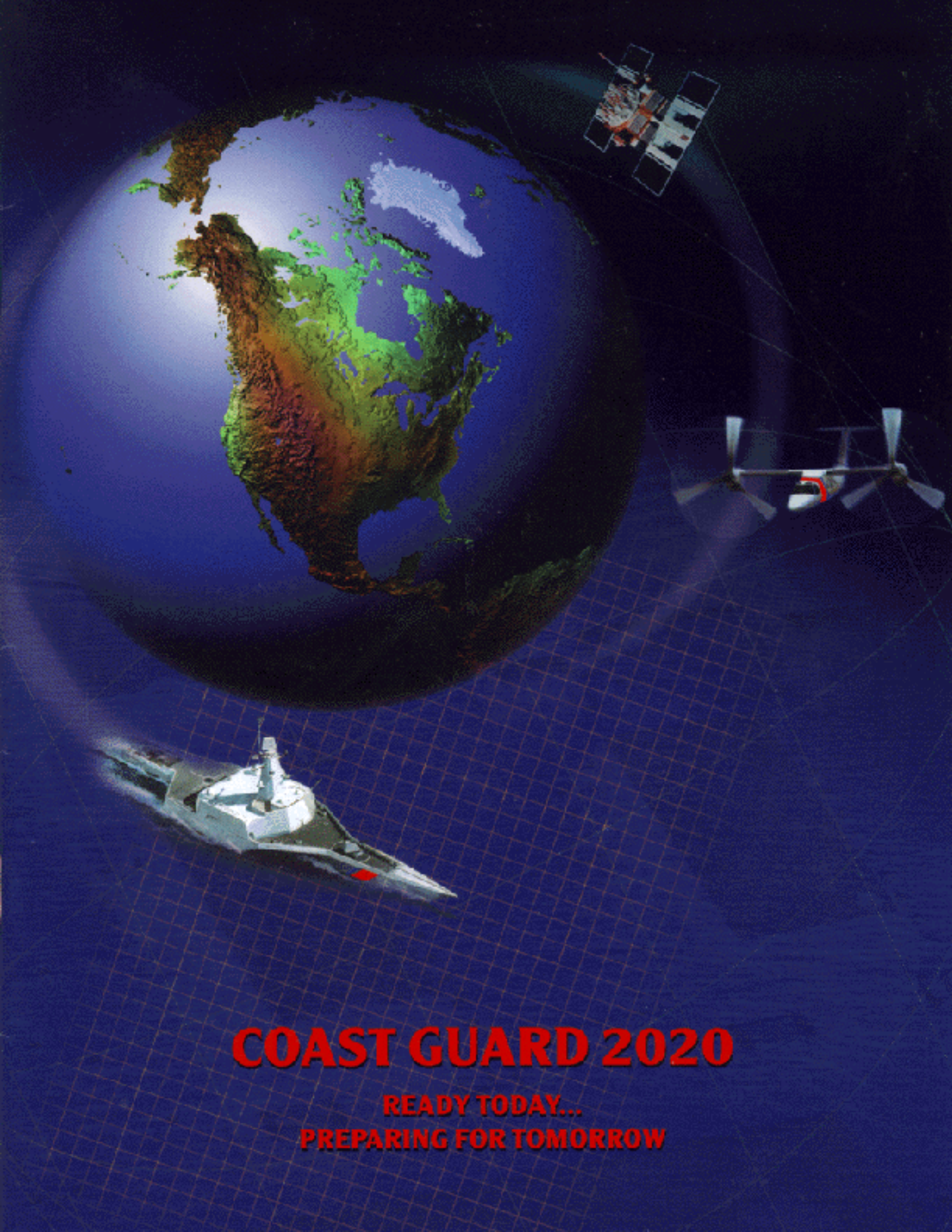




COAST GUARD 2020

**READY TODAY...
PREPARING FOR TOMORROW**

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COAST GUARD 2020

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THE MISSION OF THE UNITED STATES COAST GUARD

The United States Coast Guard is a multimissioned maritime service and one of the Nation's five Armed Forces. Its mission is to protect the public, the environment, and U.S. economic interests – in the Nation's ports and waterways, along the coast, on international waters, or in any maritime region as required to support national security.

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FOREWORD

The United States looks to a new century – a new millennium – full of hope and promise. However, significant challenges, risks, and uncertainties will undoubtedly accompany the opportunities that lie ahead. Nowhere will the complex mosaic of activity be more profound than in the Nation's waterways – the inland rivers, ports and harbors, coastal areas, and offshore maritime regions that serve as arteries for trade, sources of food and natural resources, playgrounds for recreation, and national borders. But a host of transnational dangers – from pollution to illegal immigration to international terrorism – will continue to tax America's maritime security, demanding action from a broad spectrum of agencies.

Key to America's maritime future is the United States Coast Guard. It is the nation's premier maritime agency and a multimission Armed Service in the Department of Transportation. The sea has taught generations of Coast Guard men and women to be vigilant, flexible, and devoted to duty. The Lifesavers, as they are known to many Americans, never fail to live up to their motto and heritage: Semper Paratus... Always Ready. They provide a broad array of services to protect people and the maritime environment. Indeed, every day Coast Guard women and men:

- Save** lives and property at sea
- Provide** a safe, efficient maritime transportation system
- Protect** the marine environment
- Enforce** laws and treaties in the maritime region
- Defend** national security interests and maritime borders

The future will bring an increased demand for these and other services that can only be dimly perceived today. Globally interlinked economies, revolutions in maritime transportation and information systems, emerging threats to the marine environment, and changing national security concerns will shape the course of the Nation. More than ever, America will call upon the Coast Guard to protect lives and serve the national interests on the high seas, along the Nation's maritime borders and coasts, and in the inland waterways. Mindful of these responsibilities, the Service has charted its course and embarked on an ambitious plan to renew assets and increase capabilities. By matching its high-performing people with modern equipment and technologies, the Coast Guard will remain always ready to meet the challenges ahead.

CHALLENGES AND OPPORTUNITIES

Many changes and trends in the maritime region will dramatically affect American citizens, friends, and interests in the 21st century. These trends have been identified from environmental scans, demographic forecasts, maritime commerce and transportation forecasts, and national security assessments. On the basis of these and other insightful studies, the Coast Guard believes that there will be no major changes to its traditional roles and missions. Rather, mission emphasis will shift based on changing national priorities. Future pressures on the Nation's maritime region will increase demand for Coast Guard services. It will be a major challenge to maintain excellent service to America. Austere budgets and a workforce that will remain fairly constant in numbers will constrain the Coast Guard's capacity to handle elevated operational tempos. The Coast Guard will take full advantage of evolving opportunities – especially new technologies and quality management – to meet these challenges.

A Changing World



The world will remain in a state of continuous change. With global war less likely, operations other than war, such as peacekeeping, crisis response, and counterterrorism, will proliferate. Nation states will provide the basic geopolitical framework, but national boundaries will continue to blur as novel economic and security relationships emerge. Greater numbers of powerful non-state actors with diverse interests will influence the global community. New multilateral alliances and ad hoc coalitions will form to combat transnational crises and sophisticated international criminal cartels that operate well beyond the control of any single state. Mass migrations, terrorism, and crime will continue to spill beyond traditional borders and onto the seaways. Maritime transportation of illegal drugs and economic migrants to the United States will increase. Adversaries will look to exploit critical security regions, including transportation systems, ports, straits, and coastal areas, in unconventional ways. The United States will integrate diplomatic, economic, political, and military initiatives to foster a more stable international system.

Economic Globalization



America will become more dependent upon international trade, the vast majority of which will be transported on the water. U.S. maritime trade will double, if not triple, by 2020. Trade with Asian-Pacific and Latin American countries will increase more than with other world regions. Efficient maritime transportation will become more critical to America's economy and competitiveness. Global seaborne trade will bring larger numbers of ultra-large, deep-draft, and minimally crewed ships. America's inland and coastal commerce will experience increased barge and tow traffic. Higher volumes of oil, hazardous materials, and bulk commodities are likely. Just-in-time delivery of raw materials and finished goods will become the norm, magnifying the consequences of disruptions and emphasizing the importance of the marine transportation system's reliability. Furthermore, growing numbers of people will have the resources and leisure time to spend on cruises and recreational boating. Collectively, this congestion on America's waterways will create a greater need for a well-integrated intermodal transportation system with close links among the sea, land, and air components.

Shifting Demographics



World population will continue to grow, especially in developing countries, elevating the demand for transportation of commodities and consumer goods and increasing consumption of the ocean's resources. The U.S. population will climb to more than 320 million by 2020, largely due to rising immigration and decreasing death rates. Population shifts to America's coastal areas will exceed national rates, with the south and west experiencing the most development pressures and waterways congestion. The demographics of America's workforce with respect to age, gender, and minorities will change by 2020. These trends will necessitate new approaches to workforce recruitment and retention, as well as adjustments in the ways that relationships with customers and stakeholders are built and sustained. Greater numbers of America's workforce entrants will be immigrants and women. Changes in family structures will compel employers to balance work and family with flexible hours, expanded out-of-home child care, and other quality-of-life programs.

Technology Revolutions



Profound advances in information and communications technologies will expand the ability to project maritime presence; to analyze, interpret and integrate data; and to coordinate responses to emergencies and other contingencies. A new Command, Control, Communications, Computer, Intelligence, Surveillance, and Reconnaissance (C⁴ISR) architecture will enable joint operations by the U.S. Armed Forces. Tagging and tracking technologies will facilitate real-time surveillance of vessels and cargoes and improve contraband detection. Sensors, precision navigation systems, remotely piloted vehicles, and satellite communications will provide force-multiplying advantages to friends and adversaries alike who operate in the maritime sector. Worldwide networks will link individuals, governments, and businesses in near-seamless webs. Information, a capital commodity, will require "knowledge" workers for whom telecommuting and teleconferencing will be routine. "Virtual reality" and computer simulations will enhance system design, prototyping, and training. "Smart" materials with imbedded sensors will become common, while computer-based tools will shrink time and cost to market.

Finite Resources and Fragile Environments



The demand for food, especially protein, and public sensitivity to environmental issues will prompt protective actions to prevent over-exploitation of the sea's resources. Globally, fish stocks will decline to near extinction if overfishing and habitat destruction continue unabated. High seas migratory species will require cooperative international and regional protection. Expanded aquaculture will meet part of the world's increasing demand for fish products, but that, too, will generate concerns for the environment. Marine sanctuaries and specially designated zones will help minimize environmental damage in coastal regions. New technologies will allow economical remediation and restoration of polluted marine areas. Increased need for energy will stimulate oil and gas drilling in areas beyond the U. S. continental shelf more than 350 miles offshore and in depths greater than 2,000 feet. Global warming will affect the frequency, duration, and severity of extreme weather events and impact ice stability in the polar regions. Arctic research, tourism, and energy exploration will accelerate.



THE 21st CENTURY COAST GUARD

The 21st century Coast Guard will possess many of the critical skills, traits, and characteristics of today's Service. But, only with an even more capable workforce and new maritime systems of cutters, boats, aircraft, and C⁴ISR, can the Coast Guard meet the changing and increasing demand. Three key characteristics of the Coast Guard will continue to provide significant value to America: the synergy of multimission assets; the discipline of an Armed Service; and the capability to respond to changing national priorities. These enduring qualities will shape both traditional and emerging roles and missions in the decades ahead.



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Lifesaver and Guardian of the Sea

Safety on the water – America's rivers, along its coasts, its deep-ocean approaches and beyond – will remain a national priority. The value of lives saved would be benefit enough, but safety on the water also minimizes damage to property, the environment, and the U.S. economy.

With U.S. maritime trade possibly tripling by 2020, the number of oceangoing vessels transiting U.S. waters will increase. Many will be significantly larger than today's ships, capable of carrying 8,000 containers, millions of barrels of oil, or thousands of passengers. They will encounter increased barge traffic and high-speed vessels, mass-transit ferries, and high-capacity passenger vessels carrying 5,000 or more people on board. A growing number and variety of recreational boaters will compete for access to coastal and inland waters. The recreational boating industry will continue to develop and market products whose popularity belies their danger. The job of ensuring maritime safety will become more complex as innovative technologies are exploited.

Prevention – the watchword of the future – will be founded on internationally harmonized regulatory regimes that level the safety playing field for international trade. Domestically, risk assessment will drive ongoing efforts to reduce mishaps. Prevention will stress the human element and will work best when there are strong partnerships with the commercial and recreational users of the Nation's ports and waterways. New accident-prevention technologies, extensive outreach and education, and wider international cooperation among many maritime constituencies will also support prevention. Through participation in the International Maritime Organization, nations will face this challenge together. The United States will retain its international leadership role. The Coast Guard will be the world's leader in maritime safety.

Despite the best efforts to prevent accidents, manmade and natural disasters will inevitably occur. The sea is an unforgiving environment, and mariners will find themselves in distress in all conditions. Preparedness will mean the difference between lives saved and lives lost, or reduced impacts of an accident. The Coast Guard will remain vigilant on land, at sea, and in the air, from the North Atlantic to the frigid waters of Alaska, from the vast waters surrounding the Hawaiian Island chain to the smuggling havens of the Caribbean, and on America's Great Lakes and waterways. The Nation will expect and take comfort in knowing that the Coast Guard will continue to provide the highest level of service at what it does best – saving lives and property.

Innovative technologies and new operational concepts will revolutionize maritime emergency response. Global satellites will relay distress alerts within minutes, from any maritime region. Electronic positioning devices, advances in satellite-based sensors, and worldwide vessel tracking systems will make it easier to find those in peril. Coast Guard search efforts will not be hampered by darkness or reduced visibility. Remotely piloted vehicles coupled with automated identification systems will further reduce search times and improve recovery success. Yet, even if maritime accidents occur less frequently through enhanced prevention, the magnitude of a 21st century high-capacity passenger vessel disaster will overwhelm any one responder. The Coast Guard will bring together a vast array of public, private, regional, and international capabilities, linked by proven technology and solid relationships, to continue the maritime heritage of shared responsibility for protecting those in peril at sea.

Technology will not eliminate the dangerous work of rescuing people and protecting property, but will enhance Coast Guard performance. Coast Guard search and rescue experts will provide the world's best maritime rescue and coordination services. **The Coast Guard will remain America's Lifesaver and Guardian of the Sea.**



Safe Gateways for a Maritime Nation

America's waterways afford extensive access for commercial and recreational use; their multi-modal facilities link the Nation to global opportunity. Only a safe, efficient, and environmentally sound maritime transportation system will support economic productivity, provide security, and facilitate overseas trade. Yet, management of America's waterways has been fragmented. The Coast Guard will spearhead a Department of Transportation effort to coordinate a national initiative that will invigorate America's waterways. With this leadership, the United States will achieve a seamless maritime transportation system that will enhance prosperity and security into the next century.

Competing demands in America's ports and waterways – commerce, national security, public health and safety, environmental concerns, recreation, fisheries, and more – must be balanced. Achieving balance in finite waterways will require a renaissance in coordinated private and government services. Congested channels present significant public-safety challenges. Burgeoning trade and coastal populations, coupled with bigger ships and the dangers posed by hazardous cargo movements, require upgrading the Nation's waterways system and overhauling the present decentralized waterways management infrastructure. The Coast Guard will play a central role in ensuring these goals are met.

More than 95 percent of U.S. foreign trade tonnage, excluding that to Canada and Mexico, will continue to move by ship. Twenty-five percent of domestic goods will be shipped by water, and half the Nation's oil will arrive by sea. U.S. global economic competitiveness and the safety and security of all Americans will depend on the effectiveness with which the Coast Guard manages the demands of growing seaborne trade. The U.S. goal is for a largely invisible maritime “enabler” for global economic life, where the user barely notices the carefully constructed and complex waterways infrastructure.

The United States will sustain the capability to carry out a full range of military operations worldwide. With fewer military bases located overseas, the Armed Services will rely on rapid deployment and transport of materiel. Mobility plans anticipate that more than 90 percent of the military equipment and supplies will move by sea in future contingencies. Ports and waterways will remain a vital component of military deployment and projection capability. The Coast Guard will ensure future waterways management decisions satisfy defense-mobility needs.

Leveraging emerging technology will be critical to ensuring a safe and efficient maritime transportation system and keeping American industry globally competitive. The answers to many of the Nation's maritime safety challenges lie in developing and implementing computer-assisted vessel tracking, advanced navigation aids, remote pollution-monitoring, and other ship-safety and port efficiency systems that will enable America's maritime transportation future. The Coast Guard will play a vital leadership role to foster national initiatives that focus on applying technology to waterway safety.

The Nation's economic and military security are inescapably tied to the health of its ports and waterways. **The Coast Guard will guarantee that America has safe and reliable gateways to the world.**



Steward of the Marine Environment

The Nation's waters and their ecosystems are vital to the health, well-being, and economy of America. Heightened national expectations for a clean and sustainable environment come at a time of increasing stress on the marine environment. The Coast Guard, with skilled people and strategically positioned units, will aggressively work to preserve healthy stocks of fish and other living marine resources and to keep the Nation's waters free of oil, chemicals, other marine pollution, and invasive species. Stewardship of the marine environment entails a broad spectrum of activities, including education, surveillance, inspection, enforcement, response, and investigation. The Coast Guard will strengthen its partnerships with government agencies, academia, interest groups, private industry, and international organizations to carry out these critical tasks. Coordinated management of the marine environment will improve the quality of American life for generations.

Prevention strategies will be foremost among the Coast Guard's environmental initiatives. Moreover, solutions must be comprehensive and global. As international regimes are created to husband scarce marine resources, the Coast Guard will actively participate to ensure policy objectives are enforceable and achievable. Recognized expertise, especially in international negotiations, will prompt other nations increasingly to seek technical assistance from the Coast Guard. In all operations, the Coast Guard will be a model of environmental excellence that others will follow.

Governmental policies affect the competitiveness of the U.S. maritime industry at home and abroad. The Coast Guard will streamline environmental regulations to ensure fairness, relevance, and minimal cost while maximizing environmental protection. Domestic guidelines will incorporate international standards as appropriate. The Coast Guard will use a mix of incentive-based approaches to stimulate industry's participation in designing the best environmental policies. Research and development, tied to authoritative scientific data, will underpin prevention and response plans. Consultations with stakeholders and experts will enable the Coast Guard to pursue environmental goals that yield the greatest public value.

Greater domestic marine traffic and coastal development will threaten habitats. Specially designated sanctuaries and zones to protect marine life will require closer Coast Guard monitoring of coastal areas. Some trends will require Coast Guard attention away from shore. Shifts in offshore fishing will necessitate surveillance over greater distances. Enforcement of international agreements on highly migratory species and U.S. distant-water fishing will extend air and sea patrols farther from traditional fishing grounds and beyond the 200-mile Exclusive Economic Zone. The Coast Guard will harness promising new methods, cooperative partners, and advanced technologies to meet these challenges.

The Coast Guard will respond immediately to mishaps that threaten the marine environment. Marine pollution incidents may be less frequent, but potentially more severe because of the increased volumes and broader array of hazardous materials carried by ships. The Coast Guard will improve disaster response through integrated contingency planning, use of automated decision-support systems, and better interoperability with partner organizations. The Coast Guard will share marine information to facilitate risk evaluation, planning, and mitigation when disaster strikes, and will serve as the focal point for coordinated action.

America's waters are truly a national treasure. **The Coast Guard will be an unfailing Steward of the Marine Environment.**



Maritime Law Enforcer

Threats to America's maritime regions will be increasingly obscure, yet intrusive. More than ever, the United States will require the Coast Guard's front-line defense against a host of illicit activities. Well-financed criminal organizations will exploit porous international borders to smuggle everything from drugs to weapons of mass destruction. Migrants will sail for the United States to flee persistent overpopulation, poverty, and instability in their native lands. Exhausted overseas fishing grounds will cause foreign fleets to venture further from local waters to cast their nets adjacent to – and if the risk of detection and enforcement is low, within – the U.S. Exclusive Economic Zone. Some shipping companies, desperately seeking a competitive edge, will attempt to cut costs by sidestepping regulations designed to prevent or mitigate accidents. If unchecked, sea-based threats by those contemptuous of laws and international regulations will inflict significant harm on the Nation.

Upholding the law at sea, always complicated by the sheer span of America's maritime borders and marine activities, will be more difficult due to the number and complexity of regulations and international agreements. As the Nation's maritime law enforcement agency, the Coast Guard will engage new and old partners to work as an integrated team to safeguard America. The Coast Guard will transcend geographical and organizational jurisdictions to promote far-reaching cooperation among the agencies of the U.S. government; among regional, state, and local officials; within the private sector; and increasingly, with other nations. Joint enforcement and information-sharing will not stop at the water's edge.

The Coast Guard has practiced a form of community policing for more than 200 years, and the Service has long understood the importance of deterring crime on the sea by maintaining an active presence. Patrols and inspections will continue, aided by a variety of specialized tracking and monitoring technologies. Operational intelligence will play a crucial role in tactical employment of limited assets. The Coast Guard will partner with industry to develop reasonable self-regulatory regimes. Private and public programs to improve information-sharing will be essential to deter and halt criminal activities.

When criminal maritime conduct is detected, the most cost-effective response will be rapid surging of enforcement assets to interdict at sea. Illegal immigrants will be intercepted on the high seas. Illegal fishing will be stopped before vulnerable fishing grounds are irreparably harmed. Drugs and weapons will be seized before finding their way to American streets. Unsafe ships and cargoes will be turned back before placing beaches and delicate coastal wetlands at risk. A Coast Guard multimission system of aircraft, boats, cutters, and C⁴ISR will provide the mobility and readiness to intercept fast, stealthy interlopers.

A broad spectrum of threats will constantly challenge America's maritime interests. **The Coast Guard will remain America's Maritime Law Enforcer.**



An Armed Service

The Coast Guard will participate jointly with the other U.S. Armed Services to defend the Nation. It will fulfill military roles that build on peacetime competencies and that complement the capabilities of the Navy-Marine Corps Team. The Coast Guard's uniquely skilled forces will provide the Unified Commanders-in-Chief maritime expertise to meet their contingency plans. By virtue of their multimission, day-to-day operations, Coast Guard units will be ready to deploy immediately, anywhere and anytime as required in the interests of national security.

The complex array of maritime security challenges that lies ahead will require the combined efforts of versatile forces. The Coast Guard, Navy, and Marine Corps must think in new, mutually supportive ways about how to develop a full spectrum of maritime capabilities for America. The Coast Guard will integrate and coordinate force planning with the other Services to field capabilities that are balanced, affordable, joint, interoperable, and multimissioned. Common military doctrine, innovative operational concepts, focused logistics, and leveraged use of technologies will allow the Nation's maritime forces to come together quickly to meet any contingency.

The Coast Guard will be prepared to operate in low-threat conflict environments, and to provide specialized functions at all levels of operation. This will include maritime intercept operations to enforce international sanctions, escort of vessels carrying equipment and essential supplies, emergency evacuation of nationals, and protection of high-value assets. Harbor security units will maintain vital U.S. and foreign expeditionary ports free from hostilities, terrorism, or safety deficiencies that might disrupt support and re-supply operations. The Coast Guard will assist in mitigating damages incurred by environmental terrorist acts, and will also provide aircraft and cutters for traditional services such as search and rescue, disaster relief, and humanitarian assistance.

America's future national security policy will increasingly focus on strengthening regional stability in critical global areas. The Coast Guard's humanitarian reputation will often give it access to other nations when political sensitivities preclude Department of Defense entry. Coast Guard peacetime engagement will enhance national strategies for building the trust and cooperative ties crucial to successful regional alliances. Routine activities, such as port visits, combined training and exercises, personnel exchanges and information sharing, will show developing countries how to establish and sustain a full spectrum of maritime service capabilities. More than 40 of the world's 70 naval forces are, in essence, "coast guards." Coast Guard initiatives frequently cross multiple ministries of host governments, which provide opportunities for further diplomatic and military contacts.

The Coast Guard has fundamental and enduring roles in support of the National Security Strategy and National Military Strategy. The future is likely to bring unfamiliar multipolar and asymmetric threats to the maritime region. The Coast Guard will remain a flexible and reliable instrument of policy to address these challenges. Whether peacetime, crisis, or war, the Coast Guard will be ready to work in concert with the Department of Defense, to partner with other agencies, and to operate with friendly or allied forces.

The new century will bring new national security challenges. **The Coast Guard will remain always ready as a member of the U.S. Armed Forces.**



VISION TO REALITY

Critical decisions confront the Coast Guard as it prepares for a new century of service to America. Coast Guard 2020 provides the vision and framework to make the hard decisions necessary to ensure that the Coast Guard remains ready for today's missions and tasks, even as the Service plans for tomorrow's requirements and operations. Coast Guard 2020 is the cornerstone of the Service's strategic planning and budgeting process, and it will mold the Coast Guard's Capital Acquisition Plan. Most fundamentally, Coast Guard 2020 provides the foundation for programs to attract, train, and retain highly skilled and motivated people, and to design, acquire, and maintain modern cutters, aircraft, and systems – which will sustain necessary capabilities and competencies. In the final analysis, however, it will be the Coast Guard's men and women – shaped by professionalism, leadership, and selfless humanitarian service – who will transform this vision into reality.

Capabilities

To meet requirements in the 21st century, Coast Guard units must operate as a highly mobile, flexible system that responds to mission priorities based on extensive use of information, intelligence, and communications. Unlike the ad hoc mix of aging assets in use today, some of which date back to World War II, 21st century systems – aircraft, cutters, boats, stations, and command centers – must be integrated to meet mission requirements. Satellites and sensors will provide real-time information allowing total visibility in maritime regions. Vessel and harbor networks, command centers, and communications systems will contribute to a world-class waterways management system under Coast Guard leadership.

Current acquisition programs for buoy tenders, motor lifeboats, and patrol boats will fulfill nearly all coastal and inland capabilities anticipated in the first two decades of the 21st century. A replacement for the mainstay of Coast Guard small boat stations, the utility boat, will be essential, and specialized boats suited for emerging missions must be identified and procured.

A new “Deepwater” system of cutters, aircraft, and C⁴ISR will replace the current fleet of high- and medium-endurance cutters and their associated aircraft, sensors, and command and control systems. “Deepwater” is a unique system acquisition that will provide 21st century capabilities specifically tailored for demanding operations beyond 50 miles offshore and will enhance operations with smaller Coast Guard units in coastal areas. It will be totally compatible with Department of Defense architectures and will result in a significantly more efficient and effective mix of Coast Guard assets explicitly designed to operate seamlessly together.

Equal in importance to the Service's seagoing and aviation assets is a new generation of information systems that will link operational assets with their support lifeline. The Integrated Logistics Support System (ILSS) will be innovative and will “benchmark” best commercial practices for preventive maintenance and repairs, workforce planning and training, supply, inventory control, and shore support. This new ILSS is essential to realize the vision of meeting increasing demand for services. The personnel system alone must achieve a just-in-time capability for providing qualified, trained people on efficiently manned cutters, aircraft, and stations.

As the Department of Defense continues to reshape its strategies for regional conflicts and small-scale contingencies, and to downsize its forces, the Coast Guard will be prepared to assume important defense and national security missions. Elements of the Defense Department's detection and monitoring tasks in support of maritime law enforcement will require additional Coast Guard

maritime patrol aircraft and shipboard surveillance systems. Additionally, the Coast Guard's envisioned system of cutters, aircraft, and C⁴ISR will have key capabilities for low-threat conflict environments, but will also be able to operate in direct support of the Unified Commanders' warfighting needs.

Competencies

Twenty-first century Coast Guard men and women will be well-grounded in maritime competencies, with the skills to operate safely in all climates and conditions. The Coast Guard's diverse responsibilities and broad authority will require its people to be adaptable, flexible, and always ready to perform in any assigned role. The multimission character of its people will remain an enduring attribute and unique force multiplier. The Coast Guard's military organization will provide the discipline that contributes to efficient and effective accomplishment of all missions.

The Coast Guard will be structured to perform its critical tasks better and at less cost. Coast Guard services will be customer-driven, and will have demanding and measurable performance standards. The Coast Guard of the future will be a world-class quality organization, empowering its people to make the decisions that count. The workforce will adeptly anticipate and respond to change. Savings derived from more effective business practices will enable the Service to recapitalize its platforms, systems, and stations.

The Coast Guard understands the power of partnerships and will strategically employ them in a variety of ways to best serve the American public. Work will frequently be accomplished through small groups, formed with members from within and outside of the Service. Timely, open communications will occur across and among teams. The Coast Guard will routinely share appropriate information with partners, customers, and stakeholders. A similar spirit of cooperation and collaboration will be evident in the Service's internal organization.

The Coast Guard's greatest strength in the 21st century will continue to be its women and men and their commitment to core values of honor, respect, and devotion to duty. Technology will never replace far-sighted, dedicated people to lead the Service to continued success. The Coast Guard, an employer of choice, will attract, develop, and retain bright men and women from a rich variety of backgrounds. The Service will instill superior leadership and management skills at all levels.

Quality-of-life programs will fulfill employees' interests and needs. Career incentives will include advancement and leadership opportunities, a wide and flexible selection of career-long education options, and comprehensive benefits that mirror the best the workplace can offer. Coast Guard members deployed away from home will be confident that the Service attentively provides for their families. Knowledge will be crucial. Continual learning will hone professional competencies. Future training will be individualized, technology-based, and delivered just-in-time to the workplace.

Continued recognition as the world's premier maritime service will require the most competent workforce in America. The Service's valued women and men will know that they are the best as they extend proud Coast Guard traditions into the future.

SETTING THE COURSE

More than ever before in history, the sea will be the Nation's gateway to the world and the world's gateway to America. Guided by Coast Guard 2020, the Service is charting its course for the 21st century, ever-mindful of the continuing mandate to adjust quickly and respond to a highly dynamic world in constant change. As the Coast Guard looks to its third century of service, an increasingly complex system of maritime interests and users will challenge the Service as never before. America will need safe, efficient, and reliable waterways. It will need a guardian of safety on the water. It will need a front-line defense against a host of illicit activities. It will need protection of its marine resources on the high seas, at the maritime borders, along the coasts, and in the inland waterways. America will need a Coast Guard able to operate alongside the other U.S. Armed Services to support the Nation's security strategies and policies.

The sea has taught generations of Coast Guard men and women to be vigilant, flexible, courageous, and devoted to duty. To meet the challenges of the 21st century, the Coast Guard will build on the legacy of its people – maritime professionals and dedicated Americans – in active duty, reserve, civilian, and Auxiliary service to the Nation: Team Coast Guard. They will have the capabilities and skills to be Semper Paratus... Always Ready to serve America.

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