabed and access to natural resources. Energy security needs, protection of U.S. sovereignty, increased Arctic shipping, prevention and response activities, as well as the growing need for Arctic domain awareness will increase the tempo of Coast Guard operations in the region. The Coast Guard is often the sole Federal presence in the Arctic and the only entity positioned and capable of protecting U.S. sovereignty while supporting scientific research. The Coast Guard is aggressively

Preventing marine casualties is the primary goal of the Marine Safety program.

Demand for Marine Safety services is growing; the number of worldwide cruise line passengers is projected to triple by 2020.

In 2007, a Coast Guard HC-130H conducted an overflight of the North Pole to assess Arctic operational requirements.

As a result of increased trade with Asia and the shrinking Arctic ice cap, more large commercial vessels are navigating the Bering Sea. Coast Guard aircraft monitored the safety of this freighter caught in heavy seas in the Bering.

The Coast Guard Intelligence Coordination Center is collocated with the National Maritime Intelligence Center in Suitland, Maryland.

Coast Guard and Customs and Border Protection personnel execute a joint law enforcement boarding on a foreign vessel. Interagency partnerships improve security and efficiency.

considering alternatives to improve and sustain operational presence in the Polar Regions.

Establishing Comprehensive Intelligence and Awareness Regimes

Collecting, fusing, and sharing intelligence is critical to securing the border and protecting the Nation against determined terrorists and criminals. It is equally important to safeguard our intelligence resources from compromise and exploitation. As a member of the Intelligence Community, the Coast Guard must be fully and properly vested in equipment and intellectual capital capable of meeting responsibilities of intelligence collection, information sharing, long-range tracking, and interagency partnerships.

The Coast Guard partners closely with the Director of National Intelligence and other components of the Intelligence Community to maintain an integrated intelligence regime. The Coast Guard Intelligence Coordination Center (ICC) is the National Level Coordinator for collection, analysis, production, and dissemination of Coast Guard intelligence. The ICC takes advantage of its collocation at the National Maritime Intelligence Center with the Office of Naval Intelligence, Marine Corps Intelligence Activity, and the Naval Information Operations Center to fully leverage its position as a member of the Intelligence Community.

Our FY 2009 budget initiatives will strengthen these existing partnerships and improve information-sharing and counter-intelligence capability.

Section 2

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National Security Cutter BERTHOLF.
Photo courtesy of Northrop Grumman.

HC-144A Ocean Sentry Maritime Patrol Aircraft.

A 110-foot Patrol Boat conducts operations in San Francisco Bay.

FISCAL YEAR 2009 INITIATIVES

The Coast Guard's FY 2009 budget request sustains service delivery and continues critical recapitalization efforts. The initiatives focus on four key strategic areas: *recapitalizing operating assets and sustaining aging infrastructure, enhancing marine safety, improving command and control capabilities, and establishing comprehensive intelligence and awareness regimes.*

Recapitalizing Operating Assets and Sustaining Aging Infrastructure

Integrated Deepwater System (IDS) Surface Assets
$540.7M

The budget requests $540.7M for the following IDS surface asset recapitalization or enhancement initiatives:

- Completion of National Security Cutter #4 .....$353.7M
- Production of three Fast Response Cutters $115.3M
- Operational enhancement of five Medium Endurance Cutters $35.5M
- Operational enhancement of three 110-foot Patrol Boats $30.8M
- Offshore Patrol Cutter requirements analysis $3M
- Development/production of IDS Cutter Small Boat.....$2.4M

Integrated Deepwater System (IDS) Air Assets
$231.3M

The budget requests $231.3M for the following IDS air asset recapitalization or enhancement initiatives:

- Delivery of two HC-144A Maritime Patrol Aircraft $86.6M
- HH-65 conversion to modernized components, cockpit, and interoperability for 22 aircraft $64.5M
- HH-60 engine sustainment and avionics, wiring, and sensor upgrades for eight aircraft $52.7M
- HC-130H avionics and sensor upgrades for nine aircraft and one center wing box replacement $24.5M
- Unmanned Aircraft System project analysis $3M

Integrated Deepwater System (IDS) Other
$218.4M

The budget requests $218.4M for the following IDS equipment and services:

- Upgrades to IDS command, control, computer, intelligence, surveillance, and reconnaissance (C4ISR) items $88.1M
- Government Program Management for contract oversight and execution $58M
- Development of logistics capability and facility upgrades $37.7M
- Systems Engineering and Integration funds $33.1M

The Response Boat-Medium (RB-M) will replace the fleet of 30-year old 41-foot Utility Boats (UTBs).

- Prevention of IDS asset obsolescence by replacing aging technology $1.5M

Inland River Assets
$9.0M

The budget requests $4M in critical maintenance and renovation funding to address emergency safety and habitability needs of 25 aging Aids-to-Navigation (ATON) cutters. The budget also requests $5M in AC&I for survey and design funding to chart a suitable course of action, which may include additional sustainment and/or a multi-mission replacement for these outdated assets. Although originally designed specifically for ATON work, many of these vessels serve as a critical Federal presence on the inland waterways.

Response Boat-Medium (RB-M)
$64.0M

The budget requests $64M for 14 boats to replace the aging 41-foot Utility Boat (UTB) and other non-standard boats with an asset more capable of meeting the Coast Guard's multi-mission requirements.

Shore Facilities and ATON Recap Projects
$50.0M

The budget requests a total of $50M, an increase of $12.1M over FY 2008. The Coast Guard occupies more than 22,000 shore facilities with a replacement value of approximately $7.4B. The FY 2009 funding is crucial to maintaining safe, functional, and modern shore facilities that efficiently and effectively support Coast Guard assets and personnel. FY 2009 projects include:

- Sector Delaware Bay – Construct new consolidated facilities; upgrade work spaces and living quarters $13M
- CG Housing Cordova, AK - Six new duplex units $11.6M
- CGA Chase Hall - Renovate cadet barracks $10.3M
- AIRSTA Cape Cod - Replace runway lighting $5M
- Waterways ATON Infrastructure $4M

Many aging river tenders, like the Coast Guard Cutter CLAMP, are the primary Federal response and recovery assets for catastrophic events on the Nation's inland waterways.

Planned HH-60 helicopter upgrades include enhanced avionics and sensors.

Coast Guard Strike Team personnel respond to a hazardous material spill as part of a deployable force package.

- TISCOM - Construct a 5,000 sqft addition $2.5M
- Survey and Design – Planning and engineering of outyear shore projects $2.1M
- Station Montauk - Purchase three housing units $1.6M

Operation and Maintenance (O&M) of Surface and Air Assets
$40.2M / 199 positions

The budget requests a total of $40.2 million to fund O&M of the following cutters, boats, aircraft, and associated subsystems delivered through the IDS acquisition project:

- Four HC-144A aircraft $24M
- C4ISR upgrades for legacy cutters, boats, aircraft, and operations centers $7.1M
- National Security Cutters #1 - #2 .....$5.6M
- Fast Response Cutter (FRC-B) Primary Crew Assembly Facility (PCAF) $1.4M
- FRC-B #1 .....$1.2M
- Airborne Use of Force (AUF) aircraft & equipment $0.8M

Enhancing Marine Safety

Marine Inspection Program
$20.0M / 276 positions

The budget requests $20M for 276 additional Marine Inspectors to address growth in maritime commerce and the Nation's regulated vessel fleet, including the inspection of approximately 5,200 towing vessels mandated by the FY 2004 Coast Guard Authorization Act. Inspection and investigation demand is expected to increase as a result of additional Liquefied Natural Gas (LNG) ships and facilities, towing vessel examinations, non-tank vessel response plan reviews, ballast water management oversight, and regulatory development. This initiative is critical to maintaining the safety and efficiency of the Nation's MTS.

DHS Regulatory Program
$2.6M

The budget requests $2.6M to fund additional contract support and improve rulemaking throughput and capacity. Before 9/11, there were 59 Coast Guard rulemaking projects outstanding. In the year following 9/11, this backlog increased to 75 and now stands at approximately 100 rulemaking projects. This initiative provides much needed technical writers and environmental and economic analysts critical to the development of safety, security, and environmental protection regulatory regimes. In the interim, we are completing a rulemaking review and reform project and implementing performance measures to maximize throughput.

Improving Command and Control Capabilities

Rescue 21
$87.6M / 97 positions

The budget requests $87.6M to continue full rate production of towers and equipment for sectors including the Great Lakes, Hawaii, Guam, and Puerto Rico. This request also includes funding for one additional watch section (five persons) at 15 of the busiest Sector Command Centers (SCCs). Rescue 21 replaces the existing National Distress and Response System (NDRS) and enhances the Coast Guard's ability to execute all of its missions through improved communications and command and control capabilities in the coastal zone. The additional watchstanders included in this request support the increased capability provided by Rescue 21 and ensure proper monitoring of the additional communications circuits and coordination of response operations.

Situation Unit Watchstanders
$6.3M / 101 positions

The budget requests $6.3M for additional watchstanders at Sectors, Districts, and Area and Headquarters Command Centers to meet increasing operational demands and support the additional vessel monitoring, information collection, and interagency coordination capability provided by the Command 21 initiative. The additional watchstanders are responsible for fusing intelligence and information with vessel movements and other port activities to increase Maritime Domain Awareness (MDA) and maintain a thorough, integrated local tactical picture.

Acquisitions Directorate Personnel Increase
$9.0M / 65 positions

The budget requests $9M to complete consolidation of the Integrated Deepwater System (IDS), the existing Acquisition Directorate, the Head Contracting Authority (HCA), and the procurement policy staff into a combined Acquisition Directorate (CG-9). This request provides funding for 65 personnel to perform the lead system integrator role for all acquisition projects and develop lifecycle support plans for newly delivered Deepwater assets. This initiative complements the Acquisition Directorate's formal assignment of technical authority to the Directorates for Engineering and Logistics, Personnel, and Information Management for all acquisition projects.

Establishing Comprehensive Intelligence and Awareness Regimes

Nationwide Automatic Identification System (NAIS)
$25.5M / 10 positions

This budget requests $14.6M to provide Initial Operational Capability (IOC) for Increment Two of NAIS, providing receive coverage out to 50 nautical miles and transmit coverage out to 24 nautical miles for

A Coast Guard precision marksman takes aim from an HH-60 Airborne Use of Force (AUF) helicopter.

NAIS improves safety and security by providing enhanced maritime domain awareness in the nation's coastal areas.

Maritime Safety and Security Team personnel fast-rope from an HH-60 during high-risk boarding training.

Intelligence support is critical to effective maritime security operations.

Coast Guard Sectors Hampton Roads, Delaware Bay, and Mobile. This request also includes $10.9M for network operating and maintenance requirements for Increment One of NAIS already installed in 55 ports and nine coastal areas.

MAGNet 2.0
$12.3M / 17 positions

The budget requests $12.3M for Maritime Awareness Global Network (MAGNet) 2.0. MAGNet 2.0 provides the intelligence information technology capability that serves as a data repository, fusion platform, and enterprise-sharing device to consolidate information from 20 separate national level sources and provides timely intelligence and maritime related information to operational commanders, and interagency and port partners. MAGNet is a proven, robust intelligence-sharing architecture.

Command 21
$1.0M

The budget requests $1M for Command 21 to continue the survey and design, software development, and project management initially funded in FY 2008. Command 21 provides an integrated system of "surveillance and notice" to meet the requirements of the Maritime Transportation Security Act (MTSA) and the SAFE Port Act, which states, "the Secretary shall establish interagency operational centers for port security at all high-priority ports…." Command 21 will support interagency operations centers at Coast Guard Sectors by providing information-sharing and situational awareness tools to close the gaps in our current port and coastal surveillance capability while facilitating greater cooperation and coordination with port partners.

Cryptologic Service Group and Direct Support
$3.3M / 46 positions

The budget requests $3.3M to establish three Coast Guard Cryptologic Service Groups and five Direct Support Teams for deployment on legacy cutters. Cryptologic capabilities greatly contribute to the number of successful security and intelligence related missions at sea, including security and law enforcement interceptions, vessel boardings, and drug and migrant interdictions. DOD's current personnel support for Coast Guard cryptologic needs terminates in FY 2009.

Counter-Intelligence (CI) Service Initiative
$2.0M / 29 positions

The budget requests $2M to bring the Coast Guard's Counter-intelligence Service (CGCIS) to a minimum staffing level necessary to execute counter-intelligence activities. A functional counter-intelligence service will preserve the operational integrity of the Coast Guard by shielding its operations, personnel, systems, facilities, and information from the intelligence activities of foreign powers, terrorist groups, and criminal organizations.

FISCAL YEAR 2009 ORGANIZATIONAL REINVESTMENTS

The Coast Guard's FY 2009 budget request creates efficiencies which shift resources to support new assets scheduled for delivery in FY 2009 and offset required annualizations from FY 2008 program initiatives.

- Organizational Reinvestments .....($139.4M) / (295 positions)

FY 2009 savings include:

- Termination of FY 2008 one-time costs.....($36.2M)
- Management Efficiencies .....($68.2M)
- Decommissioning of six aging aircraft .....($22.4M)
- Decommissioning of four aging cutters .....($9.5M)
- Annualization of FY 2008 Management of Technology Efficiencies .....($3.1M)

LORAN conversion will replace antiquated vacuum tube technology.

Migrating LORAN-C to DHS National Protection and Programs Directorate

LORAN-C Modernization
($34.5M) / [294 positions]

The administration of the LORAN-C program will migrate to the DHS National Protection and Programs Directorate (NPPD) in preparation for conversion of LORAN-C operations to Enhanced LORAN (eLORAN). NPPD will oversee the development of eLORAN to provide national backup capabilities for position, navigation, and timing. The 2009 request reflects transfer of LORAN-C operations to NPPD, however the Coast Guard will continue operation of the system in 2009 on a reimbursable basis.

Coast Guard LORAN Station Attu is located on remote Attu Island at the end of the Aleutian Chain.

Coast Guard LORAN Station Attu as seen from the top of the antenna. The station is home to 20 Coast Guardsmen, the island's only human inhabitants.

FISCAL YEAR 2009 APPROPRIATION SUMMARY

Table 1: Appropriation Summary

Appropriation ($000)	FY 2007 Obligations	FY 2008 Enacted	FY 2009 Request
Operating Expenses (OE)	$5,763,330	$5,811,463	$6,213,402
Environmental Compliance and Restoration (EC&R)	$11,161	$13,000	$12,315
Reserve Training (RT)	$120,516	$126,883	$130,501
Acquisition, Construction, and Improvements (AC&I)	$1,533,895	$892,019	$1,205,118
Alteration of Bridges	$16,029	$16,000	$0
Research, Development, Test, and Evaluation (RDT&E)	$18,446	$25,000	$16,000
Health Care Fund Contribution (HFC)	$278,704	$272,111	$257,305
Subtotal, Discretionary Funding	**$7,742,081**	**$7,156,476**	**$7,834,641**
Retired Pay	$1,081,844	$1,184,720	$1,236,745
Boating Safety	$111,993	$132,923	$125,461
Oil Spill Liability Trust Fund (OSLTF)	$87,278	$147,270	$149,095
Gift Fund	$1,380	$80	$80
Subtotal, Mandatory Funding	**$1,282,495**	**$1,464,993**	**$1,511,381**
FY 2008 Emergency Funding (P.L. 110-161)		$166,100	
FY 2008 DOD Transfer - Operation Iraqi Freedom (P.L. 110-161)		$110,000	
Rescissions to prior year funds (P.L. 110-161)		$146,848	
Total Appropriations	**$9,024,576**	**$9,044,417**	**$9,346,022**

The OE appropriation funds the operation and maintenance of Coast Guard vessels, aircraft, and shore units.

Above is a summary by appropriation of the President's 2009 budget request for the Coast Guard. Below are additional details for each appropriation. The Coast Guard is tasked with a suite of 11 interdependent Mission-Programs. Because of the Coast Guard's multi-mission character, funding is not appropriated by Mission-Program. Instead, the substantial portion of discretionary funding is appropriated for Coast Guard "Operating Expenses," which supports all Coast Guard Mission-Programs. Table 2 on page 47 provides an estimation of the FY 2007 - FY 2009 budgets by Mission-Program.

APPROPRIATION DETAILS

Operating Expenses (OE)

Obligations, FY 2007 .....$5,763,330,000
Appropriation, FY 2008 .....$5,811,463,000
Emergency Funding, FY 2008 .....[$70,300,000]
DOD Transfer, FY 2008 ..... [$110,000,000]
Prior Year Rescission, FY 2008 .....[$9,584,000]
Budget Estimate, FY 2009 .....$6,213,402,000
Change from FY 2008 .....$401,939,000

Appropriation Description
The Operating Expenses appropriation provides funding for the operation and maintenance of multi-purpose vessels, aircraft, and shore units strategically located along the coasts and inland waterways of the United States and in selected areas oversees. This is the primary appropriation financing operational activities of the Coast Guard. Table 3 provides a detailed breakdown of FY 2008 to FY 2009 budget changes for the OE appropriation. Table 3 can be found on page 48.

Environmental Compliance and Restoration (EC&R)

Obligations, FY 2007 .....$11,161,000
Appropriation, FY 2008 .....$13,000,000
Budget estimate, FY 2009 .....$12,315,000
Change from FY 2008 .....($685,000)

Appropriation Description
The Environmental Compliance and Restoration appropriation assists in bringing Coast Guard facilities into compliance with applicable Federal, state, and environmental regulations; conducting facility response plans; developing pollution and hazardous waste minimization strategies; conducting environmental assessments; and conducting necessary program support. These funds permit the continuation of a service-wide program to correct environmental problems, such as major improvements of storage tanks containing petroleum and regulated substances. The program focuses mainly on Coast Guard facilities, but also includes third party sites where Coast Guard activities have contributed to environmental problems.

Reserve Training (RT)

Obligations, FY 2007 .....$120,516,000
Appropriation, FY 2008 .....$126,883,000
Budget estimate, FY 2009 .....$130,501,000
Change from FY 2008 .....$3,618,000

Appropriation Description
The Reserve Training appropriation provides for the training of qualified individuals who are available for active duty in time of war or national emergency, or to augment regular Coast Guard forces in the performance of peacetime missions. Program activities fall into the following categories:

Pay, Benefits, and Allowances – Funds the costs associated with salaries, benefits, and other compensation for full-time staff that support members of the Selected Reserve.

Operations, Maintenance, and Administration – Funds the costs related to training Reservists, administering the Reserve program, and the portion of organizational costs shared by the Reserve Training appropriation for the day-to-day operation and maintenance of the Coast Guard Reserve program.

A 270-foot Medium Endurance Cutter undergoes an AC&I funded Mission Effectiveness Program (MEP) at the Coast Guard Yard.

Coast Guard Strike Team personnel assist with the oil spill response and salvage of a grounded tank vessel.

Reserve Port Security Units are critical to the Coast Guard's Defense Readiness mission.

Customs and Border Protection, Coast Guard, Navy, and Washington State Patrol leaders celebrate the opening of the new Puget Sound Joint Harbor Operations Center in Seattle, WA.

Coast Guard personnel install an aid-to-navigation to enhance marine safety along the Washington State coast.

Acquisition, Construction, and Improvements (AC&I)

Obligations, FY 2007	$1,533,895,000
Appropriation, FY 2008	$892,019,000
Emergency Funding, FY 2008	[$95,800,000]
Budget Estimate, FY 2009	$1,205,118,000
Change from FY 2008	$313,099,000

Appropriation Description

The Acquisition, Construction, and Improvements appropriation finances the acquisition of new capital assets, construction of new facilities, and physical improvements to existing facilities and assets. The appropriation covers Coast Guard-owned and operated vessels, aircraft, shore facilities, and other equipment such as computer systems, as well as the personnel needed to manage acquisition activities.

Beginning in FY 2009, the AC&I personnel account will be transferred to the OE appropriation ($82.2 million transfer). This funding transfer will significantly improve the Coast Guard's ability to successfully manage, oversee, and administer Coast Guard AC&I contracts. Consolidating all AC&I personnel funding into the OE appropriation will allow the Coast Guard to maximize efficiencies and leverage potential synergies in acquisition oversight, as well as increase the Coast Guard's ability to surge personnel to AC&I related positions as appropriated project funding levels fluctuate.

Table 4 provides a detailed breakout of the Coast Guard's five-year Capital Investment Plan (CIP) and can be found on page 49.

Alteration of Bridges

Obligations, FY 2007 .....$16,029,000
Appropriation, FY 2008 .....$16,000,000
Budget estimate, FY 2009 .....$0
Change from FY 2008 .....($16,000,000)

Appropriation Description

The alteration of unreasonably obstructive bridges ensures navigational safety and freedom of mobility to facilitate commerce, emergency response, and U.S. Government operations by providing sufficient clearances for the type of vessels that transit through the bridge. This appropriation reduces the risk of fatalities and collisions, prevents longer transit times, protects regional and national economies, and facilitates response capabilities for emergency vessels and government vessels of the United States. It also deters increased waterway and highway/railway closures due to accidents.

Research, Development, Test, and Evaluation (RDT&E)

Obligations, FY 2007 .....$18,446,000
Appropriation, FY 2008 .....$25,000,000
Budget estimate, FY 2009 .....$16,000,000
Change from FY 2008 .....($9,000,000)

Appropriation Description

Research, Development, Test, and Evaluation funding allows the Coast Guard to sustain and enhance mission performance through applied research and development conducted at the Coast Guard's Research and Development Center in Groton, CT, as well as through partnerships with DHS and DOD. RDT&E funding supports all 11 statutorily-mandated Coast Guard Mission-Programs. These Mission-Programs in turn directly support the Coast Guard's role as the principal Federal agency for ensuring maritime safety, security, and stewardship.

This Ballast Water Exchange Verification Tool was developed using RDT&E funds.

Health Care Fund Contribution (HFC)

Obligations, FY 2007 .....$278,704,000
Appropriation, FY 2008 .....$272,111,000
Budget estimate, FY 2009 .....$257,305,000
Change from FY 2008 .....($14,806,000)

Appropriation Description

The Medicare-Eligible Retiree Health Care Fund Contribution provides funding to maintain the cost of accruing the military Medicare-eligible health benefit contributions to the DOD Medicare-Eligible Retiree Health Care Fund. Contributions are for future Medicare-eligible retirees currently serving on active duty in the Coast Guard, retiree dependents, and their potential survivors. The authority for the Coast Guard to make this payment on an annual basis was provided in P. L. 108-375, the 2005 Defense Appropriations Act. While this expenditure requires no annual action by Congress, it is considered discretionary spending.

Two boats collide during a crash test to gather data on the applicability and effectiveness of federal recreational boating safety regulations.

Retired Pay

Obligations, FY 2007 .....$1,081,844,000
Appropriation, FY 2008 .....$1,184,720,000
Budget estimate, FY 2009 .....$1,236,745,000
Change from FY 2008 .....$52,025,000

Appropriation Description

The Retired Pay appropriation provides payments as identified under the Retired Serviceman's Family Protection and Survivor Benefits Plans as well as other retired personnel entitlements identified under the National Defense Authorization Act. It also provides payments for medical care of retired personnel and their dependents.

Boating Safety

Obligations, FY 2007 .....$111,993,000
Appropriation, FY 2008 .....$132,923,000
Budget estimate, FY 2009 .....$125,461,000
Change from FY 2008 .....($7,462,000)

Appropriation Description

The Boating Safety appropriation funds the Coast Guard's Boating Safety program. Through preventive means, the Boating Safety program minimizes the loss of life, personal injury, property damage, and environmental impact associated with the use of recreational boats in order to maximize safe use and enjoyment of U.S. waterways by the boating public. The program directly supports the Coast Guard's continuing and enduring role to ensure maritime safety. In its role as the designated National Recreational Boating Safety (RBS) Program Coordinator, the Coast Guard is charged with managing dedicated user fee funding to support the National Recreational Boating Safety Program provided from the Sport Fish Restoration and Boating Trust Fund (formerly Aquatic Resources Trust Fund). Under the provisions of the Sportfishing and Recreational Boating Safety Act of 2005 (Subtitle A, Title X, P.L. 109-59), the Coast Guard receives a percentage distribution of total trust fund receipts from the preceding fiscal year (i.e. FY 2009 funding will be a percentage of FY 2008 trust fund receipts), and a portion of the funds drawn out of the Boat Safety Account of the trust fund. The Coast Guard is seeking reauthorization of the funds and, as part of that effort, may work closely with stakeholders to examine the percentage of distribution we receive. To that end, we will assess program efficacy and propose changes as necessary.

The Coast Guard also intends to pursue authority to require recreational vessel operators to obtain basic boating safety education. Minimum boating safety standards will reduce preventable casualties and improve safety for all users.

The foundation of the Coast Guard's boating safety program remains outreach and education. The National Association of State Boating Law Administrators (NASBLA) is one of the Coast Guard's most

valued partners in reducing risks to recreational boaters. Thanks to their many efforts, we have collectively reduced the number of annual deaths from a high of 1,754 in 1973 to a low of 676 in 2004.

Oil Spill Liability Trust Fund (OSLTF)

Obligations, FY 2007 .....$87,278,000
Appropriation, FY 2008 .....$147,270,000
Budget estimate, FY 2009 .....$149,095,000
Change from FY 2008 .....$1,825,000

Appropriation Description

The Oil Spill Liability Trust Fund provides a source of funds for removal costs and damages resulting from oil spills, or the substantial threat of a spill, into navigable waters of the U.S. In accordance with the provisions of the Oil Pollution Act of 1990 (OPA 90), the President may make available up to $50 million annually from the fund for oil spill removal activities. The fund supports the Coast Guard's stewardship role by providing payment for all valid claims for removal costs and damages including claims for natural resource damages resulting from oil spills.

The OSLTF provides for removal costs and damages resulting from oil spills.

Table 2: FY 2009 Budget Authority—Breakout by Mission-Program[1]

USCG Mission Program ($000)	FY 2007 Revised Enacted	FY 2008 Enacted	FY 2009 Request	Change from FY 2008
Search & Rescue	$928,782	$889,849	$923,680	$33,831
Marine Safety	$755,280	$749,186	$753,546	$4,360
Aids to Navigation	$1,321,449	$1,265,595	$1,189,133	($76,462)
Ice Operations	$132,157	$148,034	$133,117	($14,917)
Marine Environmental Protection	$298,329	$371,668	$359,283	($12,385)
Living Marine Resources	$972,050	$770,925	$833,227	$62,302
Drug Interdiction	$1,280,433	$1,199,560	$1,275,705	$76,145
Migrant Interdiction	$873,692	$506,822	$514,620	$7,798
Other Law Enforcement	$160,423	$104,550	$136,323	$31,773
Ports, Waterways & Coastal Security (PWCS)	$1,362,220	$1,974,028	$2,593,223	$619,195
Defense Readiness	$691,435	$650,836	$634,165	($16,671)
Total	**$8,776,250**	**$8,631,053**	**$9,346,022**	**$714,969**
FY 2008 Emergency Funding (P.L. 110-161)	-	$166,100	-	($166,100)
FY 2008 DOD Transfer - Operation Iraqi Freedom (P.L. 110-161)		$110,000		($110,000)
Rescissions to prior year funds*	($429,308)	$137,264	-	($137,264)
Adjusted Budget Authority	**$8,346,942**	**$9,044,417**	**$9,346,022**	**$301,605**

*Excludes FY 2008 $9,584 OE Rescission, included above with programmatic funding levels

[1]The Coast Guard does not budget by Mission-Program, but rather by Congressionally established Appropriations (see Table 1). In order to display budget allocation by Mission-Program we use an activity-based cost model that averages past expenditures to forecast future spending. The FY 2007 and FY 2008 funding amounts are revised from the estimates reported previously. Actual expenditures in FY 2009 may vary.

Table 3: Operating Expenses (OE) FY 2008 to FY 2009 Budget Change ("OE Waterfall")

	Positions	FTE	Amount
2008 Enacted	**47,014**	**46,950**	**$5,811,463**
2008 Emergency Spending	**563**	**286**	[$70,300]
2008 DOD Transfer - Operation Iraqi Freedom			[$110,000]
2008 Rescission to Prior Year Funds			[$9,584]
Adjustments-to-Base			
Transfers to and from Other Accounts			
A. Transfer from AC&I Systems Engineering and Integration to GSA Rent	-	-	$3,859
B. Personnel Transfer from Acquisition, Construction & Improvements	728	652	$82,215
C. Transfer LORAN-C Program to DHS NPPD			
1. Transfer Program Funding to DHS NPPD	-	-	($34,500)
2. Transfer Personnel to Reimbursable Account	(294)	(294)	$0
Total Transfers	434	358	$51,574
Increases			
A. Annualization of Prior Year Funding			
1. Annualization of FY 2008 Part-Year Funding	-	129	$39,016
2. Annualization of FY 2008 Emergency Spending	-	277	$32,108
B. Mandatory Personnel Entitlements			
1. Annualization of FY 2008 Pay Raise	-	-	$20,802
2. FY 2009 Pay Increase	-	-	$52,901
3. Military Entitlements (DoD Parity)	-	-	$29,366
C. Non-Pay Adjustments			
1. Non-Pay Inflation	-	-	$34,079
2. Operational Adjustments			
a) GSA Rent and Security Charges Increase	-	-	$19,417
b) Depot Level (4X) and Emergency Maintenance	-	-	$29,217
c) Government Services Increase	-	-	$359
d) Mission & Business Systems Licenses	-	-	$1,244
e) Intra-Government Services	-	-	$1,266
f) Flight Training Funding Gap	-	-	$7,713
g) Inland Rivertenders' Emergency Subsystem Sustainment	4	2	$4,000
D. Operating and Maintenance Funds for New Assets			
1. Shore Facility Follow-On	-	-	$1,438
2. Aids to Navigation (ATON) Modernization Follow-On	-	-	$95
3. Air Station Cape Cod (ASCC) Operations Follow-On	26	13	$3,493
4. Nationwide Differential Global Positioning System Follow-On	-	-	$544
5. Response Boat - Medium (RB-M) Maintenance Follow-On	3	2	$154
6. Coastal Patrol Boat Follow-On	60	60	$9,035
7. Rescue 21 Follow-On	97	49	$14,666
8. Nationwide Automatic Identification System (NAIS) Follow-On	10	5	$10,902
9. Defense Messaging System Follow-On	-	-	$1,463
10. Counter-Terrorism (CT) Training Infrastructure - Shoot House Follow-On	-	-	$721
11. Surface and Air Asset Follow-On	199	93	$40,152
12. Coast Guard Acquisitions Directorate Personnel Increase	65	65	$8,998
13. POLAR High Latitude Study	-	-	$200
Total Increases	464	695	$363,349
Decreases			
A. Termination of One Time Costs	-	-	($36,211)
B. Management and Technology Efficiencies			
1. Annualization of FY 2008 Management and Technology Efficiencies	-	(33)	($3,070)
2. FY 2009 Management Efficiencies	-	-	($68,177)
3. Decommission USCGC ACUSHNET	(86)	(43)	($2,568)
4. Decommission USCGC BLACKBERRY	(7)	(7)	($214)
5. Decommission Two (2) HU-25 Aircraft	(39)	(20)	($3,848)
6. Decommission Four (4) HC-130H Aircraft	(86)	(86)	($18,534)
7. Decommission Two (2) PC-179 Patrol Boats	(77)	(77)	($6,754)
8. DOD Transfer (Operation Iraqi Freedom)			($110,000)
Total Decreases	(295)	(266)	($249,376)
Program Changes			
Program Increases / (Decreases)			
A. Situation Unit Watchstanders	101	51	$6,290
B. Marine Inspection Program	276	139	$20,000
C. MAGNet 2.0 - Intel Integration	17	9	$12,281
D. Counter-Intelligence (CI) Service Initiative	29	15	$2,000
E. Cryptologic Service Group and Direct Support	46	23	$3,337
F. Department of Homeland Security Regulatory Program	-	-	$2,600
Total Program Changes	**469**	**237**	**$46,508**
2009 Request	**48,649**	**48,260**	**$6,213,402**
2008 Enacted to 2009 Request - Total Change	**1,072**	**1,024**	**$401,939**

Table 4: Acquisition, Construction, and Improvements (AC&I) Five Year Capital Investment Plan (CIP)

Projects ($000)	FY 2008 Enacted	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Vessels and Critical Infrastructure Projects	**$45,000**	**$69,000**	**$124,000**	**$95,000**	**$102,500**	**$108,000**
Inland River - Survey and Design		$5,000	$0	$0	$0	$0
Response Boat - Medium (RB-M)	$45,000	$64,000	$123,000	$93,000	$94,500	$90,000
Heartland Waterway Vessel	$0	$0	$1,000	$2,000	$8,000	$18,000
Integrated Deepwater Systems	**$783,266**	**$990,444**	**$969,100**	**$1,120,600**	**$1,037,300**	**$1,004,000**
Aircraft	**$327,416**	**$231,300**	**$355,700**	**$303,100**	**$237,080**	**$205,353**
Maritime Patrol Aircraft (MPA)	$170,016	$86,600	$175,200	$119,400	$61,100	$46,953
HH-60 Conversion Projects	$57,300	$52,700	$52,400	$21,400	$12,800	$31,900
HH-65 Conversion/Sustainment Projects	$50,800	$64,500	$72,800	$73,100	$69,900	$30,000
HC-130H Conversion/Sustainment Projects	$18,900	$24,500	$55,300	$89,200	$93,280	$96,500
HC-130J Fleet Introduction	$5,800	$0	$0	$0	$0	$0
Armed Helicopter Equipment (Airborne Use of Force)	$24,600	$0	$0	$0	$0	$0
Unmanned Aircraft System (UAS)	$0	$3,000	$0	$0	$0	$0
Surface	**$243,400**	**$540,703**	**$442,900**	**$627,500**	**$626,820**	**$626,790**
National Security Cutter (NSC)	$165,700	$353,700	$142,900	$501,300	$506,420	$511,290
Offshore Patrol Cutter (OPC)	$0	$3,003	$0	$0	$25,000	$70,000
Fast Response Cutter (FRC) - B Class	$0	$115,300	$243,000	$73,000	$0	$0
IDS Small Boats	$2,700	$2,400	$2,900	$3,000	$3,100	$3,600
Medium Endurance Cutter Sustainment	$34,500	$35,500	$36,600	$37,700	$41,800	$36,900
Patrol Boats Sustainment	$40,500	$30,800	$17,500	$7,500	$500	$0
Fast Response Cutter (FRC) - A Class	$0	$0	$0	$5,000	$50,000	$5,000
Other	**$212,450**	**$218,441**	**$170,500**	**$190,000**	**$173,400**	**$171,857**
Government Program Management	$50,475	$58,000	$50,000	$53,000	$52,000	$53,000
Systems Engineering and Integration	$35,145	$33,141	$35,000	$36,000	$37,000	$37,700
C4ISR	$89,630	$88,100	$45,000	$60,600	$45,000	$40,000
Deepwater Logistics	$36,500	$37,700	$38,600	$38,600	$37,600	$36,600
Technology Obsolescence Prevention	$700	$1,500	$1,900	$1,800	$1,800	$4,557
Other Equipment	**$173,100**	**$95,174**	**$148,500**	**$59,100**	**$53,100**	**$86,300**
Nationwide Automatic Identification System (NAIS)	$12,000	$14,600	$20,000	$5,500	$5,500	$38,700
Rescue 21	$80,300	$73,000	$117,000	$41,000	$35,000	$35,000
High Frequency (HF) Modernization and Recapitalization	$2,500	$2,500	$2,500	$2,600	$2,600	$2,600
Command 21	$9,100	$1,000	$9,000	$10,000	$10,000	$10,000
Defense Messaging System Implementation on Ships	$5,000	$4,074	$0	$0	$0	$0
National Capital Region Air Defense	$11,500	$0	$0	$0	$0	$0
Maritime Security Response Team (MSRT) CT Shoot House	$1,800	$0	$0	$0	$0	$0
Interagency Operations Center	$50,900	$0	$0	$0	$0	$0
Shore Facilities and Aids to Navigation	**$40,997**	**$50,000**	**$55,000**	**$60,000**	**$70,000**	**$90,000**
Survey and Design - Shore Operational and Support Projects	$1,337	$2,050				
CG Telecomms and Info Systems Center - TSD Building		$2,500				
CG Air Station Cape Cod - Runway Lighting		$5,000				
Sector Delaware Bay - Consolidate Cape May Station		$13,000				
CG Housing - Cordova, Alaska	$7,380	$11,600				
CG Academy - Chase Hall		$10,300				
Station Montauk - Purchase Housing		$1,550				
Waterways ATON Infrastructure	$2,500	$4,000				
Sector Buffalo	$3,100					
Rebuild Station & Waterfront at Base Galveston Phase I	$5,200					
Rebuild Station Marquette	$6,000					
Rescue Swimmer Training Facility	$13,300					
Construct Berthing & Boat Maintenance Bay at Station Washington	$2,180					
Personnel and Related Support	**$82,720**	**$500**	**$500**	**$500**	**$500**	**$500**
AC&I Core	$505	$500	$500	$500	$500	$500
Direct Personnel Costs	$82,215					
TOTAL	**$1,125,083**	**$1,205,118**	**$1,297,100**	**$1,335,200**	**$1,263,400**	**$1,288,800**
Rescission of prior Offshore Patrol Cutter (OPC) funding	($98,627)					
Rescission of prior VUAV funding	($33,822)					
Rescission of prior DHS Start Up funding	($4,815)					
FY 2008 Emergency Funding (P.L. 110-161)	($95,800)					
Adjusted Total	**$892,019**					

Rescued migrants are transferred to a Coast Guard Cutter for care and possible repatriation. The Coast Guard interdicted over 6,000 migrants attempting to gain illegal entry into the U.S. in FY 2007.

Section 3

Fiscal Year 2007 Performance Summary

In FY 2007 the Coast Guard delivered unprecedented operational service to the American public and modernized to improve mission execution:

- Celebrated milestone of *one million lives saved* since the Service's inception in 1790.
- Responded to over 27,000 Search and Rescue cases and saved over 5,000 lives.
- Removed/seized a record 355,755 pounds of cocaine ($4.7 billion value).
- Supported Operations Iraqi and Enduring Freedom with over 800 deployed personnel.
- Escorted 75 military sealift movements in support of the Global War on Terror.
- Asserted U.S. rights of sovereignty, facilitated maritime commerce, and supported Operation Deep Freeze (a 40-nation collaborative research project) in the Polar Regions.
- Interdicted over 6,000 migrants attempting to gain illegal entry into the United States.
- Conducted 44,896 domestic commercial vessel inspections and 8,840 Port State Control safety and environmental examinations on foreign vessels entering U.S. ports.
- Co-sponsored the largest Spill of National Significance pollution exercise to date, involving 11 states and 14 Federal agencies.
- Established the Deployable Operations Group: aligned all Coast Guard deployable, specialized forces under a unified command, providing adaptive, tailored force packages for rapid response to global threats and disasters.
- Created the centralized acquisition directorate for major acquisition projects enhancing mission execution and creating a more responsive, competent, and efficient organization.
- Met all active duty enlisted recruiting goals; achieved 35 % minority representation and 15 % female representation for new enlisted recruits.

This Section includes additional FY 2007 performance accomplishments for each of the Coast Guard's 11 Mission-Programs.

A Coast Guard Air Station Miami helicopter crew evacuates a sick child from the Dominican Republic in the aftermath of Tropical Storm Noel.

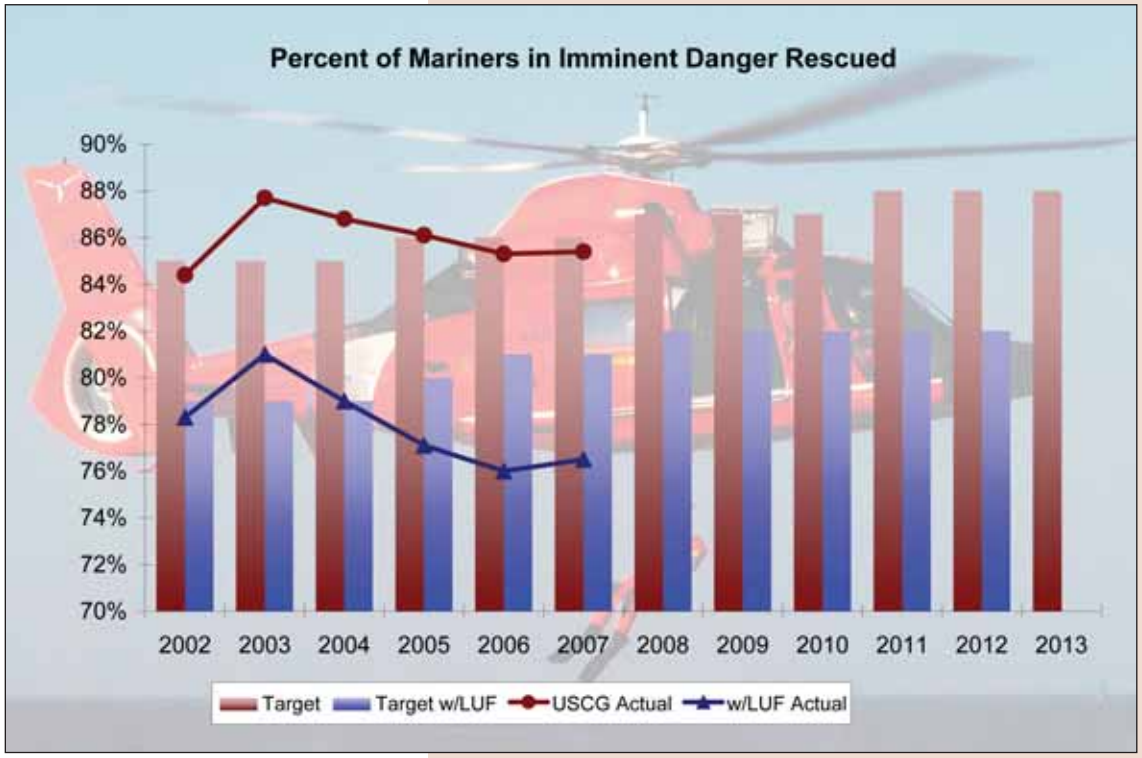
SEARCH AND RESCUE

Mission-Program Description

The Coast Guard's Search and Rescue Mission-Program is pivotal for the safety and security of our waterways and the boating public.

Fiscal Year 2007 Performance Highlights

- Rescued 85.4 percent of mariners in imminent danger and 76.5 percent when including the Lives Unaccounted For (LUF) metric, which is the number of persons missing when search and rescue operations cease.
- Celebrated over *one million lives saved* since 1790.
- Continued education and outreach efforts to promote safety of life at sea and prevent maritime disasters. While the overall number of Search and Rescue cases continues to slowly decline (27,090 in 2007 – down from 28,321 in 2006), cases with mariners in danger remains steady.
- Enhanced our ability to detect and locate persons in distress through technology improvements such as Rescue 21 (installed in six major coastal areas in FY 2007).
- Installed upgraded direction finding (DF) equipment on fixed wing aircraft to better detect and locate 406Mhz Emergency Position Indicating Radio Beacons (EPIRBs).
- Ordered the first 12 multi-mission capable Response Boat-Medium (RB-M) vessels; the first hulls are scheduled for delivery in FY 2008. The RB-M will replace the 41-foot Utility Boat, which has reached the end of its service life.



Crewmembers from Coast Guard Station Morro Bay train in heavy winter surf to maintain readiness for Search and Rescue operations.
Photos courtesy of Mr. Gary Shaw.

A mother comforts her children after being rescued from her flooded Washington State home by a Coast Guard helicopter crew.

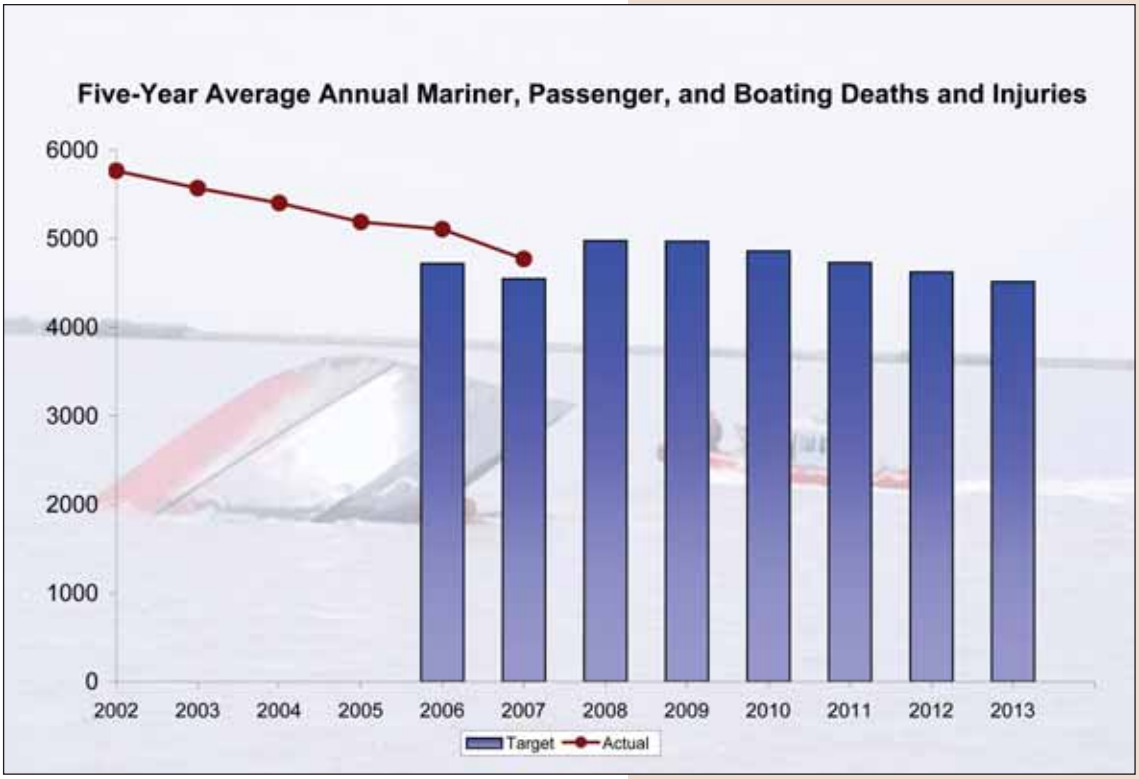
Coast Guard personnel evacuate flood victims in northwestern Ohio after the worst flooding in decades in the summer of 2007.

MARINE SAFETY

Mission-Program Description

The Coast Guard's Marine Safety Mission-Program ensures the safe operation and navigation of over 20,000 U.S. and foreign flagged vessels. We conduct over 70,000 domestic vessel inspections and almost 9,000 port state control (foreign vessel) examinations each year to safeguard maritime commerce and international trade. We also conduct 14,000 casualty, suspension and revocation, and civil penalty cases annually to leverage lessons learned and prevent future maritime tragedies. These missions are accomplished by a cadre of 1,000 uniformed and civilian inspectors, investigators, and Port State Control officers stationed domestically and around the world. They are carried out through a strong partnership and shared commitment with industry to facilitate safe, secure, and environmentally sound marine transportation.

The maritime industry is experiencing unprecedented growth while facing increased risk from transnational threats. According to the Department of Transportation, in 2006, 6,868 oceangoing vessels made 64,997 calls at U.S. ports, an increase of 11.3 percent over the past five years. Of the 2006 calls, 33 percent were tankers, 30 percent container ships, 19 percent dry bulk ships, 10 percent roll-on, roll-off ships, and six percent general cargo ships. In 2006, 84 percent of the tanker calls were by double-hull tankers, up from 52 percent five years earlier. While gas carriers accounted for only one percent of the calls, they were the fastest-growing segment over the last five years.



Note: death and injury data for 2007 may be updated as reporting sources continue to reconcile 2007 data.

Fiscal Year 2007 Performance Highlights

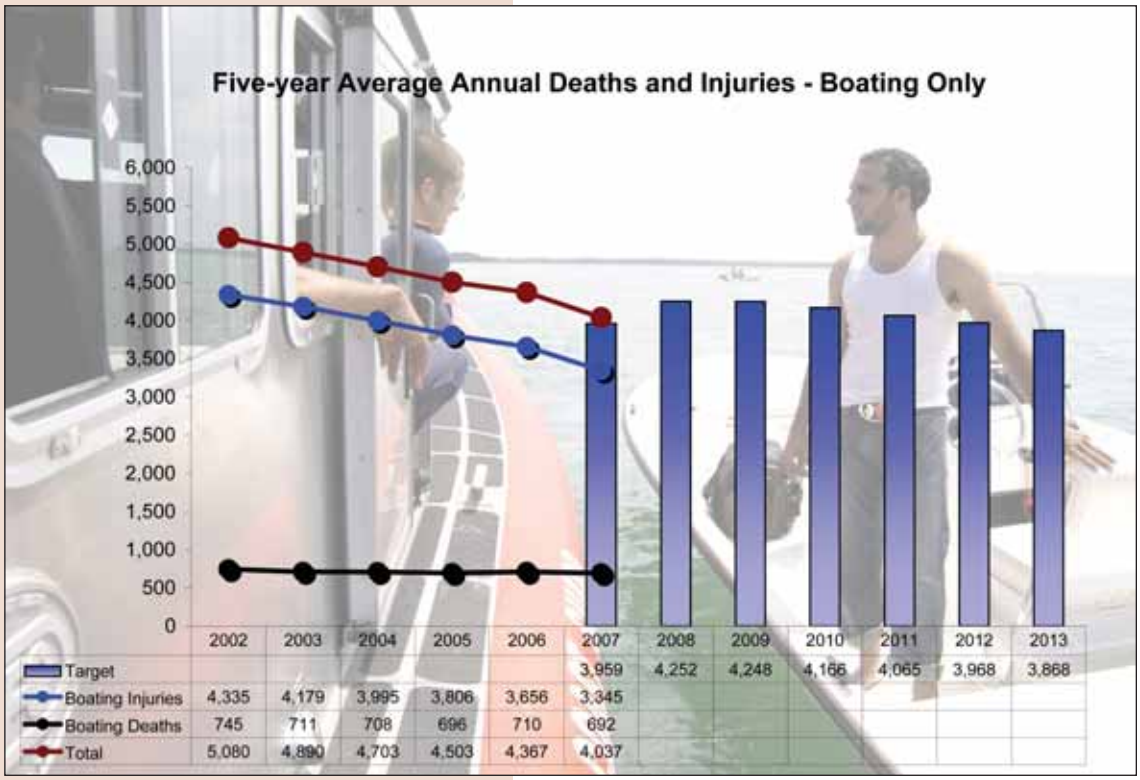
- Continued reduction in the five year average of mariner, passenger, and boating deaths and injuries.
- Completed 8,840 Port State Control (PSC) safety and environmental examinations of foreign vessels arriving at U.S. ports. Every PSC examination includes a comprehensive evaluation of vessel compliance with international safety and environmental conventions and regulations.
- Established National Maritime Center (NMC) operations at

Kearneysville, WV as part of the Mariner Licensing and Documentation centralization project. As a result of centralization, the NMC reduced application inventory by 30 percent and improved throughput.

- To address the top three sources of maritime casualties, the Marine Safety Program focused on: (1) increasing the use of personal flotation devices (PFDs) on recreational boats, (2) increasing voluntary inspections on fishing vessels; and, (3) strengthening the Prevention Through People initiative for the towing vessel industry.
- Conducted a pilot initiative with the National Safe Boating Council and the State of California to measure the effect of marketing outreach on actual life jacket use in the California Delta region, home to nearly ten percent of all California boating accidents. This initiative led to a 2007 life jacket wear-rate for all powerboats in the central sites registered of 12.2 percent, nearly doubling the same area's baseline 2006 measurement of 6.2 percent.

During the past five years, approximately 700 people have died annually in recreational boating accidents.

The observed five-year average in FY 2007 was 4,770 mariner, passenger, and boating deaths and injuries, a reduction of 339 from the previous year. Despite this trend, preventable loss of life is never acceptable. Recreational boating casualties account for the vast majority of deaths in the maritime domain. Many of these deaths are preventable through basic boating safety awareness, education, and standards. Currently, there are widely disparate recreational boating competency standards across our 50 states. The Coast Guard intends to pursue legislation to develop minimum safety standards across the Nation while continuing aggressive outreach and education efforts to reduce boating casualties.



The vast majority of injuries and deaths in the maritime domain are a result of preventable recreational boating casualties. Despite positive trends, the Coast Guard remains committed to further reducing boating casualties and improving safety.

Coast Guard Station Boston personnel conduct a security escort for a Liquefied Natural Gas (LNG) ship in Boston Harbor.

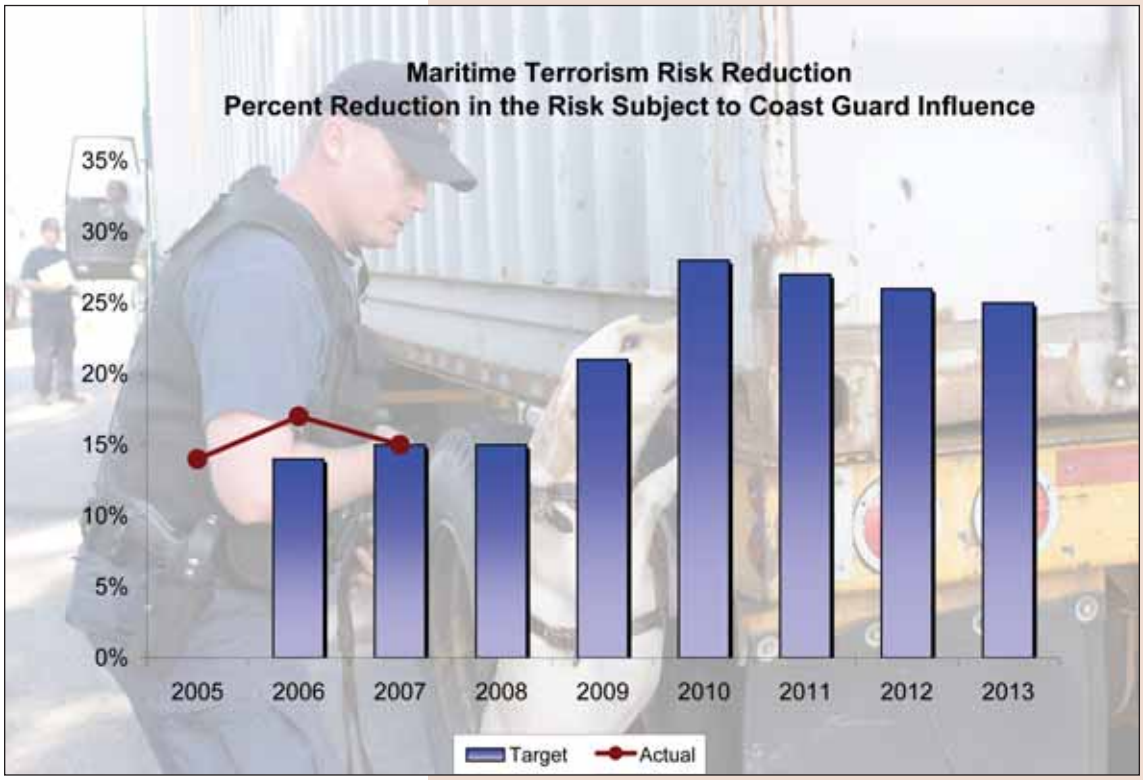
PORTS, WATERWAYS, AND COASTAL SECURITY

Mission-Program Description

The goal of the Ports, Waterways, and Coastal Security (PWCS) Mission-Program is to reduce the risk of maritime terrorism. The primary courses of action to advance this goal include: *achieving Maritime Domain Awareness (MDA), conducting maritime security and response operations, and developing maritime security regimes.*

Fiscal Year 2007 Performance Highlights

- Established the Deployable Operations Group (DOG), a single command structure with deployable specialized forces, providing "one-stop shopping" for rapid response to worldwide threats and disasters.
- Coast Guard Sector Seattle and the Deployable Operations Group partnered with the Washington State Ferries, Washington State Patrol, Transportation Security Administration, and the Department of Justice to provide armed water-borne escorts, canine detection teams, and investigative personnel as part of an adaptable force package to respond to threats to the nation's largest ferry system (26 million passengers annually).
- Partnered with the Domestic Nuclear Detection Office (DNDO) to meet the Secretary's goal of outfitting all Coast Guard boarding teams with portable radiation detectors by the end of 2007.



A 25-foot Defender Class response boat patrols New York Harbor.

- Led National Small Vessel Security Summit attended by 260 small vessel operators / owners, maritime industry representatives, and government representatives.
- Coordinated Underwater Terrorism Preparedness Plan (UTPP) workshops in 12 U.S. ports.
- Completed build-out of the Nationwide Automatic Identification System (NAIS) initial operating capability at all strategic ports. NAIS enhances MDA by providing vessel position and movement information to the Common Operating Picture (COP).
- Partnered with state and local governments in the Puget Sound area to assist DNDO with implementation of a pilot program to deploy preventive radiological/nuclear detection (PRND) capabilities in select west coast port regions; the pilot will gather lessons learned to improve effectiveness for wider deployment to other priority U.S. ports.
- Improved operational policy and enhanced risk-based decision-making guidance to field commanders - leveraged the Maritime Security Risk Analysis Model to ensure that security patrols and vessel escorts are focused on the infrastructure and assets at greatest risk.

The Coast Guard met its performance target of reducing 15 percent of the maritime terrorism risk subject to Coast Guard influence.

A Coast Guard Maritime Safety and Security Team (MSST) explosive-detection team screens vehicles waiting to board a ferry from Portland, ME to Nova Scotia during a joint operation with the Transportation Security Administration (TSA) and Customs and Border Protection (CBP).

A Coast Guard helicopter fires warning shots to stop a drug smuggler in a "go-fast" boat.

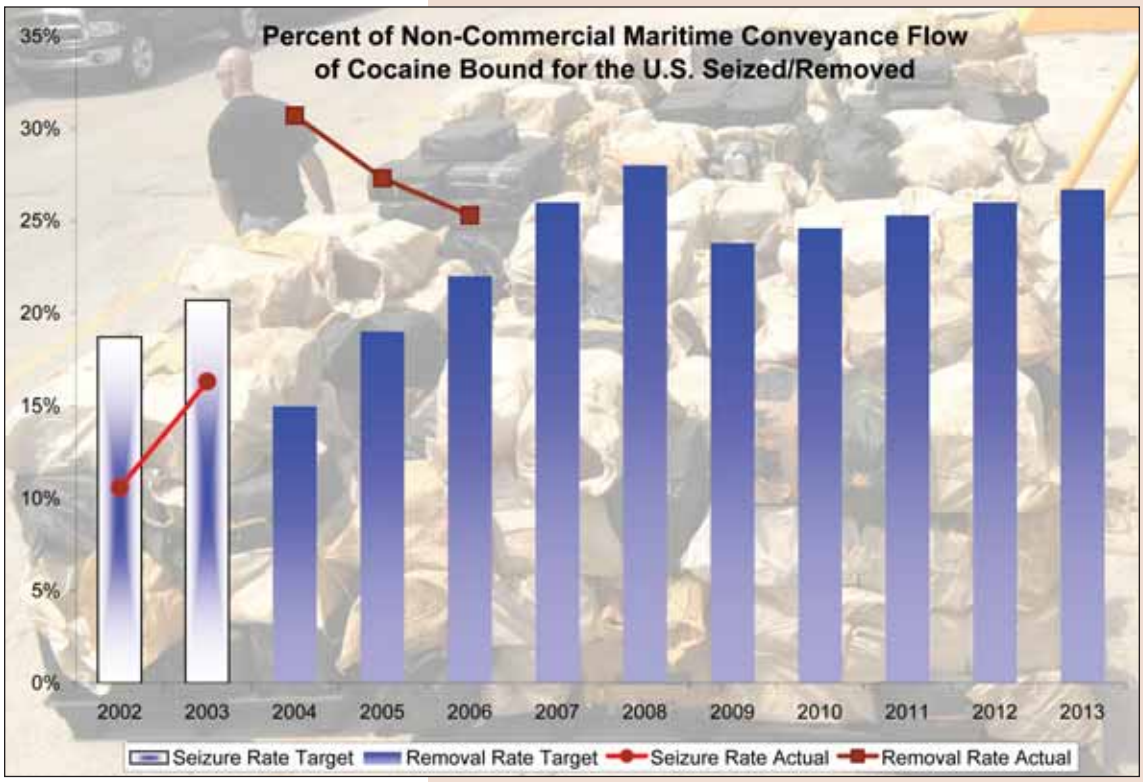
ILLEGAL DRUG INTERDICTION

Mission-Program Description

As the lead Federal agency for maritime drug interdiction, the Coast Guard is a full partner in international efforts to combat the flow of illegal drugs to the United States. The Coast Guard strives to reduce the supply of drugs from the source by denying smugglers the use of air and maritime routes in the Transit Zone, a six million square mile area comprised of the Caribbean, Gulf of Mexico, and Eastern Pacific Ocean.

Fiscal Year 2007 Performance Highlights

- Removed 355,755 pounds of cocaine, 12,218 pounds of marijuana, and 365.4 pounds of heroin.
- The 355,755 pounds of cocaine removed set a new Coast Guard record. This total represents a 25 percent increase over last year and is 6.6 percent higher than the previous record set in FY 2005.
- Detained 188 suspected drug smugglers for prosecution.
- Seized 38 vessels involved in drug smuggling operations.
- Executed the largest cocaine seizure in maritime history, removing over 33,000 pounds of cocaine from the M/V GATUN.



Note: The Cocaine Removal Rate is the amount of cocaine directly seized by the Coast Guard, as well as that which is removed from flow through jettisoning, burning, and other non-recoverable events; divided by the total Non-Commercial Maritime Cocaine Flow (NCM). The transition from a Cocaine Seizure Rate to a Cocaine Removal Rate as the lead drug performance measure occurred in FY 2004, in order to more accurately report the impact Coast Guard counter-drug activities are having on the illicit drug trade. Seizure, removal, and NCM data are provided to the Coast Guard through external sources, including the Interagency Assessment of Cocaine Movement (IACM) and the Consolidated Counter-Drug Database (CCDB).

Coast Guard Law Enforcement Detachment personnel prepare to board a "go-fast" suspected of smuggling drugs in the Pacific Ocean.

Several factors contributed to the Coast Guard's successful drug interdiction efforts including:

- Multiple Coast Guard Law Enforcement Detachment deployments aboard U.S. Navy and allied warships.
- Increased international, inter-department, and inter-agency cooperation/coordination through programs such as PANAMA EXPRESS which produced valuable actionable intelligence.
- Expansion of the Airborne Use of Force (AUF) capability.

Complementing improved intelligence is the availability of appropriate force packages consisting of long-range surveillance aircraft, ship-based armed helicopters, and over-the-horizon boats. Continued deployment of new assets is critical to ensuring the future success of the Coast Guard's drug interdiction mission.

In 2007, drug trafficking organizations increasingly turned to self-propelled semi-submersible vessels to avoid detection. These vessels ride extremely low in the water and are difficult to detect. Over the past year, the design and construction of these purpose-built smuggling vessels has become more sophisticated with improved navigation capabilities and enhanced load capacity. The Coast Guard continues to work with its inter-agency partners to develop tactics to detect and interdict these vessels and prosecute smugglers.

The Coast Guard estimates it will surpass the FY 2007 performance target of 26 percent with an estimated 31.4 percent Cocaine Removal Rate.[1]

[1] The estimate is based on the 2006 Interagency Assessment of Cocaine Movement report for non-commercial maritime flow. The IACM report for 2007 flow will not be available until summer 2008.

Coast Guardsmen transfer 77 bales of cocaine from the Coast Guard Cutter TORNADO to Drug Enforcement Administration (DEA) agents at Coast Guard Group St. Petersburg, FL.

State-of-the-art mobile biometrics machines compare migrant fingerprints and photographs with the US-VISIT database.

The high-speed 33-foot Special Purpose Craft - Law Enforcement (SPC-LE) has dramatically improved the Coast Guard's ability to intercept "go-fasts."

UNDOCUMENTED MIGRANT INTERDICTION

Mission-Program Description

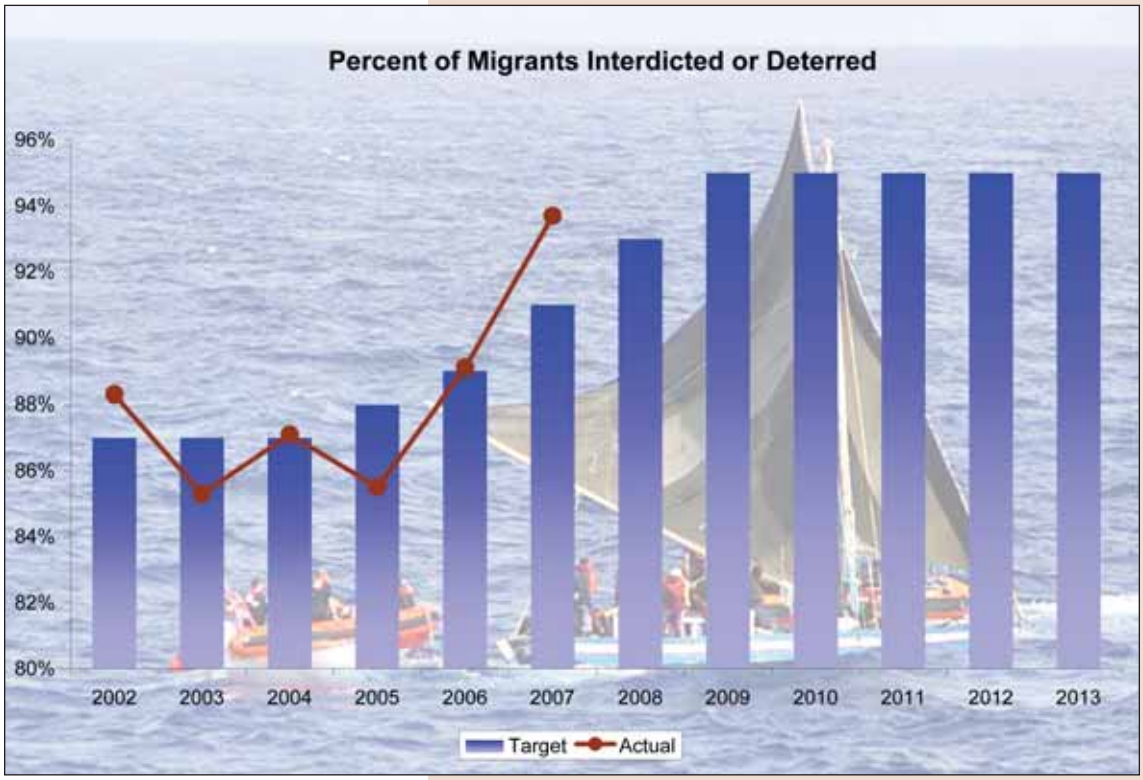
As the lead Federal agency for maritime law enforcement, the Coast Guard is responsible for enforcing immigration laws at sea. The Coast Guard conducts patrols and coordinates with other Federal agencies and foreign countries to interdict undocumented migrants at sea, denying them illegal entry to the United States via maritime routes.

Fiscal Year 2007 Performance Highlights

- Interdicted 6,336 migrants attempting to enter the U.S. via maritime means.
- Reduced successful landings from 5,552 to 5,046 (9.1 percent).
- Detained 72 persons for prosecution based on identifications made using a prototype mobile biometrics system.

In response to an increased use of high-speed vessels by Cuban migrant smugglers, the Coast Guard expanded its deployment of high-speed interdiction boats and vessel-on-vessel use of force tactics. Additionally, the Coast Guard is closely partnering with the Department of Justice to aggressively prosecute migrant smugglers.

Migrant flow from the Dominican Republic dropped by 53 percent in FY 2007, likely due to improvements in political and economic conditions, as well as the deployment of a prototype mobile biometric identification system. Using this prototype, the Coast Guard identified 257 persons with criminal or immigration histories in the US-VISIT



A Sector Key West SPC-LE interdicts another illegal human smuggler.

database. Although it remains difficult to prosecute migrant smugglers under existing law, the Coast Guard, in cooperation with the U.S. Attorney in San Juan, prosecuted 72 persons identified through the biometrics program for various immigration and related offenses. Those caught and prosecuted included convicted murderers, drug dealers, and violent felons. Previously, there were virtually no prosecutions in this vector arising from migrant interdictions. The Coast Guard is considering expansion of this pilot program to other areas to deter illegal migration and migrant smuggling.

Despite the success of this Mission-Program, the stakes remain high, particularly in the Straits of Florida where an estimated 65 Cuban migrants perished at sea last year during illegal attempts to enter the United States. Intelligence estimates project an increase in overall migrant flow to the United States in FY 2008.

The Coast Guard met its performance target (2.7 percent more interdictions than target) in FY 2007.

The flight deck of a Medium Endurance Cutter provides shelter for migrants awaiting disposition.

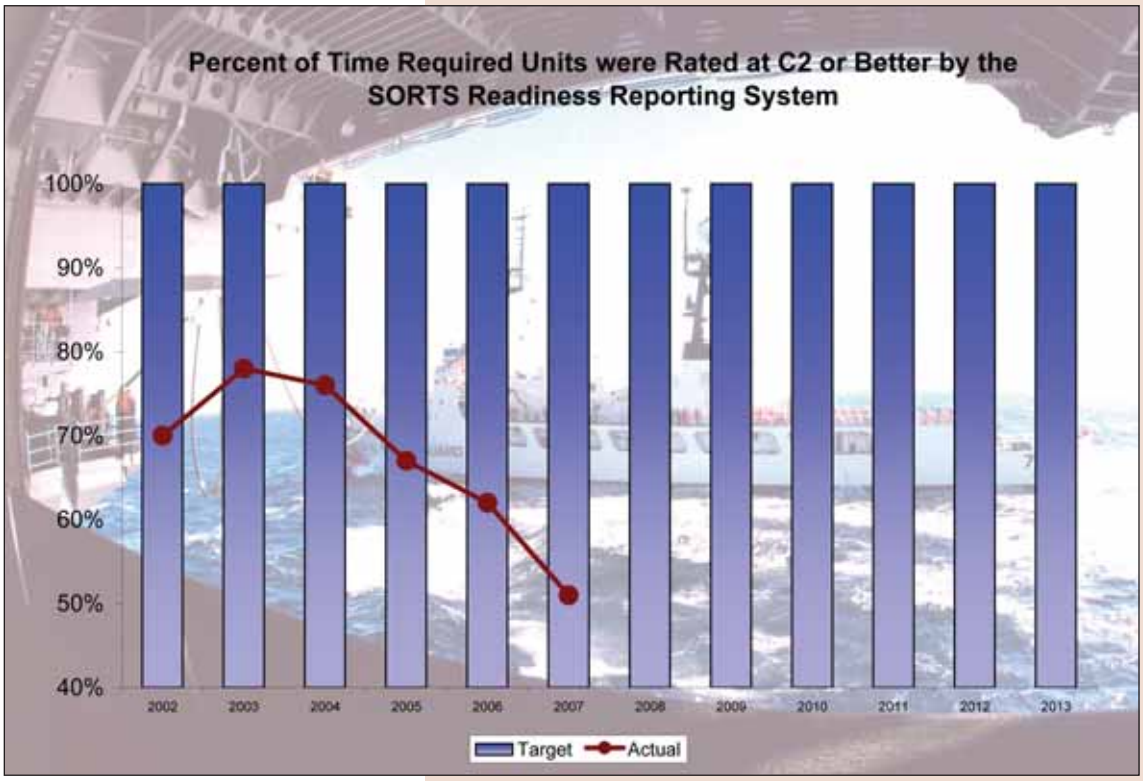
DEFENSE READINESS

Mission-Program Description

Department of Defense (DOD) Combatant Commanders continue to seek Coast Guard people and assets to support security cooperation in their areas of responsibility. As one of the Nation's five armed forces, the Coast Guard contributes High Endurance Cutters (HECs), 110' Island-Class Patrol Boats, Law Enforcement Detachments (LEDETs), Port Security Units (PSUs) and other specialized units to support the National Security Strategy and DOD imperatives.

Fiscal Year 2007 Performance Highlights

- Protected and safely escorted nearly 75 military sealift movements in support of the Global War on Terror.
- Continued deployment of six patrol boats, two LEDETs, and their supporting and command elements in the Arabian Gulf to bolster the naval component commander's ability to secure the sea lanes, prosecute terrorism at sea, train Iraqi naval forces and protect Iraq's vital off-shore oil infrastructure.
- Deployed an HEC to conduct maritime security operations off of Somalia and the Gulf of Aden and continued long-standing PSU support in Guantanamo Bay, Cuba, where over 175 PSU members provide physical security for harbor and local operations.
- Participated in multi-national military exercises around the world, ranging from Canada to the Caribbean, Central America, off the North Coast of South America, West Coast of Africa, and the Western Pacific.



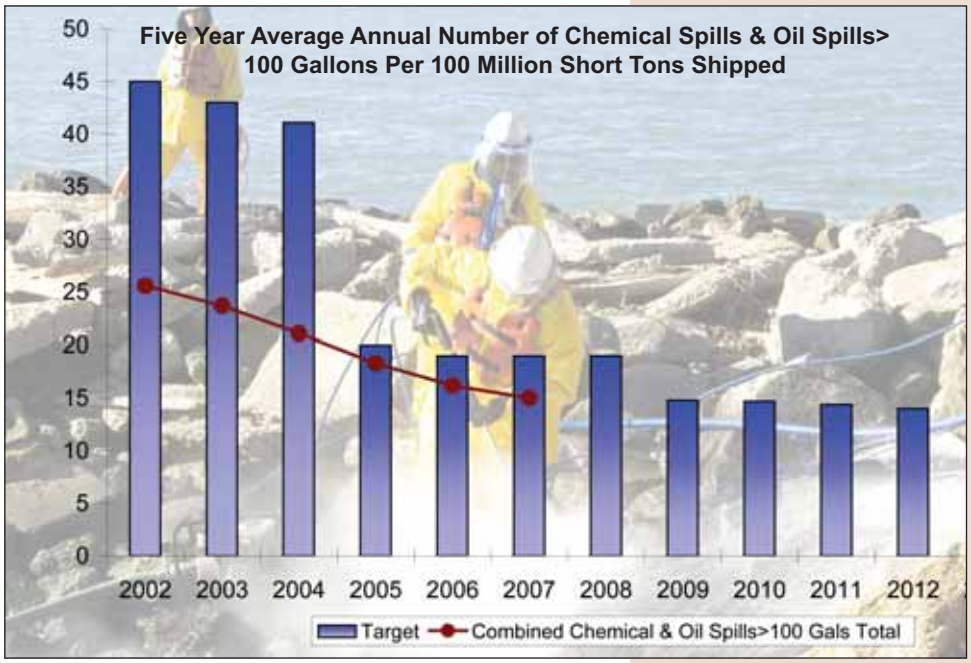
Crewmembers from Coast Guard Cutter MAUI conduct a security sweep of a gas carrier in the North Arabian Gulf as part of ongoing support of Operation Iraqi Freedom.

The Coast Guard did not meet its target of 100 percent defense readiness in FY 2007 - the readiness level fell from 62 percent in FY 2006 to 51 percent in FY 2007. The decline is largely attributable to sub-standard PSU readiness. The newly-formed Deployable Operations Group (DOG), which commands the PSUs, will improve readiness by standardizing reserve unit management and training requirements.

The declining readiness of the Coast Guard's HEC (37 percent drop since 2006) and patrol boat fleets also presents a significant challenge to mission performance. These challenges are being addressed both through the Integrated Deepwater System (IDS) program and the Coast Guard's $29.3M depot level and emergency maintenance request in FY 2009. In the short term, emergency maintenance funding will address the most pressing equipment casualties and improve mission performance. Over the long-term, IDS assets will yield essential, system-wide capability improvements for maritime homeland security mission areas and sustained operational performance.

Coast Guard deployable Port Security Units (PSUs) provide waterside security at U.S. Naval Station Guantanamo Bay, Cuba.

The Coast Guard's unique multi-mission authorities and capabilities are ideal for responding to pollution incidents in the maritime domain.



MARINE ENVIRONMENTAL PROTECTION

Mission-Program Description

The U.S. Coast Guard is committed to protecting the marine environment. The Mission-Program develops and enforces regulations to avert the introduction of invasive species, stop unauthorized ocean dumping, and prevent oil and chemical spills. Moreover, the program's commitment to preparedness ensures a prompt, professional, and collaborative response to minimize the impacts of any pollution incident. This program is complemented by the Marine Safety Program's resources and responsibilities which are designed to prevent pollution.

As a result of the motor vessel COSCO BUSAN's allision with the San Francisco Bay Bridge and resulting oil spill in November 2007, the Coast Guard initiated an Incident Specific Preparedness Review (ISPR) to examine the implementation and effectiveness of the Area Contingency Plan and its integration with other response plans at the Federal, state, and local levels. The ISPR also analyzed the effectiveness of the Coast Guard's spill response and relevant communication with Federal, state, local, and industry partners. Findings are improving national, regional, and local response policies, plans, and procedures.

Fiscal Year 2007 Performance Highlights

- Conducted a major national environmental stewardship exercise; co-sponsored the largest Spill of National Significance (SONS) exercise of its type to date, involving 11 states and 14 Federal agencies.
- Partnered with DHS, FEMA, and other agencies, including the National Response Team, to revise and update the National Response Framework (NRF) which outlines Federal agency responsibilities for disaster response.
- Responded to 162 significant spills – 40 chemical discharge incidents and 122 spills of oil were greater than 100 gallons. This is well below the 5-year average of 198.

The Coast Guard met its performance target with less than 19 observed chemical and oil spills greater than 100 gallons per 100 million Short Tons Shipped (averaged over five years) for FY 2007.

LIVING MARINE RESOURCES (LMR) LAW ENFORCEMENT

Mission-Program Description

As the lead Federal agency for at-sea enforcement of U.S. fisheries and marine protected species regulations, the Coast Guard protects the U.S. Exclusive Economic Zones (EEZ) by enforcing domestic fisheries laws. Coast Guard enforcement efforts advance national goals for the conservation and management of living marine resources.

Fiscal Year 2007 Performance Highlights

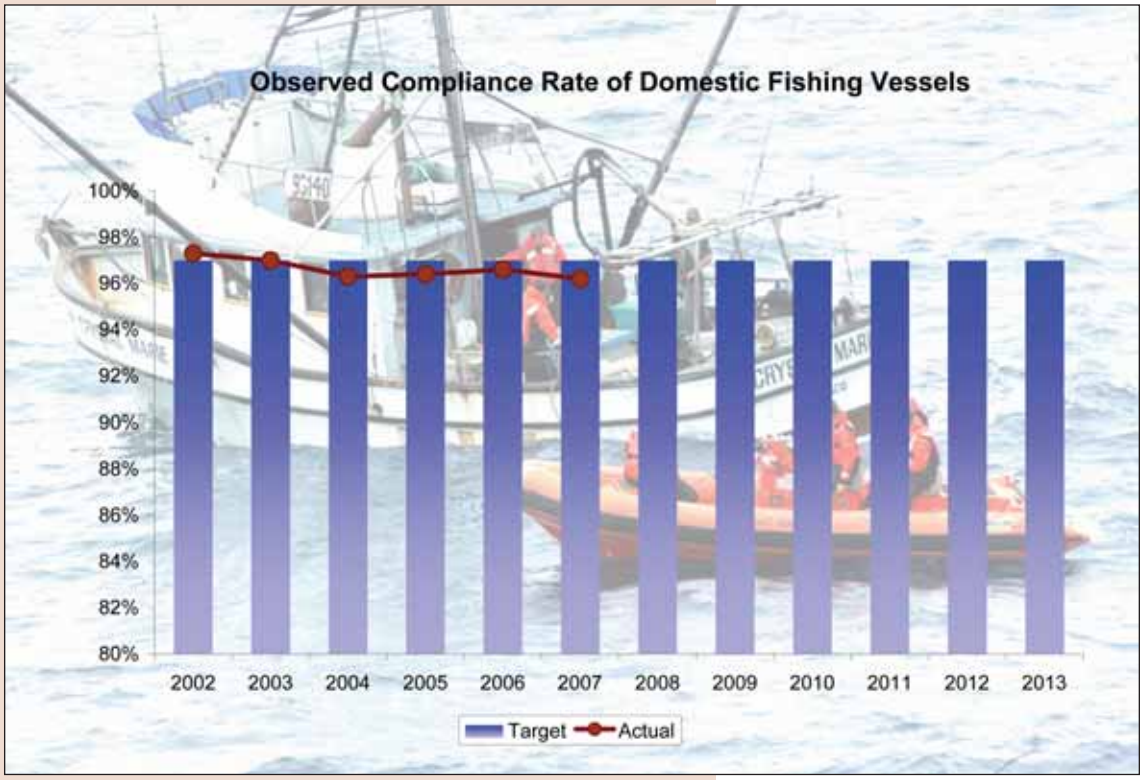
- Conducted 6,366 fisheries boardings with an observed compliance rate of 96.3 percent.

The Coast Guard remains the only agency with the maritime authority and infrastructure capable of projecting enforcement presence over the entire U.S. EEZ, which covers nearly 3.4 million square miles of ocean. The Coast Guard's enforcement presence improves the health of marine species, prevents over-fishing, and ensures safe and legal access for industry.

Through partnerships with the National Oceanic and Atmospheric Administration (NOAA), industry, and other agencies, the Coast Guard will continue to expand its use of dedicated fisheries intelligence and vessel tracking programs to plan, coordinate, and execute effective and efficient LMR enforcement patrols.

In FY 2007, the Coast Guard boarded over 6,000 commercial fishing vessels on the high seas to enforce Federal regulations.

Boarding team members check the size of the netting on a Turtle Exclusion Device off the coast of Georgia.



The Coast Guard maintains over 51,000 visual aids-to-navigation on U.S. navigable waterways.

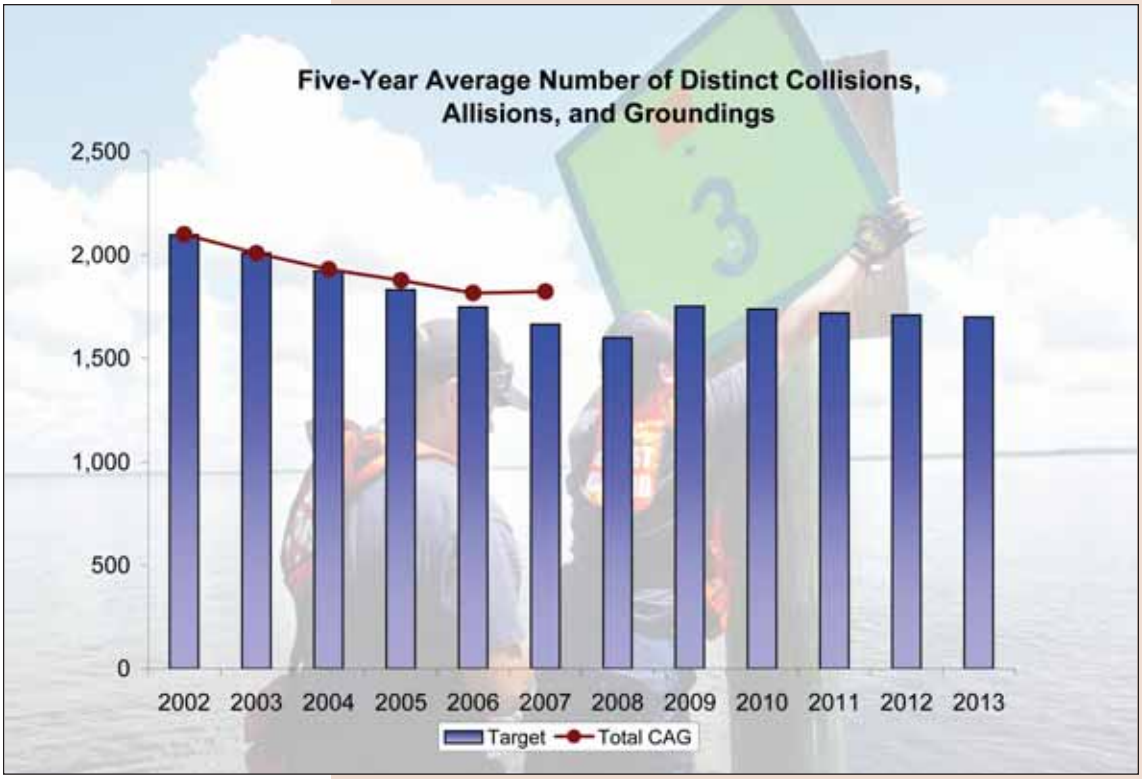
AIDS-TO-NAVIGATION & WATERWAYS MANAGEMENT

Mission-Program Description

The Aids-to-Navigation and Waterways Management Mission-Program promotes safe, environmentally-sound waterways and efficient marine transportation by assessing waterway risk and providing aids-to-navigation, Vessel Traffic Services, and marine information services.

The Coast Guard's system of 51,000 visual aids-to-navigation facilitates the flow of commerce through the Marine Transportation System (MTS) and minimizes collisions, allisions (vessels striking fixed objects), and groundings. The MTS consists of 25,000 miles of inland, intra-coastal, and coastal waterways; encompasses 240 locks, 355 ports, 1,000 harbor channels, and 1,941 cargo terminals, and includes 18,000 bridges. The Coast Guard's response capability allows for the rapid restoration of the MTS after catastrophes such as Hurricane Katrina.

The Coast Guard also prevents disruptions to maritime commerce through domestic icebreaking, establishment of regulated navigation areas, the regulation of bridges over navigable waters, and collaboration with other agencies to improve the management of the MTS. Icebreaking for the National Science Foundation (NSF) helps research vessels reach the Polar Regions.



The river tender Coast Guard Cutter KANAWHA maintains aids-to-navigation on over 150 miles of the Arkansas, White, and Mississippi rivers.

Fiscal Year 2007 Performance Highlights

- The 5-year average number of collisions, allisions, and groundings (CAGs) increased slightly in FY 2007 because allisions were above average.
- Coast Guard Cutter SPAR deployed above the Arctic Circle to conduct an Arctic and Bering Strait waterways management assessment.
- In the Western Rivers, the Coast Guard serviced approximately 16,000 aids-to-navigation to facilitate the safe transit of over 1.5 billion tons of commerce, including 350 million tons of coal and petroleum related products over 6800 miles of river.
- The Coast Guard's 12 Vessel Traffic Services (VTS) helped ensure the safety of over 3,000 vessel transits per day in the Nation's critical ports and waterways.
- As a result of the motor vessel COSCO BUSAN's allision with the San Francisco Bay Bridge and resulting oil spill in November 2007, the Coast Guard immediately initiated a nation-wide programmatic review of VTS policies and procedures. Partnering with industry and other stakeholders, the Coast Guard is evaluating the application of existing maritime safety authorities, VTS functions within the waterways management system, and potential regulatory and legislative changes to improve safety and security.

Long-term performance is tracked using a 5-year average of CAGs. This trend showed improvement over several years, but has now leveled out—annual results are within expected limits of variation (1,823 CAGs observed in FY 2007 exceeded CAG target of 1,664).

Coast Guard vessel traffic management helps maintain the safety and efficiency of the nation's busiest ports.

Coast Guard Cutter TERN escorts a ship carrying two giant cranes through San Francisco Bay to the Port of Oakland. Increased vessel traffic and container capacity pose unique waterways management challenges.

Coast Guard Cutter BOUTWELL trains with a Russian Border Guard helicopter. Joint operations with Pacific Rim nations improve partnerships and enhance international high-seas fisheries and enforcement efforts.

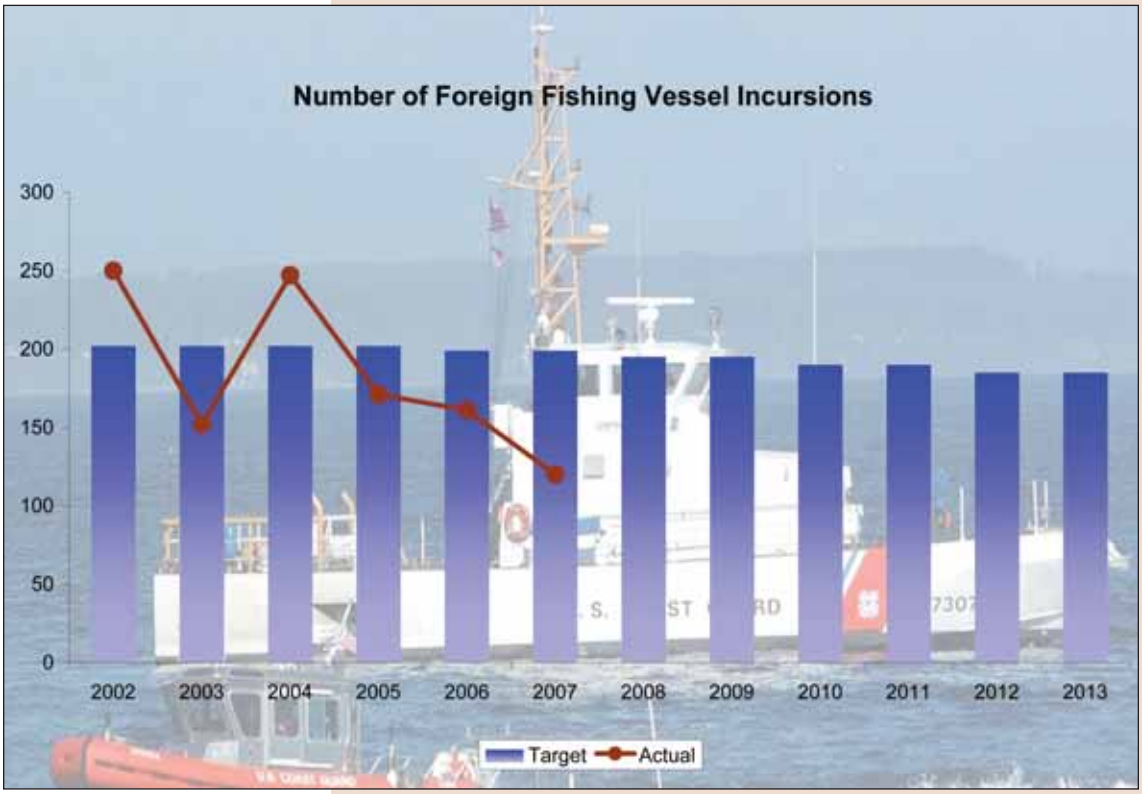
OTHER LAW ENFORCEMENT (PROTECTION OF U.S. EEZ FROM FOREIGN ENCROACHMENT)

Mission-Program Description

Preventing illegal foreign fishing vessel encroachment in U.S. Exclusive Economic Zones (EEZ) is a primary Coast Guard role and vital to protecting the integrity of our maritime borders and ensuring the health of U.S. fisheries. The Coast Guard also enforces international agreements to suppress damaging high seas illegal, unreported and unregulated (IUU) fishing activity. The Coast Guard focuses on three high-threat areas for illegal foreign incursions: the U.S.-Mexican border in the Gulf of Mexico, the U.S.-Russian Maritime Boundary Line (MBL) in the Bering Sea, and the eight non-contiguous EEZs in the Western/Central Pacific.

Fiscal Year 2007 Performance Highlights

- Detected 120 incursions by foreign fishing vessels into the U.S. EEZ.
- U.S./Mexico Gulf of Mexico EEZ - Detected incursions dropped from 149 to 99 (34 percent).
- Western/Central Pacific EEZ - Detected incursions rose from 11 to 15 (36 percent).
- U.S./Russian Maritime Boundary Line - Detected incursions remained unchanged (two total).



Boarding teams from the Coast Guard Cutter BOUTWELL sieze the fishing vessel LU RONG YU 1961 after determining she was engaged in illegal High Seas Drift Net (HSDN) fishing in the Northern Pacific Ocean. The vessel was later transferred to the Chinese Fisheries Law Enforcement Command (FLEC) for final disposition.

- Interdicted and seized six Chinese High Seas Drift Net (HSDN) vessels during the 2007 multi-national High Seas Drift Net (HSDN) enforcement campaign, Operation North Pacific Watch.

Improved Maritime Domain Awareness (MDA), regional partnering, and multilateral targeting and coordination are critical to effective foreign fishing vessel incursion and international high-seas fisheries enforcement efforts. Regional, multilateral forums such as the Western and Central Pacific Fisheries Commission, North Pacific Anadromous Fisheries Commission (NPAFC), North Pacific Coast Guard Forum, and bilateral partnerships like those the Coast Guard maintains with Chinese and Mexican enforcement agencies continue to prove invaluable in LMR enforcement in the U.S. EEZ and on the high seas.

Most notably, multi-national patrols organized by the NPAFC member states of Japan, Russia, Republic of Korea, Canada, and the United States in the North Pacific resulted in the interdiction of six illegal, Chinese-flagged high seas driftnet vessels. These vessels were subsequently seized and transferred to Chinese fisheries enforcement officials for prosecution.

The Coast Guard met its performance target in FY 2007 (79 fewer incursions than target).

Members of the China Coast Guard welcome Coast Guard Cutter BOUTWELL to Shanghai, China for the 2007 North Pacific Coast Guard Forum (NPCGF). Multilateral forums like the NPCGF build the requisite partnerships needed for successful joint LMR enforcement operations on the high seas.

Coast Guard Cutter MORRO BAY, a 140-foot ice breaking tug, opens a shipping lane in the ice-bound Nantucket Sound.

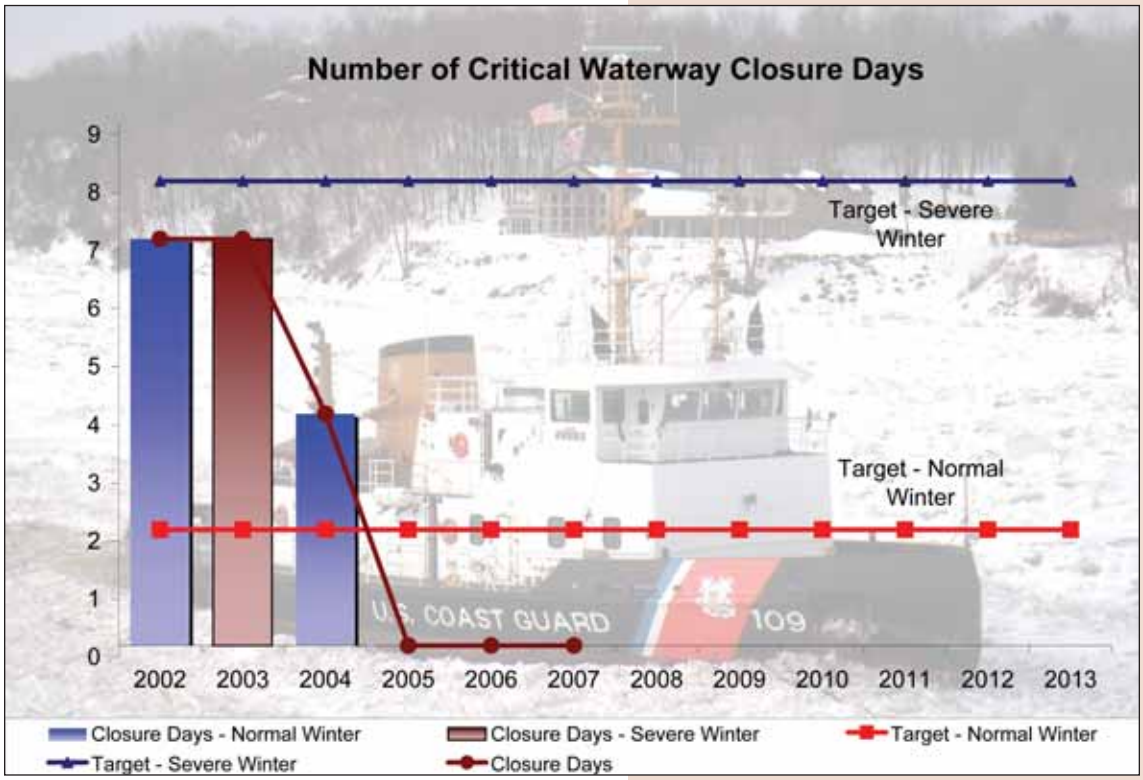
DOMESTIC ICE OPERATIONS

Mission-Program Description

The Coast Guard domestic Ice Operations Mission-Program conducts icebreaking services to assist vessels and communities in emergency situations and facilitate essential commercial maritime activities. Based on historical ice conditions, volume of ship traffic and flooding potential, nine Great Lakes waterways have critical icebreaking needs. Beyond domestic operations, the Coast Guard operates the only U.S.-flagged heavy icebreakers capable of operations in the Polar Regions to serve NSF research missions. Coast Guard icebreaking vessels are also the primary assets for keeping Northeastern fuel oil supply routes open.

Fiscal Year 2007 Performance Highlights

- During the normal winter from December 2006 to March 2007, critical waterways were continuously open.
- The Great Lakes Icebreaker Coast Guard Cutter MACKINAW successfully completed ice trials in March 2007 demonstrating the vessel's readiness for heavy icebreaking.
- Icebreaking assets assisted in the movement of approximately $334 million of cargo through the Great Lakes Region, freed 182 vessels beset by ice, and provided flood relief assistance on the south shore of Lake Erie.
- Coast Guard icebreaking vessels, the primary assets for keeping Northeastern fuel oil supply routes open, partnered with Federal and state agencies to provide flood relief on the Kennebec River.
- Icebreaking vessels facilitated $23 million of cargo movement through the Upper Chesapeake Bay.



The Coast Guard met its performance requirement in FY 2007 (achieved zero Critical Waterway Closure Days). Targets for this measure depend on the severity of the winter: no more than two closure days during average winters, and no more than eight during severe winters[1].

[1] Winter severity is calculated using the method outlined in the *Maximum Freezing Degree-Days as a Winter Severity Index for the Great Lakes, 1897-1977*, by Raymond A. Assel.

ON AN AVERAGE DAY IN 2007, THE COAST GUARD:

Safety

- Saved 14 lives and assisted 98 people in distress.
- Conducted 74 Search and Rescue cases.
- Completed 31 Port State Control safety and environmental exams on foreign vessels.
- Performed 18 safety examinations on commercial fishing vessels.
- Conducted 24 marine casualty investigations.
- Issued 102 Certificates of Inspection to U.S. commercial vessels.

Security

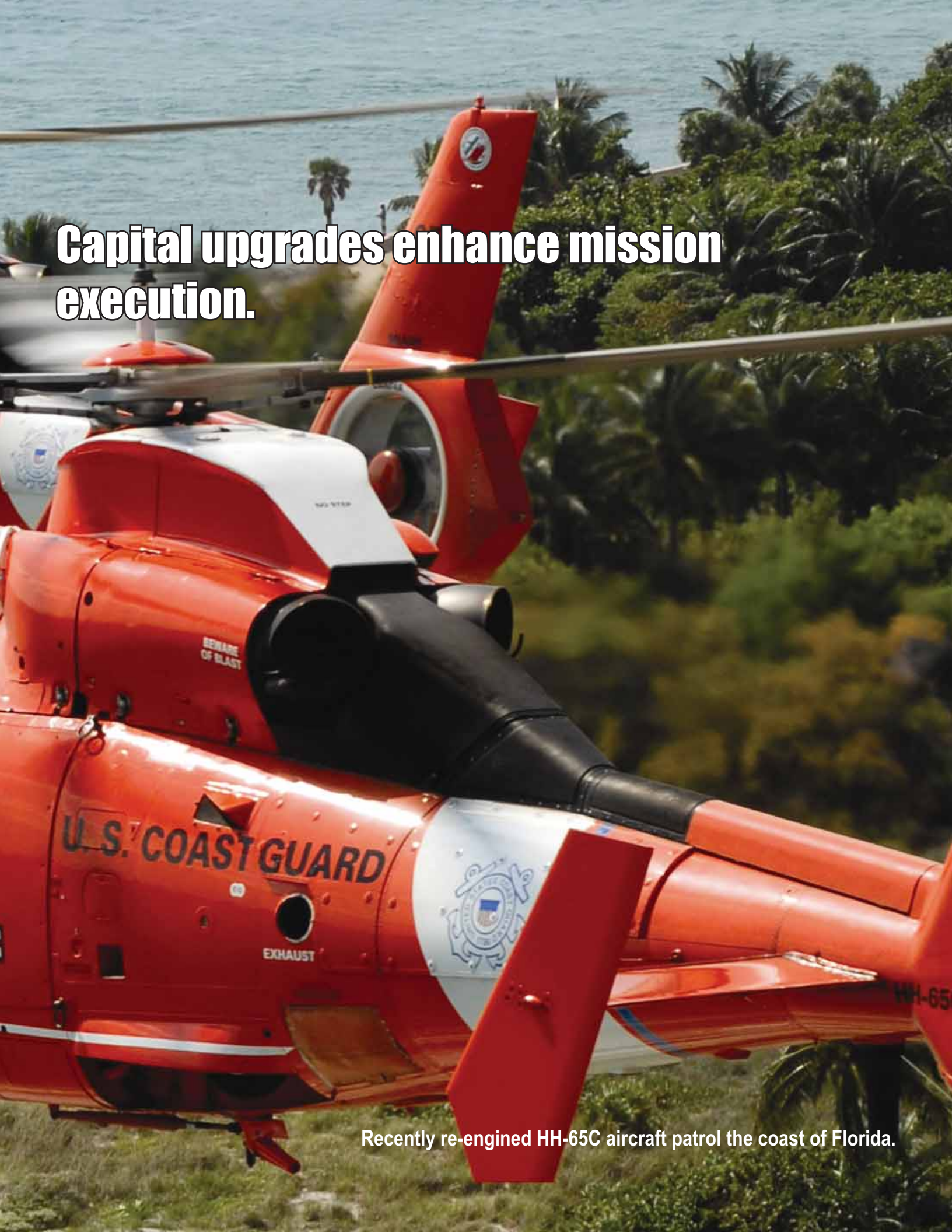
- Interdicted 17 illegal migrants at sea.
- Seized or removed over 1,000 pounds of illegal drugs ($12.9M value).
- Administered 25 International Ship and Port Facility Security (ISPS) Code vessel exams.
- Escorted over 20 large passenger vessels, military outload vessels, High Interest Vessels (HIVs) or vessels carrying especially hazardous cargo.
- Boarded 193 ships and boats.

Stewardship

- Serviced 135 aids-to-navigation and corrected 23 aids-to-navigation discrepancies.
- Boarded 17 vessels at sea to enforce domestic fisheries and marine protected species regulations.
- Facilitated safe and efficient marine transportation on the Nation's inland waterways.
- Responded to 12 oil pollution/hazardous chemical spills.
- Inspected 53 hazardous material containers.

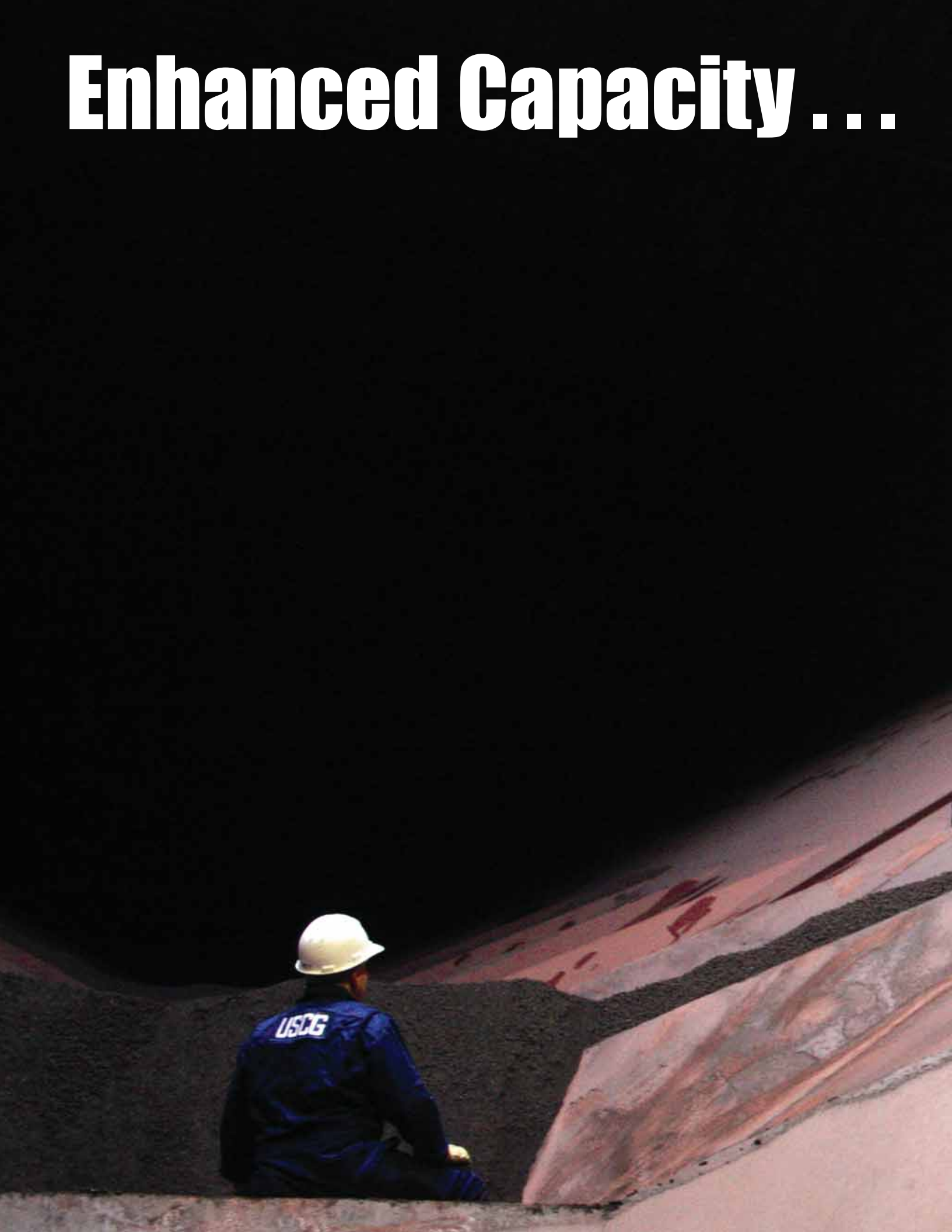
Increased Reliability and Capability . . .

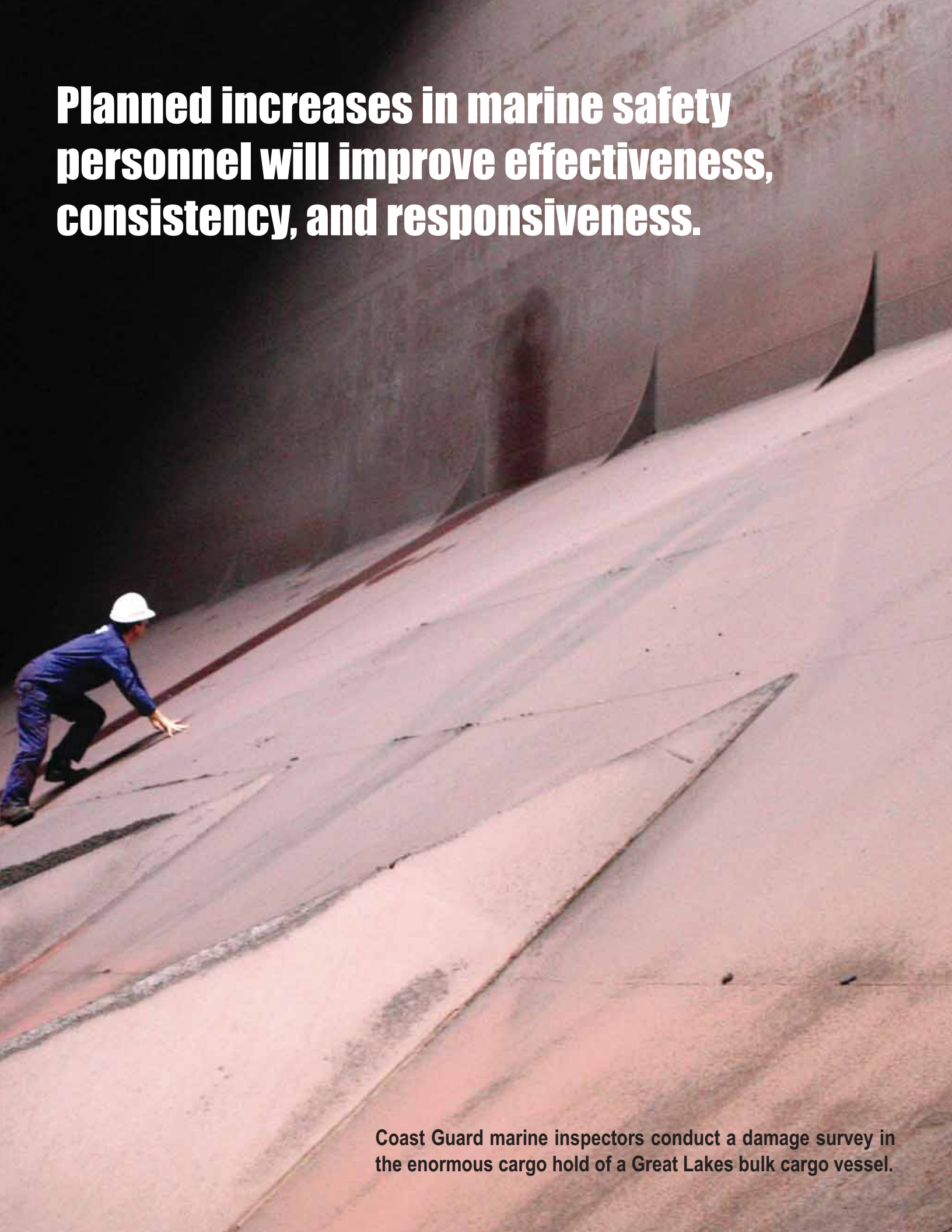
Capital upgrades enhance mission execution.



Recently re-engined HH-65C aircraft patrol the coast of Florida.

Enhanced Capacity . . .

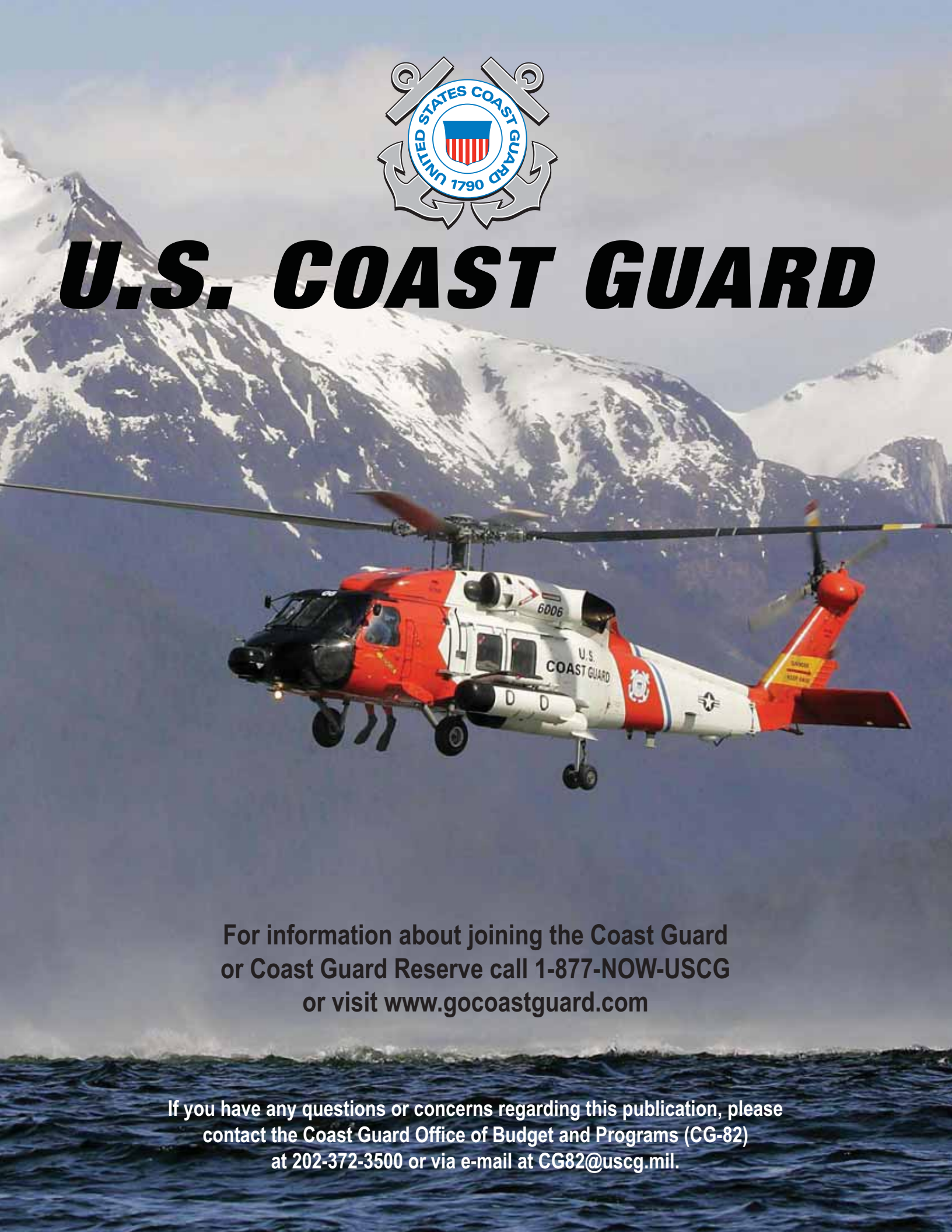




Planned increases in marine safety personnel will improve effectiveness, consistency, and responsiveness.

Coast Guard marine inspectors conduct a damage survey in the enormous cargo hold of a Great Lakes bulk cargo vessel.

U.S. COAST GUARD



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If you have any questions or concerns regarding this publication, please contact the Coast Guard Office of Budget and Programs (CG-82) at 202-372-3500 or via e-mail at CG82@uscg.mil.